

REVISED PERFORMANCE AGREEMENT

IN TERMS OF THE:-

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000), AS AMENDED**

AND

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO
MUNICIPAL MANAGERS, 2006**

AND

**LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS
OF EMPLOYMENT OF SENIOR MANAGERS, 2014**

Entered into by and between

The CITY OF MATLOSANA herein represented by

M.M.E. KGAILE

in her capacity as

Executive Mayor

(hereinafter referred to as the Employer)

And

T.S.R. NKHUMISE

As the

Municipal Manager

(hereinafter referred to as the Employee)

For the Period

1 July 2018 to 30 June 2019

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by **MALEETOANE MAETU ELIZABETH KGAILE (ID NR. 6410250294084)** in her capacity as the **EXECUTIVE MAYOR** (hereinafter referred to as the **Employer**) and **THEETSI SOLOMON ROGER NKHUMISE (ID NR. 7212265390082)** in his capacity as the **MUNICIPAL MANAGER** 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, as amended ("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, as amended 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 and Section 57(4C) of the Systems Amendment 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 Systems Act , Section 57(4C) of the Systems Amendment 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs and outcomes;
- 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; with Section 11 of this agreement and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2018** and will remain in force until **30 JUNE 2019** 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 included a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee'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 **Employee**; and
- 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
- 4.2.1 Key objectives that describe the main tasks that need to be done.
- 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
- 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

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

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- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets 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 KPA's (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 (KPA's) and the Competencies respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and Competencies 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
Service Delivery & Infrastructure Development	2%
Municipal Institutional Development and Transformation	7%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	0%
Good Governance and Public Participation	91%
Total	100%

- 5.7 In the case of Senior Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The Competencies will make up the other 20% of the **Employee's** assessment score. The Competencies are split into two groups, Leading Competencies that drive strategic intent and direction and Core Competencies which drive the execution of the leading competencies.

LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	8,33%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	8,33%

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Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	8,33%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	8,33%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	8,33%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	8,33%
CORE COMPETENCIES		WEIGHTING
Moral Competence		8,33%
Planning and Organising		8,33%
Analysis and Innovation		8,33%
Knowledge and Information Management		8,33%
Communication		8,33%
Results and Quality Focus		8,33%
TOTAL PERCENTAGE		100%

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.

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 (Annexure C) 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** SDBIP as described in 6.6 below.

6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.

6.6 The annual performance appraisal will involve:

6.6.1 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) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.

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- (c) The **Employee** will submit his/her self – evaluation to the **Employer** prior to the final assessment.
- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.6.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.6.3 Overall rating

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

- 6.7 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and Competencies:

Rating scale for KPA's

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

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Level	Terminology	Description
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard 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.

Rating scale for Competencies

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

6.8 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.8.1 Executive Mayor;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee;
- 6.8.4 Mayor and/or Municipal Manager from another municipality; and
- 6.8.5 Member of a ward committee as nominated by the Executive Mayor.

6.9 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.9.1 Municipal Manager;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Municipal Manager from another municipality.

6.10 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.8 and 6.9.

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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:

First quarter	:	July – September 2018
Second quarter	:	October – December 2018
Third quarter	:	January – March 2019
Fourth quarter	:	April – June 2019

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

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **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 C). Such plan may be implemented and/or amended as the case may be after each assessment.

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 outstanding performance to be constituted as follows:

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	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 Senior 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;

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whose decision shall be final and binding on both parties.

- 12.2 In the event that the mediation process contemplated above fails, clause relevant of the Contract of Employment shall apply.

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**.
- 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 **Employee** 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.

14. PERFORMANCE APPRAISALS


- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2015 Performance Management System Framework document.

Thus done and signed at KLERKSDORP on this the 27 day of MARCH 2019.

AS WITNESSES:

1. 

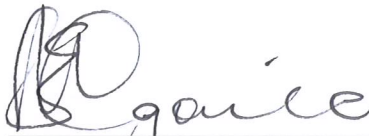

EMPLOYEE

2. 

