

**SENIOR MANAGEMENT SERVICES
PERFORMANCE AGREEMENT**

COUNCILLOR REV. T.D. BUTHELEZI

The Mayor of the Zululand District Municipality
("The Mayor")

AND

Mr. Z.W. MCINEKA

The Municipal Manager reporting to the Mayor
("The Municipal Manager")

Financial year: 01 July 2020 - 30 June 2021

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Zululand District Municipality herein represented by Councillor Rev. T.D. Buthelezi in his capacity as Mayor (hereinafter referred to as the Employer or Supervisor)

And

Mr. Z.W. McIneka, Employee of the Municipality (hereinafter referred to as the Employee or Municipal Manager).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The Municipality has entered into a contract of employment with the Municipal Manager for a period of five (5) years, ending on 31 July 2022 in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act").

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 Municipal Manager reporting to the Mayor to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that the Mayor will be responsible for facilitating the setting and evaluation of performance objectives and targets on behalf of the Municipality. The Mayor shall report to the Council in regard to the above.



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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 Systems 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.

2.3 specify accountability as set out in a performance plan, reflected as Annexure A to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 monitor and measure the core competencies against competency behavioural standards;

2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.7 in the event of outstanding performance, to appropriately reward the employee;

2.8 proactively focus on the development of the Municipal Manager (Personal Development Plan – Annexure B);

2.9 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

Municipal Manager Z-W-M
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Performance cycle: July 2020 - June 2021

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1st of July 2020 and will be applicable until the 30th of June 2021. This agreement will remain until a new Performance Agreement is concluded between the parties, if required during the performance cycle.

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 no later than the beginning of each successive financial year.

3.3 This Agreement should be read in conjunction with the Contract of Employment and this agreement will terminate on the termination of the Municipal Manager's Contract of Employment.

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

4.1 The Performance Plan (Annexure "A") sets out:

4.1.1 The performance objectives and targets that must be met by the Municipal Manager; and

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4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure "A" are set by the Mayor in consultation with the Municipal Manager, and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), and shall include key objectives, key performance indicators, target dates and weights.

4.3 The key objectives describe the main tasks that need to be done.

4.4 The key performance indicators provide a means to measure the extent to which a key objective has been achieved.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Municipal Manager accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Municipality, management and municipal staff to perform to the standards required.

5.2 The Mayor will consult the Municipal Manager about the specific performance standards that will be included in the Performance Management System as applicable to the Municipal Manager.

5.3 The Mayor 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.

5.4 The criteria upon which the performance of the Municipal Manager shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

Municipal Manager Z-M-Z
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5.5 The Municipal Manager must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and Competencies (Critical Leading Competencies (CLC's) and Core Competencies (CC's) respectively.

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

5.7 KPAs covering the main areas of work will account for 80% and CLC's and CC's will account for 20% of the final assessment.

5.8 The Municipal Manager's assessment will be based on his performance in terms of the performance indicators identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Mayor and the Municipal Manager.

Key Performance Areas (KPAs)	Weighting
Basic Services Delivery & Infrastructure	20
Local Economic & Social Development	15
Municipal Transformation & Institutional Development	15
Municipal Financial Viability & Management	20
Good Governance & Public Participation	20
Spatial & Environmental Management	10
Total	100%

5.9 The critical Leading Competencies (CLC) and Core Competencies (CC) as per Annexure A of the Local Government: Competency Framework for Senior Managers will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of the Municipal Manager. All competencies must therefore be selected from the list below as agreed to between the Employer and the Employee:

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CRITICAL LEADING COMPETENCIES		WEIGHT
<ul style="list-style-type: none"> • Impact and influence • Institutional Performance • Management • Strategic Planning and Management • Organisational Awareness 	10%	Strategic Direction and Leadership
<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	20%	People Management
<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	5%	Programme and Project Management
<ul style="list-style-type: none"> • Budget Planning and Evaluation • Financial Strategy and Delivery • Financial Reporting and Monitoring 	10%	Financial Management
<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	5%	Change Leadership
<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Co-operative Governance 	10%	Governance Leadership
CORE COMPETENCIES		
	10%	Moral Competence
	5%	Planning and Organising
	5%	Analysis and Innovation
	5%	Knowledge and Information Management
	5%	Communication
	10%	Results and Quality Focus
	100%	Total percentage

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 Municipal Manager performance; and

6.1.2 the intervals for the evaluation of the Municipal Manager's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Mayor may, in addition, review the Municipal Manager'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 Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4 Any submission/achievement required in accordance with a KPI will be deemed to be submitted/achieved, only after the Mayor was satisfied that the submission/achievement was of sufficient quality.

