

PERFORMANCE AGREEMENT

entered into by and between

**Amathole District Municipality, as represented by the
Municipal Manager**

**CHRIS MAGWANGQANA
(‘the employer’)**

and

**SONIA KIECK
(‘the employee’)**

For the financial year:
1 July 2016 – 31 August 2016


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ACRONYMS

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

DEFINITIONS

Official Language	-	Refers to the language parties to the contract choose to use as medium for formal communication between themselves.
Financial Year	-	Refers to the 12-month period which the organisation determines as its budget year.
Employee	-	means a person employed by a municipality as a municipal manager or as a manager directly accountable to a municipal manager.
Employer	-	means the municipality employing a person as a municipal manager or as a manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manger as the case may be;
Employment contract	-	means a contract as contemplated in Section 57 of the Act;





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



PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Amathole District Municipality, herein represented by **Chris Magwangqana** (ID No: **590309 566 3086**) in his capacity as Municipal Manager (hereinafter referred to as 'the Employer')



and

Sonia Kieck, (ID No. 791114 0111 080) being a manager accountable to the Municipal Manager in terms of section 57 of the Local Government: Municipal Systems Act No. 32 of 2000, in his capacity as duly appointed Director: Community Services (hereinafter referred to as 'the Employee').

WHEREBY IT IS AGREED AS FOLLOWS :

1. Introduction

- 1.1. The Employer has entered into a Contract of Employment with the Employee in terms of section 57(1)(a) of the Local Government : Municipal Systems Act 32 of 2000 ('the Municipal Systems Act'). The Employer and the Employee are hereinafter referred to as 'the parties'.
- 1.2. Section 57(1)(b) of the Municipal Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. That the parties hereby agree to have this contract developed in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Director to a set of outcomes that will secure local government policy goals.
- 1.4. The parties wish to ensure that there is compliance with Section 57(4),


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

2. Purpose of this Agreement

The purpose of this Performance Agreement is to –

- 2.1. comply with the provisions of Section 57(1)(b), (4B) and (5) of the Municipal Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2. specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plans, Service Delivery and Budget Implementation Plan ('SDBIP') and the Budget of the Employer;
- 2.3. specify accountabilities as set out in the Performance Plan as set out under paragraph 4;
- 2.4. monitor and measure performance against set targeted outputs;
- 2.5. use the Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his job;
- 2.6. appropriately reward the Employee in the event of outstanding performance; and
- 2.7. give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. Commencement and Duration

- 3.1. This Agreement will commence on 1 July 2016 and will remain in force until 31 August 2016, at the end of which the parties shall negotiate a



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Performance Agreement in terms of the Provisions of Section 57(2)(a) of the Act.

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

4. Performance Plan

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


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5. Performance objectives

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

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

And

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

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

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

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

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

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

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

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



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Integrated Development Plan.

6. Performance Management System

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


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Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	10%
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	10%
Municipal Financial Viability and Management	45%
Good Governance and Public Participation	25%
Total	100%

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

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

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS		
Leading Competencies :		Weight
Strategic Direction and Leadership	• Impact and Influence	8.4
	• Institutional Performance Management	
	• Strategic Planning and Management	
	• Organisational Awareness	
People Management	• Human Capital Planning and Development	8.4
	• Diversity Management	
	• Employee Relations Management	
	• Negotiation and Dispute Management	
Programme and Project Management	• Program and Project Planning and Implementation	8.3
	• Service Delivery Management	
	• Program and Project Monitoring and Evaluation	
Financial Management	• Budget Planning and Execution	8.4
	• Financial Strategy and Delivery	
	• Financial Reporting and Monitoring	
Change Leadership	• Change Vision and Strategy	8.3
	• Process Design and Improvement	
	• Change Impact Monitoring and Evaluation	
Governance Leadership	• Policy Formulation	8.4
	• Risk and Compliance Management	
	• Cooperative Governance	
Core Competencies:		
Moral Competence		8.3
Planning and Organising		8.3
Analysis and Innovation		8.3
Knowledge and Information Management		8.3

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Communication		8.3
Results and Quality focus		8.3
Total		100%