Thus done and signed at KLERKSDORP on this the 27 day of MARCH 2019.

AS WITNESSES:

1. 


EMPLOYER

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Revised Performance Plan

MUNICIPAL MANAGER
TSR NKHUMISE

CITY OF MATLOSANA
Period 1 July 2018 to 30 June 2019

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OFFICE OF THE MUNICIPAL MANAGER
MUNICIPAL MANAGER - MR. TSR NKHUMIZE

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%
 Service Delivery & Infrastructure Development (1)
 Municipal Institutional Development and Transformation (3)
 Local Economic Development (0)
 Municipal Financial Viability & Management (0)
 Good Governance and Public Participation (39)
 100%

2%
 7%
 0%
 0%
 91%
 100%

Top/Bottom Layer	IDP Linkage / Project ID	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
TL	IDP - Grant Funding	MM1	E Marmro	Service Delivery & Infrastructure Development	Back to Basics	2.32%	MIG (NDPC & DME included) funding spent to ensure the upgrading and maintenance of infrastructure in the KOSH	MIG grants (NDPC & DME included) allocated for the City of Matlosana spent	Spending of MIG grants (NDPC, EEDSM & DME included) allocated to the City of Matlosana by June 2019	R482,099,426 - dated 30/01/2019 R39,707,446 - dated 30/01/2019 R201,431,481 - dated 28/02/2019 CC28/2019	R3,401,125	R 67,860,967	1	R9,354,971	😊	2%	R 3,401,125	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
														5%	R56,129,827	36.00%	PVU1: 3, 7 & 8 roll-over figures included in amount. MM2 to be combined with MM1 during Mid-Year Performance Assessment					Evell spreadsheet
														30%	R83,548,743							
														R100,715,741 - 50%								
TL	IDP - MIG Roll-over Funding	MM2	E Marmro	Service Delivery & Infrastructure Development	Back to Basics	2.22%	MIG roll-over funding spent to ensure the upgrading and maintenance of infrastructure in the KOSH	MIG roll-over grants allocated to the City of Matlosana	Spending of MIG roll-over grants allocated to the City of Matlosana by June 2019	R39,707,446 - Not approved yet, dated 30/01/2019 CC28/2019	R 2,265,422	=	=	😊	14%	R 2,265,422	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence		
														50%							PVU1: 3, 7 & 8 roll-over figures not included in amount. MM2 to be combined with MM1 during Mid-Year Performance Assessment	Evell spreadsheet
														400%								
BL	Operational	MM3	E Marmro	Municipal Institutional Development and Transformation	Financial Management	2.32%	To ensure an effective external audit process (Exception report)	% Of external audit queries answered within required time frame	Answering 100% of all audit queries (exception report) received from the Auditor-General within the required time frame by November 2018	R 0	3 Received / 3 answered	100%	1	Nr. received / Nr. answered	😊	1 Received / 0 Answered 0%	Solicit responses from mentioned Shr Managers	Tracking document, Management response	Portfolio of Evidence			
														100%	100%	100%				100%		
BL	Operational	MM4	E Marmro	Good Governance and Public Participation	Good Governance	2.32%	To ensure good governance by executing the mandate of council	% of Resolutions implemented within required timeframe	Implementing 85% of the directives Municipal Manager / Executive Mayor / MayCo / Council resolutions by June 2019	R 0	44 Received / 43 implemented	98%	1	85%	81%	81%	To present schedule of MPAC meetings and be postponed due to unforeseen circumstances	Departmental resolution register, Copy of resolutions, Execution letters / notes (supporting documents)	Portfolio of Evidence			
														No received / No implemented	16 Received / 13 implemented	16 Received / 13 implemented				3 items on MPAC, MPAC meetings postponed due to unforeseen circumstances	Departmental resolution register, Copy of resolutions, Execution letters / notes (supporting documents)	
														85%	Total 77%	Total 77%				Champion and additional member of AC not appointed yet		
														No received / No implemented	70% 10 Received / 7 implemented	70% 10 Received / 7 implemented						