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 must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CLC's and CC's

(a) Each CLC and CC 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 CLC and CC

(c) This rating should be multiplied by the weighting given to each CLC and CC during the contracting process, to provide a score.

(d) The applicable assessment rating calculator must then be used to add the scores and calculate a final CLC and CC score.

6.5.3 Overall rating

(a) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall ratings represent the outcome of the performance appraisal.

6.5.4 The assessment of the performance of the Municipal Manager will be based on the following achievement levels for KPA's and CLC and CCs:

Level	Terminology	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

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- First quarter : 16 October 2020
- Second quarter : 15 January 2021
- Third quarter : 16 April 2021
- Fourth quarter : 16 July 2021

7.1 The performance of the employee in relation to his performance agreement shall be reviewed on the dates provided by the Mayor and one member of the Executive Committee and in case of managers reporting to the Municipal Manager, the Municipal Manager with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

7. SCHEDULE FOR PERFORMANCE REVIEWS

6.7 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panel referred to in sub-regulations (d) and (e) of the Municipals Systems Act (Act no 32 of 2000).

- a) Mayor;
- b) Chairperson of performance audit committee
- c) Member of the executive committee
- d) Mayor from another district municipality

6.6 For purpose of evaluating the annual performance of the Municipal Manager an evaluation panel constituted of the following persons must be established –

Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.	1	Competent
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Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses.	3	Basic

7.2 The Mayor shall keep record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the Mayor's assessment of the Municipal Manager's performance.

7.4 The Mayor will be entitled to review and make reasonable changes to the provision of Annexure A from time to time for operational reasons. The Municipal Manager will be fully consulted before any such change is made.

7.5 The Mayor 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 Municipal Manager will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

8.2 The Employer shall –

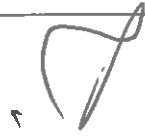
8.1.1 create an enabling environment to facilitate effective performance by the employee;

8.1.2 provide access to skills development and capacity building opportunities;

8.1.3 work collaboratively with the Municipal Manager to solve problems and generate solutions to common problems that may impact on the performance of the Municipal Manager.



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

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

9. CONSULTATION

9.1 The Mayor agrees to consult the Municipal Manager timely where the exercising of the powers will have amongst others:

9.1.1 a direct effect on the performance of any of the Municipal Manager's functions;



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9.1.2 commit the Municipal Manager to implement or to give effect to a decision

made by the Mayor; and

9.1.3 a substantial financial effect on the Municipality.

9.2 The Mayor agrees to inform the Municipal Manager 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 Municipal Manager to take any necessary action without delay.

10. MANAGEMENT OF EVALUATION OUTCOMES

10.1 The evaluation of the Municipal Managers performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

10.2 A performance bonus for the Municipal Manager in recognition of outstanding performance to be constituted as follows:

a) a score of 130 to 149 is awarded a performance bonus ranging from 5% to 9%

SCORE	AWARDED %
130-133	5%
134-137	6%
138-141	7%
142-145	8%
146-149	9%

b) a score of 150-166 and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	AWARDED %
150-153	10%
154-157	11%
158-161	12%
162-165	13%
166-ABOVE	14%

10.3 In the case of unacceptable (basic) performance, the Mayor shall –

a) provide systematic remedial or developmental support to assist the Municipal Manager to improve his or her performance; and

b) after appropriate performance counselling and having provided the necessary guidance and / or support as well as reasonable time for improvement in performance, the Mayor may consider alternative steps as advised through a formal disciplinary hearing.

11. DISPUTES RESOLUTION

11.1 In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may meet with the employer with a view to resolving the issue.

11.2 During the meeting the employer will record the outcome of the meeting in writing.

11.3 If the parties could not resolve the issues as mentioned in 11.1 the matter should be referred to the Municipal Council (or any other person appointed by the 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 Municipal Manager

11.4 If the parties do not agree, the dispute may be referred to a mediator, mutually agreed upon by both parties whose decision shall be final and binding on matters covered in this agreement.

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

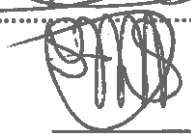

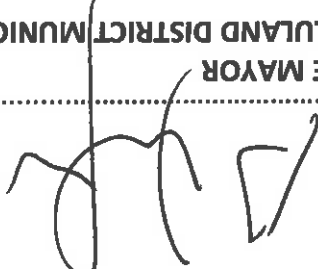
12. GENERAL

12.1 The contents of the Agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Municipality, where appropriate.



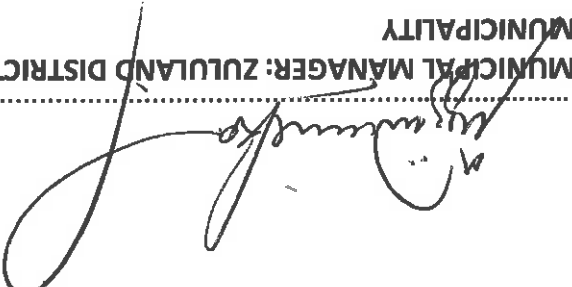
12.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Municipal Manager in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