7. Evaluating performance

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

- 7.1.1. The Employer shall, for every quarter of the financial year, on the basis of a self evaluation written report from the Employee, and his own assessment evaluate the Employee's performance. The reports may be subjected to further review by the Performance Audit Committee of Amathole District Municipality.
- 7.1.2. The said report from the Employee must be made available to the Employer within (5) five working days after the last day of the quarter (three month period).
- 7.1.3 The said report shall indicate any problems or impediments encountered by the Employee in meeting the targets provided for within the timeframes of the KPA and CCR's scorecards.
- 7.1.4 Should the problems or impediments not be the fault of the Employee, the report should propose new timeframes for the achievement of the said objectives.
- 7.1.5 The Employer shall within fourteen (14) days upon the receipt of a report indicating such impediments as described in paragraph 7.1.3. above , respond in writing to the Employee either the acceptance or rejection of the revised target timeframes.
- 7.1.6 The Employee must ensure any new time-frames or variances and corrective measures agreed to in terms of this paragraph, are where appropriate, correctly reflected in the monthly reports submitted to the Employer so as to allow the Municipal Manager



to comply with the reporting requirements under section 71(1) of the Municipal Finance Management Act 56 of 2003.

7.1.7 The Employer shall, in the event of substandard performance by the Employee convene a meeting with the Employee where he will:

- (a) give feedback in respect of the substandard performance;
- (b) Explain the requirements, levels, skills and nature of the posts;
- (c) Evaluate the Employees performance in relation to this Agreement;
- (d) Afford the Employee an opportunity to respond to the substandard performance outcomes.

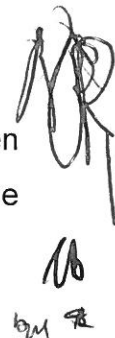
7.1.8 After considering the submissions made by the Employee in terms of subparagraph 7.1.7(e) above the Employee may, if necessary –

- (a) Initiate a formal programme of counselling and training to enable the Employee to reach the required standard of performance, which must include –

- i. Assessing the time that it will take for the Employee to deal with the substandard performance;
- ii. Establish realistic timeframes within which the municipality will expect the Employee to meet the required performance standard; and
- iii. Identify and providing appropriate training for the Employee to reach the required standard of performance.

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

7.1.9 If, after the application of corrective measures as set out in paragraph 7.1.8 above, and after a reasonable time has been given for the Employee to improve his performance, the



Employee continues to fail to meet the required performance standard for the post, or refuses to take part in any programme intended to correct the substandard performance, the Employer shall report the allegation of substandard performance of the Employee, to Council to commence formal disciplinary proceedings as stipulated in terms of the Local Government: Disciplinary Regulations for Senior Managers 2010, with a view of terminating the employment of the Employee in accordance with the provisions of the written Contract of Employment


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


- 7.2.1. The Employee fails to comply with this Agreement;
- 7.2.2. The Employee's leave record in respect of absenteeism and leave without pay shows a lack of commitment to his work.
- 7.2.3 The Employee has been found guilty of misconduct in a disciplinary hearing during the period of this Agreement.

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

- 7.4 The Employer shall not be entitled to give a score of zero where the Employee has failed to submit a self assessment report, as provided for under paragraph 7.3 above, where the Employee's failure to submit the self assessment is a result of any of the following events which are beyond the control of the employee:

- (a) the Employee is on sick leave, as per the conditions outlined in the applicable municipal policy, thus losing essential time that would allow the Employee to complete and submit the self assessment timeously;





(b) the Employee is away from the office on official Council business for any period of time within which the self assessment is due;

(c) the Employee is on approved annual or any other leave at the time which the self assessment is due.

7.5 In the event of any of the occurrences listed under paragraph 7.4 above, the Employee must advise the Employer in writing to the effect that the self assessment cannot be submitted timeously.

7.6 The Employer must immediately acknowledge receipt of the Employee's submission under paragraph 7.5 above and indicate his agreement that the self assessment cannot be submitted timeously, and to then provide the Employee with an alternative date on which the self assessment report may be submitted.

7.7 The Employer must give the Employee notice in writing that he is contemplating not evaluating the Employees quarterly performance for reasons listed under paragraphs 7.2 and 7.4, to allow the Employee to provide further submission in this regard.

8. Annual performance appraisals

8.1. The annual performance appraisal will involve:

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

8.1.1.1 Each KPA will be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA;

8.1.1.2 An indicative rating on the five –point scale will be provided



for each KPA;

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

8.1.2 Assessment of the CCR as follows:

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

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

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

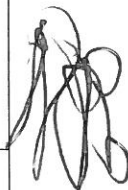
8.1.2.4 The applicable assessment rating calculator must then be used to add the scores and calculate the final CCR score.