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IB	Operational	N/A	MM5	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To reduce risk areas and protect the municipality against legal actions	% of all identified high / maximum / extreme risks mitigated by implementing corrective measures	Mitigating 80% of the directorate's identified high / maximum / extreme risks by implementing corrective measures by June 2019	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Operational	N/A	MM6	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To ensure that the quality of the information is provided before tabling of the draft annual report.	Directorate's 2017/18 Annual Report input provided before tabling of the draft annual report.	Providing the directorate's 2017/18 Annual Report input before the draft annual report is tabled by October 2018	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Operational	N/A	MM7	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To ensure that the programmes and projects of the directorate are incorporated	Directorate's IDP inputs provided before the 2019/20 IDP is tabled	Providing the directorate's IDP inputs before the 2019/20 IDP is tabled by 30 May 2018	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Operational	N/A	MM8	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To ensure that the all the directorate KPI's are catered for	Directorate's SDBIP inputs before the draft 2019/20 SDBIP is submitted	Providing the directorate's SDBIP inputs before the draft 2019/20 SDBIP is submitted by 25 May 2018	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Compliance	N/A	MM9	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To comply with legal requirements (sec 116 of MFMA)	Percentage of SLA / lease agreements which are commented on in terms of all allocated contracts, as received from legal section	Ensuring that 100% of SLA / lease agreements received director comments within 7 working days of receipt in terms of all allocated contracts as received from the legal section by June 2019	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Compliance	N/A	MM10	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To attend to all LLF meetings to ensure industrial harmony	Number of LLF meetings attended	Attending 12 LLF meetings by June 2019	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Compliance	N/A	MM11	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To ensure that the mandate of Audit Committee is executed	% of Resolutions of the Audit Committee implementation within required timeframe	Implementing 90% of all directorates Audit Committee resolutions by June 2019	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)
BL	Compliance	N/A	MM12	E Marumo	Good Governance and Public Participation	Good Governance	2.32%	To improve the audit outcome from the AG	No of Audit Steering Committee meetings conducted	Attending 42 18 Audit Steering Committee meetings (directors) to improve the audit outcome by June 2019	R0	0%	1 received / 0 mitigated	1	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	80% No received / No mitigated	0%	3 received / 0 mitigated	0%	3 received / 0 mitigated	Directorate's risk register. Execution letters / notes (supporting documents)

Handwritten notes and signatures in the bottom right corner, including initials like 'MC', 'LIT', and 'M.E.'.

