



OFFICE OF THE MUNICIPAL MANAGER
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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE AMAHLATHI LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

IVY SIKHULU NQWENA

.....
FULL NAMES

AND

MFUNDO BUKUBUKWANA

.....
DIRECTOR: ENGINEERING SERVICES

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2021 - 30 JUNE 2022

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **AM AHLATHI** Local Municipality herein represented by **IVY SIKHULU NQWENA** in her capacity as **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer** or Supervisor)

And **MFUNDO BUKUBUKWANA**, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:




1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the 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 accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;


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- 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 or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 July 2021** and will remain in force until **30 June 2022** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the 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.




4. PERFORMANCE OBJECTIVES

- a. The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.

- b. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that needs 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 in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- c. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- a. 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.
- b. 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.
- c. 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 two 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.

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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 (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	70
Municipal Financial Viability and Management	10
Good Governance and Public Participation	5
Local Economic Development (LED)	5
Municipal Institutional Development and Transformation	10
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.

- i. The standard of performance for each employee shall be assessed based on the evidence submitted for supporting the achievement of a set annual target using the following scale:

PERFORMANCE SCORING SUGGESTED BY THE REGULATIONS (2006)

Level	Performance Rating Score	Terminology	Description
5	166	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	133	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	100	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and

			Performance Plan.
2	66	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and Indicators as specified in the PA and Performance Plan.
1	33	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.

5.8 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 and 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 :		Achievement Level	Weight	SELF SCORING SCORE (HOD)	FINAL SCORE MM
Strategic Direction and Leadership	• Impact and Influence	Superior	8.3		
	• Institutional Performance Management	Advanced			
	• Strategic Planning and Management	Competent			
	• Organisational Awareness	Basic			
People Management	• Human Capital Planning and Development	Superior	8.3		
	• Diversity Management	Advanced			
	• Employee Relations Management	Competent			
	• Negotiation and Dispute Management	Basic			
Programme and Project Management	• Program and Project Planning and Implementation	Superior	8.3		
		Advanced			

	• Service Delivery Management	Competent			
	• Program and Project Monitoring and Evaluation	Basic			
Financial Management	• Budget Planning and Execution	Superior	8.3		
	• Financial Strategy and Delivery	Advanced			
	• Financial Reporting and Monitoring	Competent			
Change Leadership	• Change Vision and Strategy	Superior	8.3		
	• Process Design and Improvement	Advanced			
	• Change Impact Monitoring and Evaluation	Competent			
Governance Leadership	• Policy Formulation	Superior	8.3		
	• Risk and Compliance Management	Advanced			
	• Cooperative Governance	Competent			
CORE COMPETENCIES	Achievements Levels	Weight	SELF-SCORING-HOD	FINAL SCORE MM	
Moral Competence	Superior	8.3			
	Advanced				
	Competent				
	Basic				
Planning and Organising	Superior	8.5			
	Advanced				
	Competent				
	Basic				
Analysis and Innovation	Superior	8.3			
	Advanced				
	Competent				
	Basic				
Knowledge and Information Management	Superior	8.3			
	Advanced				
	Competent				
	Basic				
Communication	Superior	8.3			

	Advanced			
	Competent			
	Basic			
Results and Quality focus	Superior	8.3		
	Advanced			
	Competent			
	Basic			
Total		100%		

Achievement Level Descriptions

The achievement levels indicated in the table below serves as a benchmark for appointments, succession planning and development interventions.

- i. Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- ii. Individuals that operates in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

ACHIEVEMENT LEVELS	RATING	ACHIEVEMENT LEVELS
Basic	1-2	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent	3	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
Advanced	4	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in- depth analyses
Superior	5	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (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.

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- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 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 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.6.1 Executive Mayor or Mayor;
- 6.6.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.6.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.6.4 Mayor and/or municipal manager from another municipality; and
- 6.6.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

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6.7 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

6.7.1 Municipal Manager;

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; and

6.7.4 Municipal manager from another municipality.

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels reflected on paragraph 6.6 and 6.7 above as referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter	July- September	18 of October
Second quarter	October - December	18 of January
Third quarter	January - March	18 of April
Fourth quarter	April - June	18 of July

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 Employee 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.