8.1.3 Overall rating as follows:

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year					
4	Performance significantly	Performance is significantly higher than the standard					




	above expectation	expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
2	Performance not fully effective	Performance is below the standard required for the job to key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

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

- Municipal Manager;




- Chairperson of the Performance Audit Committee or Audit committee in the absence of a Performance Audit Committee
- A member of the Mayoral Committee, and
- The Municipal Manager from another Municipality.

9. Schedule for performance reviews

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

First quarter	:	July	–	September	_____
Second quarter	:	October	–	December	_____
Third quarter	:	January	–	March	_____
Fourth quarter	:	April	–	June	_____

9.2. The performance panels will sit bi-annually as in line with the Performance Management Framework.

9.3. The Employer must keep a record of the mid-year review and quarterly assessment meetings.

9.4. Performance feedback must be based on the Employer's assessment of the Employee's performance.

9.5. The Employee will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons on agreement between both parties.

9.6. The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

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- 9.7. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the Contract of Employment remains in force.

10. Developmental requirements

10.1 A Personal Development Plan (PDP) (Annexure B) for addressing developmental gaps must form part of the Performance Agreement.

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

11. Obligations of the Employer

11.1. The Employer must –

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

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

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

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



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

12. Consultation

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

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

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

11.1.3 have a substantial financial effect on the Employer.

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

13. Management of evaluation outcomes

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

13.2. A performance bonus ranging from 5% to 14% of the all inclusive remuneration package may be paid to the Employee in recognition of outstanding performance. In determining the performance bonus the


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relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that –

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

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

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

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

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

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

13.4.1 provide systematic remedial or developmental support to assist the Employee to improve his/her performance in line with the provision of paragraph 7.1.8; and,

13.4.2 after appropriate performance counselling and having provided the necessary guidance or support and reasonable time for improvement in performance, and performance does not improve, the Employer may consider steps as provided for this Agreement to terminate the Contract of Employment of the Employee on ground of unfitness or incapacity to carry out his duties.


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14. Dispute resolution

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

15. General

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



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Thus done and signed at EAST LONDON on this 12 day of
July 2016.

AS WITNESSES :

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

AS WITNESSES :

1. [Signature]

2. [Signature]


[Signature]
DIRECTOR


APPENDIX 1

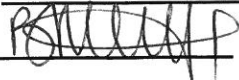
**Commitment of Managers directly reporting to the Head of Department
(Sec 56 Manager reporting directly to the Municipal Manager)**

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

The following are the signatories for the Unit Managers/Deputy Directors

Unit : SUPPLY AND ASSET MANAGEMENT
 Title : GENERAL MANAGER
 Name & Surname: CLAYTON BHANA
 Signature :  Date 13/7/2016

Unit : FINANCIAL MANAGEMENT
 Title : GENERAL MANAGER
 Name & Surname: SONIA KIECK
 Signature :  Date 13/01/2016

Unit : DIRECTOR'S OFFICE
 Title : SENIOR MANAGER
 Name & Surname: BONGIWE MASHALABA
 Signature :  Date 13/07/2016





AMATHOLE DISTRICT MUNICIPALITY PERFORMANCE MANAGEMENT FRAMEWORK:

PERSONAL DEVELOPMENT PLAN

Full Names : Sonia Yolanda Kieck

Employee Number: 1012064

Position : General Manager: Financial Management

Department : Budget and Treasury Office

Supervisor's Name:

Purpose: To enable the manager/supervisor and the employee to identify skills development requirements and as a result agree on the steps to be taken to address those developmental gaps and career pathing.