Item No.	Municipal Manager	Item Description	2018/19 SDBIP	2019/20 SDBIP	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance	2019/20 Performance					
BL		To improve the internal control environment	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	MM13	E Marumo	No of Internal Audit recommendations implemented	Implementing 80% of the directorates Internal Audit recommendations by June 2019	R0		New Indicator	1 80% No received / No implemented 2 80% No received / No implemented 3 80% No received / No implemented 4 80% No received / No implemented					Resolution register. Copy of resolutions. Execution letters / notes (supporting documents)
TL		To ensure that the set goals of council are achieved	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	E Marumo	N/A	MM14		No of SDBIP meetings between MM and directors (leading to quarterly performance assessments) by conducted	Conducting 12 SDBIP meetings between MM and directors (leading to quarterly performance assessments) by June 2019	R0	New Indicator	1 3 Meetings 2 3 Meetings 3 3 Meetings 4 3 Meetings					Notices, Agenda, Attendance Register, Minutes.	
BL		To approve the 2017/18 Annual Performance Report (Unaudited Annual Report) to comply with section 46 of the MSA	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS1		2017/18 Annual Performance Report (Unaudited Annual Report) approved by Municipal Manager	Approving 2017/18 Annual Performance Report (Unaudited Annual Report) by Municipal Manager by August 2018	R0		2017/18 Annual Performance Report (Unaudited Annual Report) approved by Municipal Manager on 28 August 2018					2017/18 Annual Performance Report. MM Letter. MM resolution.	
BL		To table the 2017/18 Annual Performance Report (Unaudited Annual Report) to comply with section 121 and Circular 63 of MFMA	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS2		2017/18 Annual Performance Report (Unaudited Annual Report) tabled before Council	Tabling the 2017/18 Annual Performance Report (Unaudited Annual Report) before Council by 30 September 2018	R0		2017/18 Annual Performance Report (Unaudited Annual Report) approved by Council - CC100/2018 dated 28 August 2018					2017/18 Annual Performance Report. Council Resolution.	
TL		To table the 2017/18 Audited Annual Report to comply with section 121 of MFMA	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS3		Audited 2017/18 Annual Report tabled before Council	Tabling the Audited 2017/18 Annual Report before Council by 31 January 2019	R0		2017/18 Audited Annual Report tabled					2017/18 Audited Annual Report. Council Resolution.	
TL		To approve the 2018/19 Mid-Year Assessment Report to comply with section 72 of the MFMA	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS4		2018/19 Mid-Year Assessment Report approved by the Executive Mayor	Approving the 2018/19 Mid-Year Assessment Report by the Executive Mayor by 29 January 2019	R0		2017/18 Mid-Year Assessment Report approved					MM Resolution. Council Resolution.	
BL		To table the draft 2019/20 SDBIP to comply with legislation	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS5		Draft 2019/20 SDBIP tabled by Council	Tabling draft 2019/20 SDBIP by Council by May 2019	R0		Draft 2019/20 SDBIP tabled					Draft 2019/20 SDBIP. Council Resolution.	
TL		To approve the final 2019/20 SDBIP to ensure compliance with legislation	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS6		Final 2019/20 SDBIP approved by Executive Mayor	Approving final 2019/20 SDBIP by Executive Mayor (28 days after approval of budget) by June 2019	R0		Final 2019/20 SDBIP approved					Executive Mayor Signature	
TL		To sign the 2019/20 Performance Agreements to comply with legislation	2.32%	Good Governance	Good Governance and Public Participation	Good Governance and Public Participation	OC Powrie	N/A	PMS7		2019/20 Performance Agreements with section 54A and 56 employees signed	Signing 2019/20 performance agreements with section 54A & 56 employees by June 2019	R0		2019/20 Performance Agreements signed					Signed Agreements. MM Resolution.	

[Handwritten initials: E.M., P.T., M.K.]