12.3 The performance assessment results of the Municipal Manager must be submitted to the MEC for Local Government in the provincial government and the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Ulundi on this 31. day of July 2020

AS WITNESSES:
1. 
2. 
THE MAYOR
ZULULAND DISTRICT MUNICIPALITY


Signed at Ulundi on this day of July 2020

AS WITNESSES:
1. 
2. 
MUNICIPAL MANAGER: ZULULAND DISTRICT MUNICIPALITY


ANNEXURE A: PERFORMANCE PLAN FOR THE MUNICIPAL MANAGER 2020/2021


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DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
OFFICE OF THE MUNICIPAL MANAGER
FINANCIAL YEAR 2020/2021

Key Performance Indicator	Unit of Measure	Formula	Baseline	Quantity Targets	Budget Allocated (2020/21)	Vote No.	Portfolio of Evidence					
<p>Continuously managing all developed infrastructure capital assets to minimize the total cost of owning and operating these assets while delivering the desired service levels & protecting the natural environment (Efficient Asset Management, Internal/Community capacity building, collecting revenue, tariffs, monitoring & evaluation, environmental management)</p>	<p>Key Performance Indicator</p>	<p>Number of updates conducted on the Municipality asset register</p>	<p>Number</p>	<p>None</p>	<p>To be determined</p>	<p>Budget Allocated (2020/21)</p>	<p>Portfolio of Evidence</p>					
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
								1	2	3	4	Annual
2	3	4	5	6	7	8	9					
3	4	5	6	7	8	9	10					
4	5	6	7	8	9	10	11					
5	6	7	8	9	10	11	12					
6	7	8	9	10	11	12	13					
7	8	9	10	11	12	13	14					
8	9	10	11	12	13	14	15					
9	10	11	12	13	14	15	16					

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DEPARTMENTAL SERVICE AND BUDGET IMPLEMENTATION PLAN
OFFICE OF THE MUNICIPAL MANAGER
FINANCIAL YEAR 2020/2021

KPA	Strategic Objective(s)	KPI No.	Department	Key Performance Indicator	Unit of Measure	Formula	Baseline	Quarterly Targets				Budgets Allocated (2020/21)	Vote No.	Portfolio of Evidence																							
								1	2	3	4																										
Local Econom	Promote the establishment of strategic tourism linkages and attractions of the District, while actively facilitating the development of authentic, focused and sophisticated tourism assets	22	Corporates/MM	Number of youth recruited to participate in the EPWP by specified date	Number	Number	To be determined	Measured from the 02nd quarter advertised in the local media by 30 Dec 2020	EPWP Posts are advertised in the local media by 30 Dec 2020	Candidates are shortlisted by 30 Mar 2020	240 youth recruited to participate in the EPWP by 30 Jun 2021	240 youth recruited to participate in the EPWP by 30 Jun 2021		Appointment Letters / Contracts.																							
															23	Planning/MM	Sec. 43 (reg 10 (d)) the number of jobs created through the municipality's local economic development initiatives including capital projects	Number	None	To be determined	50 jobs created through LED & Capital programme by 30 Sept 2020	50 jobs created through LED & Capital programme by 30 Dec 2020	50 jobs created through LED & Capital programme by 30 Mar 2021	50 jobs created through LED & Capital programme by 30 June 2021		Appointment Letters / Contracts.											
																											25	Community/MM	Percentage of jobs maintained in the EPWP programme by specified date	Percentage	None	To be determined	90 % EPWP JOBS by 30 September 2020	90 % EPWP JOBS maintained by 31 December 2020	90 % EPWP JOBS maintained by 30 June 2021	90 % EPWP JOBS maintained by 30 June 2021	List of EPWP Contracts

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DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
OFFICE OF THE MUNICIPAL MANAGER
FINANCIAL YEAR 2020/2021