Table 1: Areas of Development and Formal Training

Area identified for Development	Objective of Development	Name of Intervention/Course/ Training	Quarter Targeted / Period / Timeframe
GRAP updates	Keep abreast with amendments	SAICA GRAP update ASB GRAP update	Quarter 3 and Quarter 4
ADMaC financial system	Effectively use new financial system	SAP training	All quarters

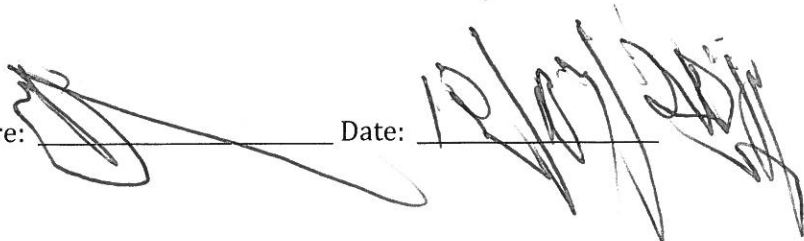
Table 2: Other

You may attend an awareness session, seminar, conference, understudying, on-the-job training within the year that will seek to address any of the areas of development or personal development needs.

Name of session, seminar, conference	Objective of Development	Quarter Targeted / Period / Timeframe
SAICA seminars/workshops/information sessions	Satisfy CPD criteria in terms of SAICA	All quarters depending on when sessions are held
IMFO seminars/workshops	Keep abreast with best practice and practical implementation	All quarters depending on when sessions are held

We, (Employee) and (Supervisor) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve objective/s for development. We also understand that due to the operational requirements and budget constraints of the Municipality (Department/division/unit), it may not be possible to undertake the training and development stated with the type of intervention stated and/or within the quarter of the year as stated. There is also an understanding between us that areas of development could be identified throughout the year and that this may change the order of priority and type of intervention as stated in the plan.