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 decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

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 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package **may** be paid to the Employee in recognition of the outstanding performance to be constituted as follows:

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- 11.3 The performance bonus percentage are determined by calculating the overall rating using the applicable assessment rating calculator.

12. REWARDING EMPLOYEE PERFORMANCE

A. Municipal Manager and section 56 Managers

A performance bonus, based on affordability may be paid to the employees, after:

1. the annual report for the financial year under review has been tabled and adopted by the municipal council
2. an evaluation of performance in accordance with the provisions of Municipal Performance Regulation for Municipal Managers and Managers directly accountable to Municipal Managers (23) of 2003 has been conducted.
3. approval of such evaluation results by the municipal council as a reward for a level of performance deserving of a performance bonus in terms of the bonus criteria
4. In cases where a Municipal Manager and/or Head of Department joins or leave the municipality within the cycle (1 July - 30 June), a Pro Rata calculated bonus will be rewarded provided the employee has undergone quarterly reviews.
5. In cases where an employee is Acting or Seconded in a Municipal Manager or section 56 Managers' positions and the employee has undergone quarterly reviews, a pro rata performance bonus must be calculated at the salary level of the post to which the employee is permanently appointed, based on the employee's salary notch on 30 June of the cycle under review.

The quantum of the bonus payable shall be as follows;

If (Bonus Score > = 130 - 133) bonus = 5%
If (Bonus Score > = 134 - 137) bonus = 6%
If (Bonus Score > = 138 - 141) bonus = 7%
If (Bonus Score > = 142 - 145) bonus = 8%
If (Bonus Score > = 146 - 149) bonus = 9%
If (Bonus Score > = 150 - 153) bonus = 10%
If (Bonus Score > = 154 - 157) bonus = 11%
If (Bonus Score > = 158 - 161) bonus = 12%
If (Bonus Score > = 162 - 165) bonus = 13%
If (Bonus Score > = 166 - plus) bonus = 14%

11.3 In the case of unacceptable performance, the **Employer** shall –

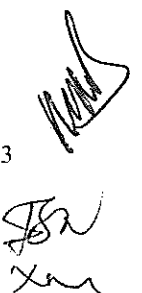
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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;
 - 12.1.4 The MEC for Local Government and the Mayor, respectively, shall have the final say with regard to the Municipal Manager's and the Section 57 Managers' assessment respectively.
 - 12.1.5 In the case of staff other than the Municipal Manager or the Section 57 Managers, the fact of non-consensus together with the necessary evidence shall be escalated in line with the municipality's dispute resolution mechanism as embodied in the relevant Collective Agreement.

13. GENERAL

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


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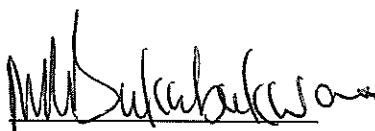
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

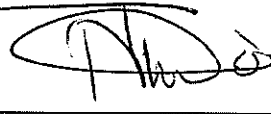
13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Stellenbosch on this the 1st day of July 2021

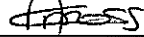
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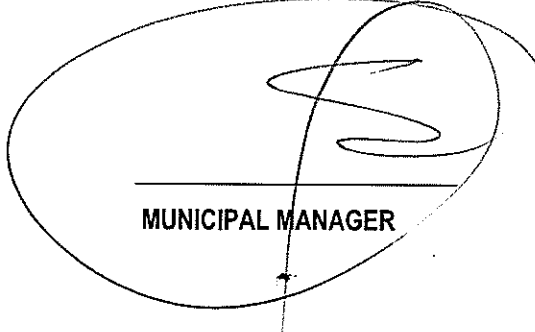
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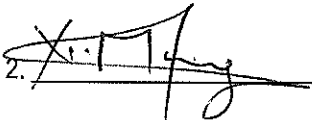

EMPLOYEE

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AS WITNESSES:

1. 