KPA Strategic Objective(S)	KPI No. Department	Key Performance Indicator	Unit of Measure	Formula	Backlog	Baseline	Quarterly Targets				Budget Allocated (2020/21)	Vote No.	Particulars of Evidence																																																				
							1	2	3	4																																																							
Municipal Financial Viability & Management	29	All/MM	Percentage	Sec 43(1)(g) (c) : Percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	Contracted Services % of Total Operating Expenditure by specified date	Percentage	Contracted Services / Total Operating Expenditure x100	To be determined	20% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan	30% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan	50% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan	100% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan	100% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the integrated development plan	R 429 484 000.00	201564450208 9WP22305; 201564450208 9WP2230; 201564450209 0WP22312; 201564450209 5WP22305; 010564450209	General Ledger																																																	
																	30	All/MM	Number of investigation reports on identified cases of Irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the Council by specified date	None	To be confirmed	To be confirmed	Q1 Investigation reports on identified cases of Irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to AG by 30 Sept 2020	Q1 Investigation reports on identified cases of Irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to AG by 30 Dec 2020	Q1 Investigation reports on identified cases of Irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to AG by 30 Mar 2021	Q1 Investigation reports on identified cases of Irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to AG by 30 Jun 2021	Q4 Investigation reports on identified cases of Irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to AG by 30 Jun 2021	Statement of Financial Performance, Budget, DP, In-Year reports and AR																																					
																	41	Budget & Treasury/MM											Revenue Growth (%)	Percentage	None	To be determined	Revenue growth is >3% by 30 Sept 2020	Revenue growth is >3% by 30 Dec 2020	Revenue growth is >3% by 30 Mar 2021	Revenue growth is >3% by 30 Jun 2021	Statement of Financial Performance, Budget, DP, In-Year reports and AR																												
																	49	Budget & Treasury/MM																				Submission of AFS to AG within legislated timeframes	Date	None	To be determined	2019/20 AFS submitted to AG by 31 Aug 2020	Measured in the first quarter	Measured in the first quarter	Measured in the first quarter	AFS submitted to AG by 31 Aug 2020	Receipt of acknowledgement by AG																		
																	51	Mayor/MM																														MFAA 54(1) Submission of Date Sec 72 Mid Year Performance Assessment to the Council (per meeting) by specified date	Date	None	To be determined	Measured from the 02nd quarter	Conduct Review of organizational SOPs by 31 Dec 2020	2020/21 Sec 72 Mid Year Performance Assessment tabled to Council by 31 Jan 2021	2020/21 Sec 72 Mid Year Performance Assessment tabled to Council by 31 Jan 2021	Council resolution									
																		All/MM																																							MFAA Sec 28 Submission of adjustment budget to the Council by specified date	Date	None	To be confirmed	Measured in the 02nd quarter	Adjustment budget submitted to the Council by 30 Jun 2021	Measured in the 02nd quarter	Measured in the 02nd quarter	Adjustment budget submitted to the Council by 03 Jan 2021

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KPA	Strategic Objective(SO)	KPI No.	Department	Key Performance Indicator	Unit of Measure	Formula	Baseline	Quarterly Targets					Budget Allocated (2020/21)	Vote No.	Portfolio of Evidence
								1	2	3	4	Annual			
Good Governance & Public Participation	Effectively handling of community enquiries and responding through an effective customer care service	54	All	MSA Sec 95(g) % of logged queries resolved per quarter	Percentage	number of resolved queries/number of logged queries x100	To be determined	100% of logged enquiries resolved by 30 Sept 2020	100% of logged enquiries resolved by 30 Dec 2020	100% of logged enquiries resolved by 30 Mar 2021	100% of logged enquiries resolved by 30 Jun 2021	100% of logged enquiries resolved by 30 Jun 2021	-	-	Size Customer care report
		55	All/MM	MFMA Sec 121 (4)(e) 1% of Audit Queries resolved as per the AG action plan in accordance with timeframes.	Percentage	Audit queries resolved divided by queries raised x 100	To be confirmed	15% of Audit Queries resolved as per the AG action plan by 30 Sept 2020	15% of Audit Queries resolved as per the AG action plan by 30 Dec 2020	30% of Audit Queries resolved as per the AG action plan by 30 Mar 2021	30% of Audit Queries resolved as per the AG action plan by 30 Jun 2021	90% of Audit Queries resolved as per the AG action plan by 30 Jun 2021	R	Not applicable	Audit Action Plan Report; Internal Audit Report; Minutes of Internal Audit Committee; Minutes of Performance Audit Committee
		60	OMM	Number of IDP, LED, Budget roadshows held per quarter	Number	Number	To be determined	Measured in the 2nd and 4th quarter	3 IDP, LED, Budget roadshows held by 30 Dec 2020	Measured in the 2nd and 4th quarter	3 IDP, LED, Budget roadshows held by 30 Jun 2021	6 IDP, LED, Budget roadshows held by 30 Jun 2021	-	-	Council resolution; Roadshow minutes
		65	Corporate/MM	Number of EXCO Meetings held per quarter	Number	Number	To be determined	1 EXCO Meeting held by 30 Sept 2020	1 EXCO Meeting held by 30 Dec 2020	1 EXCO Meeting held by 30 Mar 2021	1 EXCO Meeting held by 30 Jun 2021	4 EXCO meetings held by 30 Jun 2021	R	100 000.00	100522606000 6452Z211
Establishing consistency and alignment between the district and locals by regular co-ordination of Intergovernmental Relations	Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	66	Corporate/MM	Number of MPAC meetings held by specified date	Number	Number	To be determined	1 MPAC meeting held by 30 Sept 2020	1 MPAC meeting held by 30 Dec 2020	1 MPAC meeting held by 30 Mar 2021	1 MPAC Meeting held by 30 Jun 2021	R	100 000.00	100522606000 6452Z211	Attendance Register; Minutes
		64	OMM	Number of Municipal Manager Technical IGR meetings held per quarter	Number	Number	To be determined	1 Municipal Manager IGR Meeting held by 30 Sept 2020	1 Municipal Manager IGR Meeting held by 30 Dec 2020	1 Municipal Manager IGR Meeting held by 30 Mar 2021	1 Municipal Manager IGR Meeting held by 30 Jun 2021	4 Municipal Manager IGR meetings held by 30 Jun 2021	-	-	Attendance Register; Minutes
		67	Community/MM	Number of MRRT Forums held per quarter	Number	None	To be determined	1 MRRT Forum held by 30 Sept 2020	1 MRRT Forum held by 31 December 2020	1 MRRT Forum held by 31 March 2021	1 MRRT Forum held by 30 June 2021	4 MRRT Forums held by 30 June 2021	-	-	Attendance register
Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	71	OMM	MFMA 55(1)(c) (ii) Submit the annual performance agreements to the Mayor by specified date	Date	None	To be determined	Submit the 2021/22 annual performance agreements to the Mayor by 14 Jul 2020	Submit the 2021/22 annual performance agreements to the Mayor by 14 Jul 2020	Submit the 2021/22 annual performance agreements to the Mayor by 14 Jul 2020	Submit the 2021/22 annual performance agreements to the Mayor by 14 Jul 2020	Measured in the 1st quarter	Measured in the 1st quarter	Measured in the 1st quarter	Acknowledgement of receipt by the Mayor