Signature: (Employee)  Date: 12/07/2016

Supervisor's Signature:  Date: 12/07/2016

AMATHOLE DISTRICT MUNICIPALITY

TOP LEVEL SCORECARD

2016-17 SDBIP

Priority Area	Strategic Objective	Strategy	Indicator	Key Performance Indicator	Activity /Project	Measurement Source and Frequency	Budget	Baseline	Q1 Deliverable target	Q1 Financial target	Q1 Evidence	Q2 Deliverable target	Q2 Financial target	Q2 Evidence	Q3 Deliverable target	Q3 Financial target	Q3 Evidence	Q4 Deliverable target	Q4 Financial target	Q4 Evidence	Annual Target	Custodian	No of KPIs
KPA 1 : Municipal Transformation and Institutional Development KPA Weight 10%																							
Information and Communication Technology	Ensure integrated and responsive ICT function by 2017	Implement Green agenda	No. of committees using electronic agendas To be taken to the department	MTI 1/1	Green Agenda	Quarterly reports supported by evidence	R 0	Mayoral Committee; HOD's; Senior Management	Develop an electronic agenda for the Bid Specification committee	R 0	1. Copy of Link/pdf electronic agenda	Develop an electronic agenda for the Bid Evaluation committee meetings	R 0	1. Copy of Link/pdf electronic agenda	Develop an electronic agenda for the Bid Evaluation committee meetings	R 0	1. Copy of Link/pdf electronic agenda	3 Bid committees using electronic agendas	R 0	1. Copy of Link/pdf electronic agenda	3 committees using electronic agendas	Chief Financial Officer	BL
Performance Management	To ensure a district-wide coordination of implementation, monitoring and evaluation of IDP by 2017	Coordinate performance reporting, monitoring and evaluation	No. of Quarterly Individual performance assessment reports	MTI 2/2	Monitoring of implementation of performance for employees below S56 managers	Quarterly performance assessment reports	R 0	Approved Employee Performance Management Policy & Procedure	Q4 2015/16 Individual Performance Assessment report 2015/16	R 0	1. Copy of Individual Performance Assessment report 2. Copies of Departmental checklist	Q1 16/17 Individual Performance Assessment report	R 0	1. Copy of Individual Performance Assessment report 2. Copies of Departmental checklist	Q2 16/17 Individual Performance Assessment report	R 0	1. Copy of Individual Performance Assessment report 2. Copies of Departmental checklist	Q3 16/17 Individual Performance Assessment report	R 0	1. Copy of Individual Performance Assessment report 2. Copies of Departmental checklist	4 Individual Performance assessment reports	Chief Financial Officer	BL
KPA 2 : Basic Service Delivery and Infrastructure Investment KPA Weight 30%																							
Water	Provision of adequate, portable and sustainable water services infrastructure by 2021	Registration of indigent consumers	No. of new registered indigent consumers receiving 6kl free water basic services	SDI 1/4	Indigent Households with free basic potable water	Quarterly reports supported by evidence	R 0	562 + 756 (Q1and Q2)	500 new registered indigent consumers receiving 6kl free basic water service	R 0	1. Proof of approved list 2. Proof of submission to MM 3. System Printout of new indigents	500 new registered indigent consumers receiving 6kl free basic water service	R 0	1. Proof of approved list 2. Proof of submission to MM 3. System Printout of new indigents	500 new registered indigent consumers receiving 6kl free basic water service	R 0	1. Proof of approved list 2. Proof of submission to MM 3. System Printout of new indigents	500 new registered indigent consumers receiving 6kl free basic water service	R 0	1. Proof of approved list 2. Proof of submission to MM 3. System Printout of new indigents	2 000 new registered indigent consumers receiving 6kl free basic water services	Chief Financial Officer	TL
Supply Chain Management	To ensure sound and sustainable management of municipal finances by 2017	Monitoring and reporting on contractual commitments and performance of service providers	No. of Reports submitted to Council on contractual commitments and performance of service providers	SDI 8/2	Reporting on contractual commitments and performance of service providers	Quarterly reports supported by evidence	R 0	Annual SCM reports	A Report submitted to Council on contractual commitments and performance of service providers	R 0	1. Contract Register 2. Signed quarterly report submitted to Council 3. Agenda Council	A Report submitted to Council on contractual commitments and performance of service providers	R 0	1. Contract Register 2. Signed quarterly report submitted to Council 3. Agenda Council	A Report submitted to Council on contractual commitments and performance of service providers	R 0	1. Contract Register 2. Signed quarterly report submitted to Council 3. Agenda Council	A Report submitted to Council on contractual commitments and performance of service providers	R 0	1. Contract Register 2. Signed quarterly report submitted to Council 3. Agenda Council	4 Reports submitted to Council on contractual commitments and performance of service providers	Chief Financial Officer	BL
KPA 3 : Local Economic Development KPA Weight 20%																							