BL							2.32%	The number of people from employment equity target groups employed in the first three highest levels of management (National Key Performance Indicator)	Number of male employees on the first three highest levels of management	Employing 29 male employees on the first three highest levels of management by June 2019 (Excluding section 54A and 56 employees)	R0		26 Male employees Coloured - 1; Indian - 3	1 2 3 4	Black - 23 White - 3 Coloured - 1 Indian - 1	😊			Personnel structure
BL							2.32%	The number of people from employment equity target groups employed in the first three highest levels of management (National Key Performance Indicator)	Number of female employees on the first three highest levels of management	Employing 16 female employees on the first three highest levels of management by June 2019 (Excluding section 54A and 56 employees)	R0		9 Female employees Coloured - 0; White - 1; Indian - 0	1 2 3 4	Black - 8 White - 4 Coloured - 2 Indian - 2	😊			Personnel structure
TL							2.32%	To give effect to the 2019/20 IDP Process Plan	2019/20 IDP Process Plan tabled in Council	Tabling the 2019/20 IDP Process Plan in Council by August 2018	R0		2019/20 IDP Process Plan tabled	1 2 3 4		😊	Process plan tabled on 28/8/2018 CC36/2018		Process Plan, Council Resolution
TL							2.32%	To enhance public participation to obtain inputs from local community for prioritization of projects	Number community consultations meetings conducted	Conducting 2 community consultations meetings by May 2019	R0		2 Community consultations meetings conducted	1 2 3 4	0 Meetings 1 Meeting 0 Meetings 1 Meeting	😊	0 Meetings 1 Community meetings held		Notice, Attendance register, Photos
BL							2.32%	To enhance public participation to obtain inputs from external sector departments	Number Rep Forum meetings conducted	Conducting 2 Rep Forum meetings by June 2019	R0		2 Rep Forum meetings conducted	1 2 3 4	0 Meetings 1 Meeting 0 Meetings 1 Meeting	😊	0 Meetings 1 Meeting held on 4 December 2018		Notice, Attendance register, Minutes
BL							2.32%	To table the draft 2019/20 IDP Amendments to comply with legislation	Table the draft 2019/20 IDP Amendments in Council	Tabling the draft 2019/20 IDP Amendments in Council by March 2019	R0		2019/20 IDP Amendments tabled	1 2 3 4		😊			Notice for public participation, Attendance register, Item, Council Resolution
BL							2.32%	To invite public comments after the tabling of the draft IDP to comply with legislation and to obtain inputs from the community	Public comments invited by Council after tabling of the draft 2019/20 IDP Amendments	Inviting public comments after the tabling of the draft 2019/20 IDP Amendments for inputs from the community by April 2019	R0		Public comments invited in Kersdorp Record and Lentse on dated 20 April 2018	1 2 3 4		😊			Advertisement, Public comments (if any)
TL							2.32%	To approve the 2019/20 IDP Amendments to comply with legislation	Final 2019/20 IDP Amendments approved by Council	Approving the final 2019/20 IDP Amendments by Council by May 2019	R0		Final Reviewed IDP Amendments for Council, CC50/2018	1 2 3 4		😊			Council Resolution
BL							2.32%	To submit a Risk Management report to the Risk Management Committee to ensure good governance	Risk management report submitted to the Risk Management Committee	Submitting 4 risk management reports to ensure an effective risk management process to the Risk Management Committee by June 2019	R0		4 Risk management reports submitted	1 2 3 4	1 Risk management report submitted 1 Risk management report submitted 1 Risk management report submitted 1 Risk management report submitted	😊	1 Risk Management report submitted to Risk Management Committee on 16 August 2018 1 Risk Management report submitted to Risk Management Committee on 12 October 2018		Programme Notice & Attendance Register, Minutes, Report to Risk Committee

M.E.