MUNICIPAL MANAGER

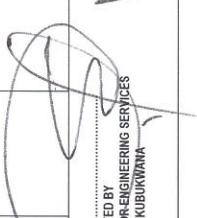
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Amathlathi Local Municipality																					
2021/22 Service Delivery & Budget Implementation Plan																					
IDP REF	OUTCOME & A RESPONSIBLE ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT	NATIONAL STRATEGIC OBJECTIVE/OUTCOME linked to the National Transformation Agenda	LOCAL STRATEGIC OBJECTIVE FOR THE 5 YEARS AND BEYOND	KEY INTERVENTION AREA/FOCUS	STRATEGY to achieve the Strategic Objective	KEY PERFORMANCE INDICATOR	Annual Target	BASELINE	Project	MISCOA Budget	Quarter One	Expected PoE	Quarter Two	Expected PoE	Quarter Three	Expected PoE	Quarter Four	Expected PoE	Responsibility	KPI NO	KPI weight
KPA - 1 BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT (WEIGHT 70%)																					
1,1	SDG 7 and 9	Resuscitation and enhancement of the rail and road networks through partnering with custodian departments and agencies	To ensure provision of a sustainable road network within Amathlathi by 2022 and beyond	ROADS	Development, implementation and monitoring of the Roads Infrastructure Masterplan for both tarred and gravel roads	No. of Kms of gravel roads maintained (blading)	75 kms gravel access and internal roads bladed	23.8KM gravelled in 2019/20FY	Blading of roads in Wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15	R 550 000	10 km gravel access and internal roads bladed	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3. Expenditure report	15 km gravel access and internal roads bladed	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3. Expenditure report	25 km gravel access and internal roads bladed	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3. Expenditure report	25 km gravel access and internal roads bladed	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3. Expenditure report	Director: Engineering Services	1	5,38
1,2	NDP 6 and 8					No. of Kms of municipal roads re-gravelled	14 kms of municipal roads re-gravelled	12.265KM re-gravelled in 2019/20FY	Regraveling of 14kms of roads in wards 1,2,3,4,5,6,7,8,9,10,11,12,13,14 and 15	R 500 000	3.5 kms of municipal roads re-gravelled	1. Quarterly report signed by Hod 2.Dated pictures and coordinates 3 Expenditure report	3.5 kms of municipal roads re-gravelled	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3 Expenditure report	3.5 kms of municipal roads re-gravelled	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3 Expenditure report	3.5 kms of municipal roads re-gravelled	1. Quarterly report signed by Hod 2. Dated pictures and coordinates 3 Expenditure report	Director: Engineering Services	2	5,38
1,3						No. of Potholes repaired as per departmental inspections	500 Potholes repaired as per departmental inspections	705 repaired potholes in 2019/20 FY	Repairing of potholes per inspection report	Opex	125 Potholes repaired as per departmental inspections	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	125 Potholes repaired as per departmental inspections	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	125 Potholes repaired as per departmental inspections	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures with project coordinates 4. Expenditure report	125 Potholes repaired as per departmental inspections	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	Director: Engineering Services	3	5,38
1,4						No. of kms of storm water drains unblocked	8 kms of storm water drains unblocked	7.83KM of stormwater drains unblocked in 2019/20 FY	Unblocking of Storm water drains per inspection report of Storm water Drainage Team Supervisor and Road Maintenance Teams Supervisors in wards 1,4,8 and 13,14 and 15	R 200 000	2 kms of storm water drains unblocked	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	2 kms of storm water drains unblocked	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	2 kms of storm water drains unblocked	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	2 kms of storm water drains unblocked	1. Quarterly report signed by Hod 2. Inspection report signed by Supervisor 3. Dated pictures 4. Expenditure report	Director: Engineering Services	4	5,38
1,5						No. of kms of roads constructed (gravelled)	8 kms of roads gravelled (insert coordinates)	12KM of roads constructed (gravelled) in 2019/20FY	Graveling of 8km of roads	R 7 500 100	40% of 8 kms of constructed roads done	1. Report signed by Hod 2. Consultant report 3. Expenditure report	80% of 8 kms of constructed roads done	1. Report signed by Hod 2. Consultant report 3. Expenditure report	100% of 8 kms of constructed roads done	1. Report signed by Hod 2. Completion certificates 3. Expenditure report	100% of 8 kms of constructed roads done	1. Quarterly report signed by Hod 2. Completion certificates 3. Expenditure report	Director: Engineering Services	5	5,38
1,6						% of kms of roads surfaced	100% of 1.5 km of roads surfaced	2KM surfaced in 2019/20FY	1.5 km surfaces in Amathlathille	R 12 000 000	20% of 1.5 kms of road surfaced	1. Quarterly report signed by Hod 2. Consultant progress report 3. Pictures 4. Expenditure report	60% of 1.5 kms of road surfaced	1. Quarterly report signed by Hod 2. Consultant progress report 3. Pictures 4. Expenditure report	100 % of 1.5 kms of road surfaced at Amathlathille	1. Quarterly report signed by Hod 2. Consultant progress report 3. Pictures 4. Expenditure report	100 % of 1.5 kms of road surfaced at Amathlathille	1. Quarterly report signed by Hod 2. Consultant progress report 3. Pictures 4. Expenditure report 5. Completion Certificate	Director: Engineering Services	6	5,38