Supply Chain Management	To promote holistic sustainable regional economic development by 2030	Enhance the capacity of emerging contractors to deliver on contracts	No. of Interventions to improve emerging contractors performance conducted	LED 1/13	Training of emerging contractors	Quarterly reports supported by evidence	R 0	3 Training workshop with emerging contractors	Conduct 1 Training intervention for emerging contractors/ Service providers	R 0	1. Service providers training report 2. Attendance register 3. Expenditure report	Conduct 1 Training intervention for emerging contractors/ Service providers	R 0	1. Service providers training report 2. Attendance register 3. Expenditure report	Conduct 1 Training intervention for emerging contractors/ Service providers	R 0	1. Service providers training report 2. Attendance register 3. Expenditure report	N/A	R 0	N/A	3 Training interventions for emerging contractors/ service providers conducted	Chief Financial Officer	BL
KPA 4 : Municipal Financial Viability and Management KPA Weight 30%																							
Financial Viability	Financial Viability as expressed by ratios		Financial viability expressed by Debt Coverage ratio	MFV 1/1	Municipal Viability	Quarterly reports supported by evidence	R 0	1.5	3	R 0	Copy of 4th quarter Financial dashboard	3	R 0	Copy of 1st quarter Financial dashboard	3	R 0	Copy of 2nd quarter Financial dashboard	3	R 0	Copy of 3rd quarter Financial dashboard	3	Chief Financial Officer	TL
			Financial viability expressed by Outstanding service debtors to revenue ratio	MFV 1/2			R 0	142%	90%	R 0	Copy of 4th quarter Financial dashboard	90%	R 0	Copy of 1st quarter Financial dashboard	90%	R 0	Copy of 2nd quarter Financial dashboard	90%	R 0	Copy of 3rd quarter Financial dashboard	247%	Chief Financial Officer	TL
			Financial viability expressed by Cost Coverage ratio	MFV 1/3			R 0	1	1	R 0	Copy of 4th quarter Financial dashboard	1	R 0	Copy of 1st quarter Financial dashboard	1	R 0	Copy of 2nd quarter Financial dashboard	1	R 0	Copy of 3rd quarter Financial dashboard	1	Chief Financial Officer	TL
Expenditure Management	Expansion of billable water consumers to all households in the district		% billing of billable metered households	MFV 1/4	Meter reading	Quarterly reports supported by evidence	R 0	25834 Meters 99% billing	99% reading on billable meters	R 0	1. BP421 Report	99% reading on billable meters	0	1. BP421 Report	99% reading on billable meters	R 0	1. BP421 Report	99% reading on billable meters	R 0	1. BP421 Report	99% reading on billable meters	Chief Financial Officer	TL
			Payment of all invoices within 30 days of receipt in line with Section 65 of the MFMA	% of invoices paid within 30 days of receipt	MTI 1/6	Improvement of the Municipality's working capital	Quarterly reports supported by evidence	R 0	97%	100% of Invoices paid within 30 days of receipt	R 0	1. Payment register/voucher 2. Copy of receipt register for invoices submitted	100% of Invoices paid within 30 days of receipt	R 0	1. Payment register/voucher 2. Copy of receipt register for invoices submitted	100% of Invoices paid within 30 days of receipt	R 0	1. Payment register/voucher 2. Copy of receipt register for invoices submitted	100% of Invoices paid within 30 days of receipt	R 0	1. Payment register/voucher 2. Copy of receipt register for invoices submitted	100% payment of invoices paid received within 30 days	Chief Financial Officer
Revenue Enhancement	To ensure sound and sustainable management of municipal finances by 2017	Implementation of Credit Control and Indigent Policies	% total collection on outstanding debts	MFV 1/8	Collecting of outstanding debts	Quarterly reports supported by evidence	R 0	45% collected on outstanding debts (excluding provision for doubtful debts)	20% collected on outstanding debt per debtor categories (A, B and C)	R 0	Quarterly report on debt collection with supporting evidence and Financial system report	15% collected on outstanding debt per debtor categories (A, B and C)	R 0	Quarterly report on debt collection with supporting evidence and Financial system report	15% collected on outstanding debt per debtor categories (A, B and C)	R 0	Quarterly report on debt collection with supporting evidence and Financial system report	20% collected on outstanding debt per debtor categories (A, B and C)	R 0	Quarterly report on debt collection with supporting evidence and Financial system report	70% total collection on outstanding debts	Chief Financial Officer	TL
Revenue Enhancement		Management of leased ADM Property	% collected on leased ADM Buildings	MFV 1/9	Collecting of amount on leased buildings	Quarterly reports supported by evidence	R 0	4 ADM Owned Buildings	100% Collected on leased ADM Buildings	R 0	Receipts of amounts collected	100% Collected on leased ADM Buildings	R 0	Receipts of amounts collected	100% Collected on leased ADM Buildings	R 0	Receipts of amounts collected	100% Collected on leased ADM Buildings	R 0	Receipts of amounts collected	100% collected on leased ADM Buildings	Chief Financial Officer	TL