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DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
 OFFICE OF THE MUNICIPAL MANAGER
 FINANCIAL YEAR 2020/2021

KPA Strategic Objective(S)	KPI No. Department	Key Performance Indicator	Unit of Measure	Formula	Building	Baseline	Quarterly Targets				Budget Allocated (2020/21)	Vale No	Portfolio of Evidence																																																																		
							1	2	3	4																																																																					
72 Mayor/MM	MM/MA	MFMA 59(1) (c) (ii)	Date	None		To be determined	Conclude 2021/22 annual performance agreements by 01 Aug 2021	Conclude 2021/22 annual performance agreements by 01 Aug 2021	Measured in the 1st quarter	Measured in the 1st quarter	Measured in the 1st quarter	Measured in the 1st quarter		Signed performance agreements																																																																	
															73 OMM	MM/MA	MFMA 129 (1) Table the oversight report on the annual report to the MPAC by specified date	Date	None	To be determined	Table the oversight report on the 2019/20 annual report to the MPAC by 31 Mar 2021	Measured from the 02nd quarter	Measured from the preparation of the 2019/2020 annual report by 01 Oct 2020	Table the oversight report on the 2019/20 annual report to the MPAC by 31 Mar 2021	Measured in the 3rd quarter		MPAC resolution; MPAC Agenda																																																				
																												74 OMM	MM/MA	MFMS 21(1) (b) & 53 (3)(b) Table in council the budget and IDP time schedule/process plan) by specified date	Date	None	To be determined	Table in council the 2021/22 budget and IDP time schedule/process plan) by 31 Aug 2020	Table in council the 2021/22 budget and IDP time schedule/process plan) by 31 Aug 2020	Measured in the 1st quarter	Measured in the 1st quarter	Measured in the 1st quarter		Council resolution																																							
																																									75 OMM	MM/MA	MSA 34(a) & (77) (f) Confirm council priorities of the IDP by specified date	Date	None	To be determined	Confirm priorities of the 2021/22 IDP by 30 Sept 2020	Confirm priorities of the 2021/22 IDP by 30 Sept 2020	Measured in the 1st quarter	Measured in the 1st quarter	Measured in the 1st quarter		Strategic Planning Session minutes																										
																																																						76 OMM	MM/MA	MFMA Sec 28 Submission of adjustment budget to the Council by specified date	Date	None	To be confirmed	Measured in the 02nd quarter	Adjustment budget submitted to the Council by 15 Dec 2020	Measured in the 02nd quarter	Measured in the 02nd quarter	Adjustment budget submitted to the Council by 15 Dec 2020		Annual Performance Report													
																																																																			77 OMM	MM/MA	MFMA 127(2) Table the annual report to Council by specified date	Date	None	To be determined	Table the 2019/20 annual report to Council by 31 Jan 2021	Measured from the 02nd quarter	Commence preparation of the 2019/2020 annual report by 01 Oct 2020	Table the 2019/20 annual report to Council by 31 Jan 2021	Measured in the 03rd quarter		
79 OMM	MM/MA	Number of Audit Committee meetings held per quarter	Number	Number	To be determined	1 Audit Committee Meetings held by 30 Sept 2020	1 Audit Committee Meetings held by 30 Dec 2020	1 Audit Committee Meeting held by 30 Mar 2021	1 Audit Committee Meetings held by 30 Jun 2021	4 Audit Committee Meetings held by 30 June 2021	Attendance Registers; Minutes																																																																				