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OUTCOME 5 A RESPONSIBLE ACCOUNTABLE EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT	NATIONAL STRATEGIC OBJECTIVE/OUTCOME linked to the National Transformation Agenda	LOCAL STRATEGIC OBJECTIVE FOR THE 5-YEARS AND BEYOND	KEY INTERVENTION AREA/FOCUS	STRATEGY to achieve the Strategic Objective	KEY PERFORMANCE INDICATOR	Annual Target	BASELINE	Project	MSCOA Budget	Quarter One	Expected PoE	Quarter Two	Expected PoE	Quarter Three	Expected PoE	Quarter Four	Expected PoE	Responsibility	KPI NO	KPI weight
1.7					% of kms of roads paved	100% of 2.7 kms of roads paved (Cathcart and Amabile)	500m paving in KKH	Paving Cathcart and Amabile	R 6 000 000	10% of 2.7 kms of roads paved (Cathcart and Amabile)	1. Quarterly report signed by HOD 2. Consultant progress report 3. Pictures 4. Expenditure report	40% of 2.7 kms of roads paved (Cathcart and Amabile)	1. Quarterly report signed by HOD 2. Consultant progress report 3. Pictures 4. Expenditure report	80% of 2.7 kms of roads paved (Cathcart and Amabile)	1. Quarterly report signed by HOD 2. Consultant progress report 3. Pictures 4. Expenditure report	100% of 2.7 kms of roads paved (Cathcart and Amabile)	1. Quarterly report signed by HOD 2. Consultant progress report 3. Pictures 4. Completion Certificate 5. Expenditure report	Director Engineering Services	7	5.38
1.8		To ensure connection of electricity to all households within the licensed areas by 2022.	ELECTRICITY	Reduce electricity system losses	% of Faulty reported meters repaired per inspection report	80% of Faulty reported meters repaired as per inspection report	100% faulty meters repaired in 2019/20FY	Repairing of faulty meters	Opex	80% of Faulty reported meters repaired as per inspection report	1. Quarterly report signed by HOD 2. Register of reported faults recorded meters and repaired faulty meters 3. Query Form	80% of Faulty reported meters repaired as per inspection report	1. Quarterly report signed by HOD 2. Query form where faults recorded meters and repaired faulty meters	80% of Faulty reported meters repaired as per inspection report	1. Quarterly report signed by HOD 2. Query form where faults recorded meters and repaired faulty meters	80% of Faulty reported meters repaired as per inspection report	1. Quarterly report signed by HOD 2. Query form where faults recorded meters and repaired faulty meters	Director Engineering Services	8	5.38
1.9					No of reports on repairs and maintenance of electrical network	4 Reports on repairs and maintenance of electrical network	2019-20 electricity maintenance reports	Electricity network maintenance	R 1 150 000	1 Reports on repairs and maintenance of electrical network	1. Report signed by HOD	Reports on repairs and maintenance of electrical network	1. Report signed by HOD	Reports on repairs and maintenance of electrical network	1. Report signed by HOD	Reports on repairs and maintenance of electrical network	1. Report signed by HOD	Director Engineering services	9	5.38
1.10		To ensure provision of sustainable public facilities by 2022 and beyond	PUBLIC AMENITIES	Facilitate maintenance and upgrade of sport, community halls, hawkers stalls, cemeteries and recreational facilities	% of cemeteries fenced	100% of 3 cemeteries fenced	Existing Cemeteries	Fencing of cemeteries	R 1 500 000	20% of cemeteries fenced	1. Report signed by HOD 2. Expenditure report	40% of cemeteries fenced	1. Report signed by HOD 2. Expenditure report	80% of cemeteries fenced	1. Report signed by HOD 2. Expenditure report	100% of cemeteries fenced	1. Report signed by HOD 2. Expenditure report	Director Engineering Services	10	5.38