Asset Management		Completeness and accurate asset register	% update of the asset management system	MFV 1/10	Automated Asset Register	Quarterly reports supported by evidence	R 0	Audited Integrated Asset Management Information System	100% Updated and accurate Move-able Asset Register with additions and disposals	R 0	1. Copy of the updated move-able Asset register 2. List of the Additions/ Disposals	100% Updated and accurate Move-able Asset Register with additions and disposals	R 0	1. Copy of the updated move-able Asset register 2. List of the Additions/ Disposals	100% Updated and accurate Move-able Asset Register with additions and disposals	R 0	1. Copy of the updated move-able Asset register 2. List of the Additions/ Disposals	100% Updated and accurate Move-able Asset Register with additions and disposals	R 0	1. Copy of the updated move-able Asset register 2. List of the Additions/ Disposals	100% Updated Automated Asset Register	Chief Financial Officer	TL
Budget Reform		Implementation of Supply Chain Management Policy	% reduction in the number of deviations	MFV 1/11	Reduction in deviation	Quarterly reports supported by evidence	R 0	2% number of deviations and the SCM Policy	Reduction in number of deviations by 5 %	R 0	1. Deviation register 2. Proof of submission to Council 3. Quarter 4 deviation report	Reduction in number of deviations by 5 %	R 0	1. Deviation register 2. Proof of submission to Council 3. Quarter 4 deviation report	Reduction in number of deviations by 5 %	R 0	1. Deviation register 2. Proof of submission to Council 3. Quarter 4 deviation report	Reduction in number of deviations by 5 %	R 0	1. Deviation register 2. Proof of submission to Council 3. Quarter 4 deviation report	Reduction in number of deviations by 20%	Chief Financial Officer	TL
Cost recovery	Implement a costing model for ADM services		Reviewed tariffs submitted to Council for approval	MFV 1/12	Prepare water, sanitation, fire and disaster sundry services tariffs	Quarterly reports supported by evidence	R 0	Approved 15/16 tariffs for Sanitation, Fire & Sundry services	N/A	R 0	N/A	Develop an assessment report on the impact of adopted tariffs	R 0	Copy of the assessment report	Draft tariffs (water, sanitation, fire and sundry services) for 16/17 submitted to Council	R 0	1. Schedule of draft water, sanitation, fire and sundry services for 16/17 2. Signed quarterly report 3. Council Agenda	Final tariffs (water, sanitation, fire and sundry services) for 16/17 submitted to Council	R 0	1. Schedule of draft water, sanitation, fire and sundry services for 16/17 2. Signed quarterly report 3. Council Agenda	Reviewed tariffs submitted to Council for approval	Chief Financial Officer	BL
Cost recovery			Report on the Total cost of providing free basic services per annum excluding losses	MFV 1/13	Costing of Free Basic Services	Quarterly reports supported by evidence	R 0	R142/070/037/50	4th Quarter 14/15 report on the cost of providing free basic services submitted to EMC	R 0	1. Proof of submission to EMC/ Agenda for the EMC	1st Quarter 15/16 report on the cost of providing free basic services submitted to EMC	R 0	1. Proof of submission to EMC/ Agenda for the EMC	2nd Quarter 15/16 report on the cost of providing free basic services submitted to EMC	R 0	1. Proof of submission to EMC/ Agenda for the EMC	3rd Quarter 15/16 report on the cost of providing free basic services submitted to EMC	R 0	1. Proof of submission to EMC/ Agenda for the EMC	Annual report on the cost of providing Free Basic Services	Chief Financial Officer	BL
Expenditure Management	Implementation of an Accelerated Plan for service delivery projects		No. of days taken in awarding contracts after closing date of tender	MFV 1/14	Establish best practice timeframe/ model for awarding contracts	Quarterly reports supported by evidence	R 0	60 days turn-around time	59 days taken in awarding contracts after closing date of tender	R 0	1. Report on the improved turn around time on evaluation and adjudication of tenders submitted to EMC 2. Proof of submission to EMC	56 days taken in awarding contracts after closing date of tender	R 0	1. Report on the improved turn around time on evaluation and adjudication of tenders submitted to EMC 2. Proof of submission to EMC	57 days taken in awarding contracts after closing date of tender	R 0	1. Report on the improved turn around time on evaluation and adjudication of tenders submitted to EMC 2. Proof of submission to EMC	56 days taken in awarding contracts after closing date of tender	R 0	1. Report on the improved turn around time on evaluation and adjudication of tenders submitted to EMC 2. Proof of submission to EMC	56 days taken in awarding contracts after closing date of tender	Chief Financial Officer	BL
KPA 5 : Good Governance and Public Participation Objectives and Strategies KPA Weight 10%																							