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DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
OFFICE OF THE MUNICIPAL MANAGER
FINANCIAL YEAR 2020/2021

KPA	Strategic Objective(S)	Dept No. Department	Key Performance Indicator	Unit of Measure	Formula	Baseline	Quarterly Targets				Budget Allocated (2020/21)	Vote No	Portfolio of Evidence
							1	2	3	4			
Municipal Transformation & Organizational Development	Systematic development and on review and monitoring implementation of all municipal policies, bylaws, strategies, plans and frameworks in line with any applicable legislation	40	Number of investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by specified date	Number	None	To be confirmed	To be confirmed	Q1: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 30 Sept 2020	Q2: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Oct 2020	Q3: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Mar 2021	Q4: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the Council by 15 May 2021	Not applicable	Invest reports, MPAC minutes, Municipal Manager minutes, Audit Comm report
								Q1: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 30 Sept 2020	Q2: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Oct 2020	Q3: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Mar 2021	Q4: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the Council by 15 May 2021		
								Q1: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 30 Sept 2020	Q2: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Oct 2020	Q3: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Mar 2021	Q4: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the Council by 15 May 2021		
								Q1: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 30 Sept 2020	Q2: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Oct 2020	Q3: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the MPAC by 15 Mar 2021	Q4: Investigation reports on identified cases of irregular, Fruitless, Unauthorised, Irregular and Wasteful expenditure submitted to the Council by 15 May 2021		
Municipal Transformation & Organizational Development	Investing in a workforce to meet service delivery demand through implementing a culture of continuous learning and improvement	77	Number of budgeted vacant posts filled according to the adopted program by specified date	Number	Number	To be determined	To be determined	Budgeted vacant posts advertised in the local media by 30 Dec 2020	85% of budgeted vacant posts filled according to the adopted program by 30 March 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021	312 297.00 7661ZZ11	Appointment Letters / Contracts
								Budgeted vacant posts advertised in the local media by 30 Dec 2020	85% of budgeted vacant posts filled according to the adopted program by 30 March 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021		
								Budgeted vacant posts advertised in the local media by 30 Dec 2020	85% of budgeted vacant posts filled according to the adopted program by 30 March 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021		
								Budgeted vacant posts advertised in the local media by 30 Dec 2020	85% of budgeted vacant posts filled according to the adopted program by 30 March 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021	100% of budgeted vacant posts filled according to the adopted program by 30 June 2021		
Municipal Transformation & Organizational Development	Monitoring, review and progressively improve service delivery performance through improvement of business processes and systems, performance auditing, risk management and oversight	78	Number of employees trained on Batho Pele principles and service delivery charter by specified date	Number	None	To be determined	To be determined	50 employees trained on Batho Pele principles and service delivery charter by 30 Sept 2020	50 employees trained on Batho Pele principles and service delivery charter by 30 Mar 2021	50 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021	250 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021	WSP Report; AFS	
								50 employees trained on Batho Pele principles and service delivery charter by 30 Sept 2020	50 employees trained on Batho Pele principles and service delivery charter by 30 Mar 2021	50 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021	250 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021		
								50 employees trained on Batho Pele principles and service delivery charter by 30 Sept 2020	50 employees trained on Batho Pele principles and service delivery charter by 30 Mar 2021	50 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021	250 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021		