TL	RS2	M Mosebela	Municipal Institutional Development and Transformation	Good Governance	2.32%	To conduct risk assessments on strategic and operational risks to ensure good governance and to comply with legislation	Risk Assessment conducted on strategic and operational risks	Conducting 4 risk assessments with Council departments on emerging risks by June 2019	R0	4 Operational risk assessments conducted	1 Risk Assessment	1 Risk Assessment conducted with all departments	1 Risk assessment conducted with all departments	Notice, Risk register, Attendance register.
TL	RS3	M Mosebela	Good Governance and Public Participation	Good Governance	2.32%	To revise the Risk Register to determine the linkage between departmental objectives and risk activity	Risk Register revised and approved to determine the linkage between departmental objectives and risk activity	Revising the 2018/19 Risk Register to determine the linkage between departmental objectives and risk activity and approving the 2019/20 Risk Register by June 2019.	R0	1 Risk Assessment	1 Risk Assessment	1 Risk assessment conducted with all departments	1 Risk assessment conducted with all departments	Risk register, Notices, Attendance register, Risk Assessment report, Resolution
BL	RS4	M Mosebela	Good Governance and Public Participation	Good Governance	2.32%	To develop strategic documents to ensure good governance and to comply with legislation	Risk management strategic documents reviewed and approved by the municipal manager and council	Approving the risk management strategic documents (2018/19 Charter and 2019/20 implementation plan) by the municipal manager and council by June 2019	R0	1 Risk Assessment	1 Risk Assessment	2018/19 Risk Management Committee Charter approved by Risk Committee on 27 July 2018	2018/19 Risk Management Committee Charter, 2019/20 Risk Management Implementation, MM resolution.	2018/19 Risk Management Committee Charter, 2019/20 Risk Management Implementation, MM resolution.
TL	MPAC1	K Mopolai	Good Governance and Public Participation	Public Participation	2.32%	To monitor the municipality's performance and financial situation by conducting regular MPAC meetings	Number of MPAC (s 79) meetings to monitor the performance and financial situation in the City of Maitsoana conducted	Conducting 35 30 public participation (s 79) meetings to monitor the performance and financial situation in the City of Maitsoana by June 2019	R0	8 Meetings	8 Meetings	5 Meetings	5 Meetings	Notice, Agenda, Attendance registers, Minutes.
TL	MPAC2	K Mopolai	Good Governance and Public Participation	Public Participation	2.32%	To investigate unauthorised, irregular, fruitless and wasteful expenditure of the municipality's performance and financial situation by conducting (s32) meetings	Number of (s 32) meetings conducted to investigate unauthorised, irregular, fruitless and wasteful expenditure of the municipality's performance and financial situation	Conducting 45 22 section 32 meetings to investigate unauthorised, irregular, fruitless and wasteful expenditure of the municipality's performance and financial situation by June 2019	R0	10 Section 32 meetings conducted	10 Section 32 Meetings	15 Meetings held	15 Meetings held	Notice, Agenda, Attendance registers, Minutes.
BL	MPAC3	K Mopolai	Good Governance and Public Participation	Good Governance	2.32%	To issue MPAC progress reports to ensure compliance with legislation	Number of MPAC progress reports issued to council which assess the efficiency and effectiveness of performance and finances of council	Issuing 10 MPAC progress reports to council which assess the efficiency and effectiveness of performance and finances achieved by June 2019. Issuing 10 MPAC reports (including progress reports) to council which assess the efficiency and effectiveness of performance and finances achieved by Council by June 2019	R0	8 MPAC progress reports issued	8 MPAC progress reports issued	4 Reports submitted	4 Reports submitted	Process Reports, Council Resolution
TL	MPAC4	K Mopolai	Good Governance and Public Participation	Public Participation	2.32%	To enhance public participation on the results of the Annual Report to comply with legislation	Number of public participation meetings conducted on the results of the Annual Report	Conducting 1 public participation meeting on the results of the Annual Report by March 2019	R0	1 Public participation meeting conducted	1 Public participation meeting conducted	3 Reports submitted	3 Reports submitted	Advertisement/Notice for public participation, Attendance registers, Public comments, Photos