1.11			BUILDING	Compliance with building regulations	% of complying submitted building plans approved	100% of complying submitted building plans approved	100% complying building plans approved in 2019/20	Approval of submitted building plans	Opex	100% of complying submitted building plans approved	Quarterly report signed by HOD 2. Register for building plans submitted 3. Copies of approved building plan	100% of complying submitted building plans approved	Quarterly report signed by HOD 2. Register for building plans submitted 3. Copies of approved building plan	100% of complying submitted building plans approved	Quarterly report signed by HOD 2. Register for building plans submitted 3. Copies of approved building plan	100% of complying submitted building plans approved	Quarterly report signed by HOD 2. Register for building plans submitted	Director Engineering Services	11	5.38
1.12					No of reports prepared on maintenance and repairs of municipal buildings	4 reports prepared on maintenance and repairs of municipal buildings	2019-20 Building maintenance reports	Building maintenance reports	Opex	1 Report prepared on maintenance and repairs of municipal buildings	1. Report signed by HOD 2. Expenditure report	1 Report prepared on maintenance and repairs of municipal building	1. Report signed by HOD 2. Expenditure report	1 Report prepared on maintenance and repairs of municipal building	1. Report signed by HOD 2. Expenditure report	1 Report prepared on maintenance and repairs of municipal building	1. Report signed by HOD 2. Expenditure report	Director Engineering services	12	5.38
1.13					No. of inspections as per national buildings regulations	40 inspections as per national buildings regulations	2019-20 Building inspection report	Inspection of building	Opex	10 Inspections as per national buildings regulations	Progress report signed by HOD and building inspector	10 Inspections as per national buildings regulations	Progress report signed by HOD and building inspector	10 Inspections as per national buildings regulations	Progress report signed by HOD and building inspector	10 Inspections as per national buildings regulations	Progress report signed by HOD and building inspector	Director engineering services	13	5.38
2.4		To ensure 80% expenditure of capital budget by 2022	CAPITAL EXPENDITURE	Monitoring and reporting on the spending	% expenditure of capital budget	100% expenditure of capital budget	35% capital expenditure during 2019/20FY	Capital Expenditure management	Opex	10% expenditure of capital budget	1. Report on capital expenditure signed by HOD 2. Expenditure	40% expenditure of capital budget	1. Report on capital expenditure signed by HOD 2. Expenditure	70% expenditure of capital budget	1. Report on capital expenditure signed by HOD 2. Expenditure	100% expenditure of capital budget	1. Report on capital expenditure signed by HOD 2. Expenditure	Director Engineering Services	30	5
2.5					% expenditure of electricity repairs and maintenance budget	100% expenditure of electricity repairs and maintenance budget	New Indicator	Monitor and electricity budget	Opex	20% expenditure of electricity repairs and maintenance budget	1. Report and electricity reports signed by HOD 2. Expenditure Report	40% expenditure of electricity repairs and maintenance budget	1. Report and electricity reports signed by HOD 2. Expenditure Report	70 % expenditure of electricity repairs and maintenance budget	1. Report and electricity reports signed by HOD 2. Expenditure Report	100% expenditure of electricity repairs and maintenance budget	1. Report and electricity reports signed by HOD 2. Expenditure Report	Director Engineering Services	31	5
KPA 3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION (WEIGHT 5%)																				