								50 employees trained on Batho Pele principles and service delivery charter by 30 Sept 2020	50 employees trained on Batho Pele principles and service delivery charter by 30 Mar 2021	50 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021	250 employees trained on Batho Pele principles and service delivery charter by 30 Jun 2021		
Municipal Transformation & Organizational Development	Optimize workforce productivity by enforcing a sound organisational culture	82	Quarterly SDBIP (including scorecard, back to basics, audit-action plan, risk register/service providers) reviewed by the Municipal Manager within specified timeframes	Date	None	To be determined	To be determined	1st quarter SDBIP reviewed by the Municipal Manager by 14 October 2020	2nd quarter SDBIP reviewed by the Municipal Manager by 14 January 2021	3rd quarter SDBIP reviewed by the Municipal Manager by 14 April 2021	4th quarter SDBIP reviewed by the Municipal Manager by 14 July 2021	MANCO Minutes	
								1st quarter SDBIP reviewed by the Municipal Manager by 14 October 2020	2nd quarter SDBIP reviewed by the Municipal Manager by 14 January 2021	3rd quarter SDBIP reviewed by the Municipal Manager by 14 April 2021	4th quarter SDBIP reviewed by the Municipal Manager by 14 July 2021		
								1st quarter SDBIP reviewed by the Municipal Manager by 14 October 2020	2nd quarter SDBIP reviewed by the Municipal Manager by 14 January 2021	3rd quarter SDBIP reviewed by the Municipal Manager by 14 April 2021	4th quarter SDBIP reviewed by the Municipal Manager by 14 July 2021		
								1st quarter SDBIP reviewed by the Municipal Manager by 14 October 2020	2nd quarter SDBIP reviewed by the Municipal Manager by 14 January 2021	3rd quarter SDBIP reviewed by the Municipal Manager by 14 April 2021	4th quarter SDBIP reviewed by the Municipal Manager by 14 July 2021		
Spatial Planning & Environmental Management	Promoting integrated human settlements using spatial development strategies, frameworks and policies	86	MSA Sec 4(2)(e) Service delivery charter inputs submitted to Council by specified date	Date	None	To be confirmed	To be confirmed	Terms of reference discussed with the MANCO by 30 Sept 2020	Service delivery charter inception discussed with the MANCO by 30 Dec 2020	Draft service delivery charter discussed at MANCO by 30 Mar 2021	Service delivery charter submitted to Council by 30 Jun 2021	Acknowledgement of receipt	
								Terms of reference discussed with the MANCO by 30 Sept 2020	Service delivery charter inception discussed with the MANCO by 30 Dec 2020	Draft service delivery charter discussed at MANCO by 30 Mar 2021	Service delivery charter submitted to Council by 30 Jun 2021		
								Terms of reference discussed with the MANCO by 30 Sept 2020	Service delivery charter inception discussed with the MANCO by 30 Dec 2020	Draft service delivery charter discussed at MANCO by 30 Mar 2021	Service delivery charter submitted to Council by 30 Jun 2021		
								Terms of reference discussed with the MANCO by 30 Sept 2020	Service delivery charter inception discussed with the MANCO by 30 Dec 2020	Draft service delivery charter discussed at MANCO by 30 Mar 2021	Service delivery charter submitted to Council by 30 Jun 2021		
Spatial Planning & Environmental Management	Promoting integrated human settlements using spatial development strategies, frameworks and policies	86	Draft Spatial Development Framework submitted to Council by specified date	Date	None	To be determined	To be determined	SDF Project Steering Committee established by 30 Dec 2020	Insf report on the SDF completed by 30 Dec 2020	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021	Attendance Register; Minutes of the SDF Steering Committee	
								SDF Project Steering Committee established by 30 Dec 2020	Insf report on the SDF completed by 30 Dec 2020	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021		
								SDF Project Steering Committee established by 30 Dec 2020	Insf report on the SDF completed by 30 Dec 2020	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021		
								SDF Project Steering Committee established by 30 Dec 2020	Insf report on the SDF completed by 30 Dec 2020	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021	Draft Spatial Development Framework submitted to the Council by 30 Jun 2021		
Spatial Planning & Environmental Management	Promoting integrated human settlements using spatial development strategies, frameworks and policies	86	% of identified completed construction projects have undergone environmental rehabilitation by specified date	Date	None	To be confirmed	To be confirmed	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	1 000 000.00	Completion certificate; rehabilitation report
								100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020		
								100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020		
								100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020	100% of identified completed construction projects have undergone environmental rehabilitation by 30 Dec 2020		