M. E.
R.P.
M.E.
L.L.

TL	Compliance	N/A	MPAC5	K Motopolal	Good Governance and Public Participation	Good Governance	2.32%	To table the 2017/18 Oversight Report to comply with s.128(1) of the MFMA	2017/18 Oversight Report tabled before Council	Tabling the 2017/18 Oversight Report before Council by 31 March 2019	R0	2016/17 Oversight Report tabled - CC20/2018 27/03/2018	1 2 3 4	1 Meeting 1 Meeting 1 Meeting 1 Meeting	2 (11 September 2018 1 scheduled meeting and 26 September 1 special meeting) 1 Meeting	Late submission of AFS lead to AC deciding on holding the other meeting on the 26th September 2018	Oversight Report Council Resolution
TL	Compliance	N/A	IA1	M Seero	Good Governance and Public Participation	Good Governance	2.32%	To conduct Audit Committee Meetings to ensure good governance	Number Audit Committee meetings held to ensure an effective discharging of responsibilities	Holding 4 Audit Committee meetings to ensure an effective discharging of responsibilities by June 2019	R0	2016/17 Oversight Report tabled - CC20/2018 27/03/2018	1 2 3 4	1 Meeting 1 Meeting 1 Meeting 1 Meeting	Late submission of AFS lead to AC deciding on holding the other meeting on the 26th September 2018	Notice, Agenda, Minutes & Attendance Register	
BL	Compliance	N/A	IA2	M Seero	Good Governance and Public Participation	Good Governance	2.32%	To issue audit of performance information reports to ensure compliance with legislation	Number of audit of performance information reports issued to assess the efficiency and effectiveness of performance achieved	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance achieved by Council by June 2019	R0	4 Audit reports issued	1 2 3 4	4th Quarter report of 2017/18 performance information 1st Quarter report of 2018/19 performance information 2nd Quarter report of 2018/19 performance information 3rd Quarter report of 2018/19 performance information	4 Audit of performance information reports issued	Quarterly report Notice, Minutes & Attendance Register	
TL	Compliance	N/A	IA3	M Seero	Good Governance and Public Participation	Good Governance	2.32%	To report on recommendations raised by internal audit and AG to ensure sound financial and administrative management	Number of action plan register and progress reports on the Auditor General's report and Internal Auditor's findings submitted to the Audit Committee	Submitting 4 progress reports on the updated action plan register to the Audit Committee on findings raised by the Auditor General and Internal Audit by June 2019	R0	4 Internal audit progress reports submitted	1 2 3 4	1 Internal audit progress report submitted 1 Internal audit progress report submitted 1 Progress report (internal audit and AG) on the updated action plan register to the Audit 1 Progress report (internal audit and AG) on the updated action plan register to the Audit	1 Internal audit progress report submitted Internal Audit progress report not submitted Progress report submitted to Audit Committee on the 11th December 2018, but could not be discussed, meeting postponed because of quorum challenges Meeting postponed to the 24th January 2019, all reports will be discussed in that meeting Meeting postponed to the 24th January 2019, all reports will be discussed in that meeting	4 Activity Reports Audit Committee Minutes. Proof of submission to MM.	
BL	Compliance	N/A	IA4	M Seero	Good Governance and Public Participation	Good Governance	2.32%	To issue activity reports to ensure good governance	Number activity reports issued to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans	Issuing 4 activity reports to the Audit Committee and Accounting Officer on the progress of rolling out the audit plans by June 2019	R0	4 Activity reports issued	1 2 3 4	1 Activity report submitted to AC and MM 1 Activity report not submitted to AC and MM 1 Activity report submitted to AC and MM 1 Activity report submitted to AC and MM	Activity report submitted to Audit Committee on the 11th December 2018, but could not be discussed, meeting postponed because of quorum Meeting postponed to the 24th January 2019, all reports will be discussed in that meeting Meeting postponed to the 24th January 2019, all reports will be discussed in that meeting	4 Activity Reports Audit Committee Minutes. Proof of submission to MM.	

Handwritten signatures and initials:
 M Seero
 K Motopolal
 IA1
 IA2
 IA3
 IA4

8L	Compliance	N/A	IA5	M Seero	Good Governance and Public Participation	Good Governance	2.32%	To adopt the Internal Audit Charter to comply with legislation	Reviewed IA Charter applied in accordance with IA standards	Adopting the reviewed IA Charter (2019/20) in accordance with IA standards by June 2019	R0	1 2 3 4	1 2 3 4	1 2 3 4	Reviewed 2019/20 Internal Audit Charter	Reviewed 2019/20 Internal Audit Charter	Reviewed 2019/20 Internal Audit Charter. Minutes. Attendance Register. AC approval	
8M	Compliance	N/A	IA6	M Seero	Good Governance and Public Participation	Good Governance	2.32%	To submit a Risk Based Audit Plan to comply with legislative requirements	3-Year Risk Based Audit Plan 2019/20 submitted to the Audit Committee for approval	Submitting a 3-Year Risk Based Audit Plan 2019/20 to the Audit Committee for approval by June 2019	R0	1 2 3 4	1 2 3 4	1 2 3 4	3-Year Risk Based Audit Plan 2019/20	3-Year Risk Based Audit Plan 2019/20 approved by Audit Committee. Minutes	3-Year Risk Based Audit Plan	
8N	Compliance	N/A	IA7	M Seero	Municipal Development and Institutional	Capacity	2.32%	To conduct quality assurance improvement programme to comply with legislative requirements	Peer-to-peer quality assurance and improvement programme performed	Performing a peer-to-peer quality assurance and improvement programme to be submitted to MM and AC by June 2019	R0	1 2 3 4	1 2 3 4	1 2 3 4	Assessment Report	Request letter. Assessment report. Proof of submission to MM. AC-minutes		

KPI's 45-43 100%

[Signature]
MUNICIPAL MANAGER

[Signature]
EXECUTIVE MAYOR

[Handwritten notes]
MR
MC
ET