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IDP REF	OUTCOME & A RESPONSIBLE ACCOUNTABLE EFFICIENT AND EFFECTIVE LOCAL GOVERNMENT	NATIONAL OBJECTIVE/OUTCOME linked to the National Transformation Agenda	LOCAL STRATEGIC OBJECTIVE FOR THE 5 YEARS AND BEYOND	KEY INTERVENTION AREAS/FOCUS	STRATEGY to achieve the Strategic Objective	KEY PERFORMANCE INDICATOR	Annual Target	BASELINE	Project	MSCOA Budget	Quarter One	Expected PoE	Quarter Two	Expected PoE	Quarter Three	Expected PoE	Quarter Four	Expected PoE	Responsibility	KPI NO	KPI weight
3.12	NDP 9 and 12	Establish systems and mechanisms for clean governance in Asanda.	To ensure a clean and accountable governance in Anabathi by 2022	EFFECTIVE AND EFFICIENT GOVERNANCE	Strengthening council oversight and mechanisms relating to governance processes, risks management and internal controls	No. of risk management reports submitted by HODs to Internal Audit in preparation for Risk Committee Meeting	4 quarterly risk management reports submitted by HODs to Internal Audit in preparation for Risk Committee Meeting	Risk Management Policy. 4 quarterly risk meetings convened in 2020/21	Preparation and submission of risk management reports to the Risk Committee	Opex	1 quarterly risk management reports submitted by HODs to Internal Audit in preparation for Risk Committee Meeting	1 Risk management quarterly status report signed-off by HOD	1 quarterly risk management reports submitted by HODs to Internal Audit in preparation for Risk Committee Meeting	1 Risk management quarterly status report signed-off by HOD	1 quarterly risk management reports submitted by HODs to Internal Audit in preparation for Risk Committee Meeting	1 Risk management quarterly status report signed-off by HOD	1 quarterly risk management reports submitted by HODs to Internal Audit in preparation for Risk Committee Meeting	1 Risk management quarterly status report signed-off by HOD	All HODs	53	5
KPA. 4 LOCAL ECONOMIC DEVELOPMENT (WEIGHT 5%)																					
4.1	Output No 3: Implementation of Community Work Programmes	Coordinating and monitoring the implementation of va-H71+CT1/N71+CT1/P71	"o improve implementation of the government intervention programme to eliminate poverty by 2022	LED - JOB CREATION	Implementation of the EPWP and municipal job creation programme	No. of jobs created through EPWP	200 jobs created public works grant	2022 jobs created in 2020/21FY	Creation of jobs through EPWP	R 1286 000	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	1 Quarterly report signed by Hod 2 Payment sheets 3 Expenditure Report	Director Engineering Services	67	5
KPA. 5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT (WEIGHT 10%)																					
5.20	To work on frameworks for improving performance incentives and the application of consequences for poor performance	To develop and implement effective and compliant frameworks to improve planning and performance management by 2022	INTEGRATED DEVELOPMENT PLANNING	Create high performance throughout the organisation	Date on which departmental quarterly reports submitted to IDPPMS Unit	No. of individual performance reviews coordinated by each HOD (Task grade 12 and upwards)	4 Quarterly individual Performance Reviews coordinated by each HOD (Task grade 12 and upwards)	Approved 2021 Reviewed PMS Policy	Monitoring accountability agreements	Opex	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	1 Proof of Submission to IDPPMS with evidence files submitted to IDPPMS Unit within 6 working days of the next month after the end of each Quarter	All HODs	99	5
5.21						No. of individual performance reviews coordinated by each HOD (Task grade 12 and upwards)	4 Quarterly individual Performance Reviews coordinated by each HOD (Task grade 12 and upwards)	Approved 2021 Reviewed PMS Policy	Conduct Performance Reviews	Opex	1 Quarterly individual Performance Reviews coordinated (Task grade 12 and upwards)	1 Performance review report signed by Hod	1 Quarterly individual Performance Reviews coordinated by Hod	1 Performance review report signed by Hod	1 Performance review report signed by Hod	1 Performance review report signed by Hod	1 Performance review report signed by Hod	1 Performance review report signed by Hod	All HODs	100	5
<div><div></div><div>DATE</div></div> <div><div>Submitted by</div><div>DIRECTOR-ENGINEERING SERVICES</div><div>MR M BUKUKWANA</div></div>																					
<div><div></div><div>DATE</div></div> <div><div>APPROVED BY</div><div>MUNICIPAL MANAGER</div><div>MRS T SIKHULO-NOWENA</div></div>																					