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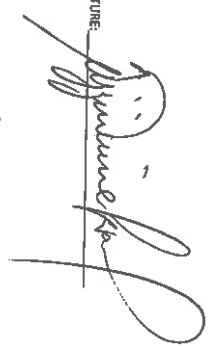
DEPARTMENTAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
 OFFICE OF THE MUNICIPAL MANAGER
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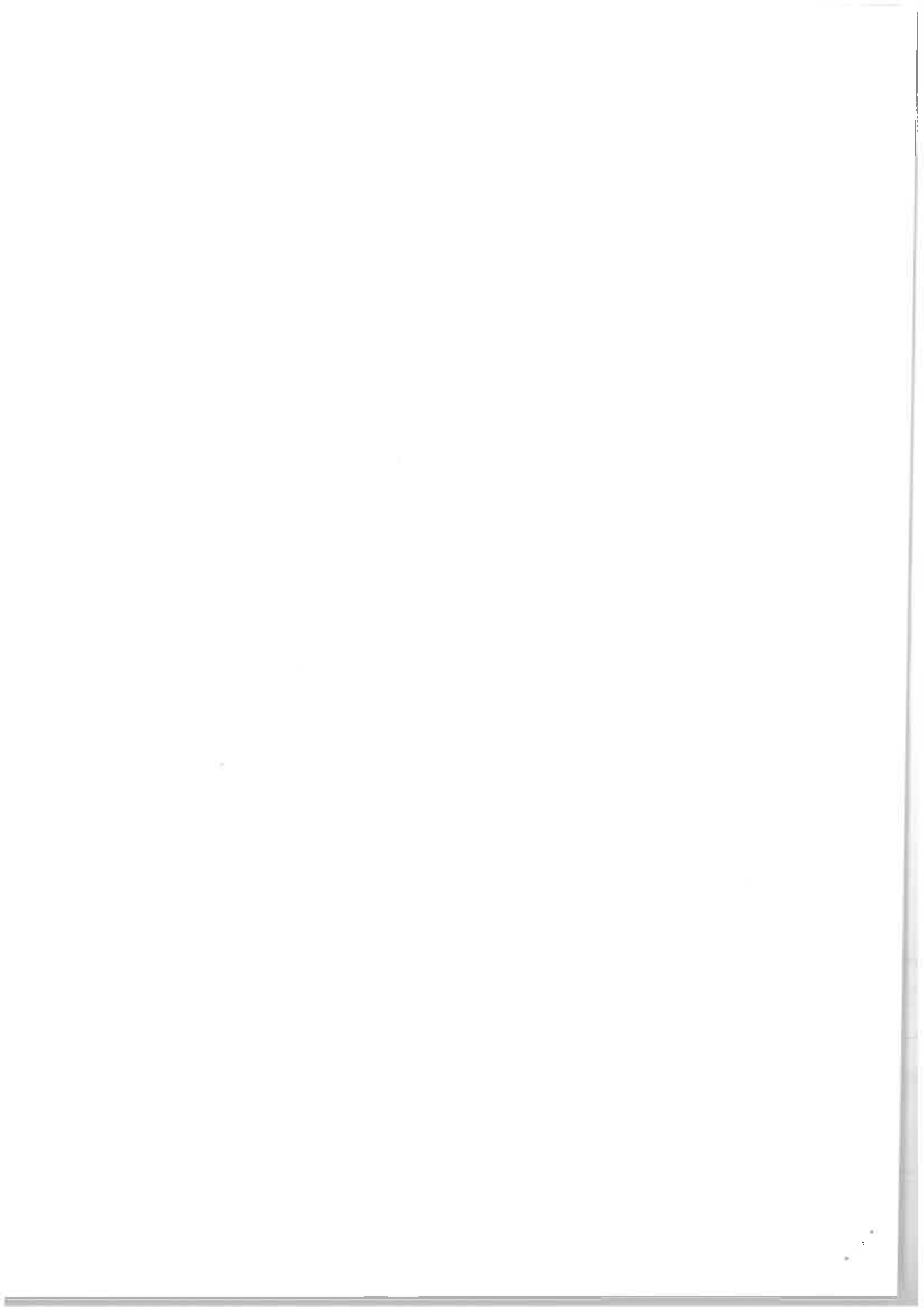
KPI	Strategic Objective(S)	KPI No. Department	Key Performance Indicator	Unit of Measure	Formula	Budget	Baseline	Quarterly Targets					Budget Allocated (2020/21)	Vote No	Portfolio of Evidence
								1	2	3	4	Annual			

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MUNICIPAL MANAGER SIGNATURE:

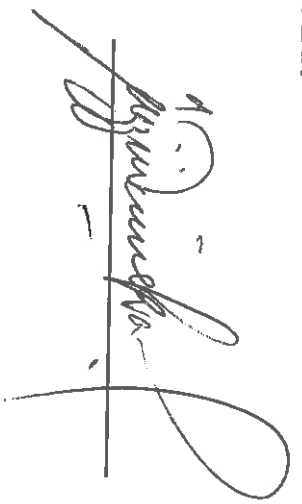




ANNEXURE B: PERSONAL DEVELOPMENT PLAN

Signed and accepted by Municipal Manager

Date: 31/07/2020



Signed by the Mayor on behalf of the Municipality

Date: 31/07/2020