Governance	To ensure clean and accountable governance in the district by 2021	Coordinate Municipal performance reporting	Monthly budget statement & Mid-year budget assessment reports submitted to Mayor, Provincial & National Treasuries	GGP 1/5	Develop and submit S71 & S72 report	Quarterly reports supported by evidence	R 0	Section 71 & 72 reports	3 monthly reports on S71 reporting submitted within 10 working days after the end of the month to the Executive Mayor, Provincial Treasury and National Treasury	R 0	1. Copies of the quarterly reports 2. Proof of submission to Executive Mayor, National and Prov Treasury 3. MM's Quality certificate	3 monthly reports on S71 reporting submitted within 10 working days after the end of the month to the Executive Mayor, Provincial Treasury and National Treasury	R 0	1. Copies of the quarterly reports 2. Proof of submission to Executive Mayor, National and Prov Treasury 3. MM's Quality certificate	3 monthly reports on S71 and Mid-year budget performance report submitted within 10 working days after the end of the month to the Executive Mayor, Provincial Treasury and National Treasury	R 0	1. Copies of the quarterly reports 2. Proof of submission to Executive Mayor, National and Prov Treasury 3. MM's Quality certificate	3 monthly reports on S71 reporting submitted within 10 working days after the end of the month to the Executive Mayor, Provincial Treasury and National Treasury	R 0	1. Copies of the quarterly reports 2. Proof of submission to Executive Mayor, National and Prov Treasury 3. MM's Quality certificate	Monthly budget statements & Mid-year budget performance report submitted to Mayor, Provincial & National Treasuries	Chief Financial Officer	TL
			Percentage Implementation by departments of Internal Audit action plans submitted to EMC	GGP 1/1	Provision of Management responses and time bound Action Plans to Internal Audit Findings	Monthly Report to EMC with supporting evidence	R 0	Internal Audit Reports	Progress on Implementation by departments of Internal Audit action plans submitted to EMC	R 0	1. Progress report on Implementation by departments of Internal Audit action plans 2. Copy of action plans 3. Proof of submission to EMC	Progress on Implementation by departments of Internal Audit action plans submitted to EMC	R 0	1. Progress report on Implementation by departments of Internal Audit action plans 2. Copy of action plans 3. Proof of submission to EMC	Progress on Implementation by departments of Internal Audit action plans submitted to EMC	R 0	1. Progress report on Implementation by departments of Internal Audit action plans 2. Copy of action plans 3. Proof of submission to EMC	Progress on Implementation by departments of Internal Audit action plans submitted to EMC	R 0	1. Progress report on Implementation by departments of Internal Audit action plans 2. Copy of action plans 3. Proof of submission to EMC	100% Implementation by departments of Internal Audit action plans submitted to EMC	Chief Financial Officer	BL
			% Implementation of Auditor General action plans submitted to EMC	GGP 1/2	Provision of Management responses and time bound Action Plans to external Audit queries	Quarterly reports supported by evidence	R 0	14/15 Audit Plan and 80% Audits	N/A	R 0	N/A	N/A	R 0	N/A	25% Implementation of Auditor General action plans submitted to EMC	R 0	1. Signed quarterly report submitted to EMC on the 14/15 AG findings raised 2. Copy of action Plan	75% Implementation of Auditor General action plans submitted to EMC	R 0	1. Signed quarterly report submitted to EMC on the 15/16 AG findings raised 2. Copy of action Plan	100 % Implementation of Auditor General action plans submitted to EMC	Chief Financial Officer	TL
			Financial statements compliant with MFMA and GRAP submitted to Auditor-General by 31st August annually	GGP 1/4	Development of Annual Financial Statements	Quarterly reports supported by evidence	R 0	14/15 Audited AFS	Develop AFS and consolidated AFS (Aspire) and submit to AG and PT	R 0	1. Copies of signed June 2015/16 AFS submitted to the office of AG and PT 2. Copies of acknowledgement from AG and PT 3. Copies of consolidated signed 2015/16 AFS submitted to the office of AG and PT 4. Copies of consolidated acknowledgement from AG and PT	Item to Council noting the 2015/16 AFS that were submitted to the AG and PT. Quarterly financial statements (Q1)	R 0	1. Copy of the item to Council noting the 2015/16 AFS. 2. First Quarter financial statements reviewed by the General Manager: Accounting and Reporting	Quarterly financial statements (Q2)	R 0	Second Quarter financial statements reviewed by the General Manager: Accounting and Reporting	Quarterly financial statements (Q3)	R 0	Third Quarter financial statements reviewed by the General Manager: Accounting and Reporting	15/16 Annual Financial Statements submitted to Auditor-General and Council	Chief Financial Officer	BL
Integrated Development Planning	To ensure a district-wide coordination of integrated and joint planning, between the spheres of government by 2017	Coordinate development and alignment of the IDP, SDBIP and budget integration	Budget & Adjustment budget submitted to Council for approval	GGP 2/2	Budget & Adjustment budget Review	Draft & Final Budget reports to Council	R 0	Approved 16/17 Budget	Budget Process Plan submitted to Council	R 0	1. Budget Process Plan 2. Council Agenda 3. Signed quarterly report	Budget guidelines submitted to all HOD's	R 0	1. Copy of the guidelines 2. Proof of submission	Draft Budget and Adjustment Budget submitted to Council	R 0	1. Draft Budget and Adjustment Budget 2. Council Agenda	Final Budget submitted to Council	R 0	1. Final Budget 2. Council agenda 3. Quality Certificate	17/18 Budget submitted to Council for approval	Chief Financial Officer	TL