



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

MR. G MASHIYI
the Municipal Manager of the
CHRIS HANI DISTRICT MUNICIPALITY
("the Municipal Manager")

and

Mr. M Dyushu
the Chief Financial Officer at the
CHRIS HANI DISTRICT MUNICIPALITY
("the CFO")

For the financial year: 2020-2021

Commencement Period: 1 July 2020 - 30 June 2021

PROLOGUE

- 1.1. The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into Agreement with the CFO for a period as stipulated in the Employment Contract, commencing on 8th January 2020
- 1.2. Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require 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 CFO to a set of outcomes that shall secure local government policy goals.
- 1.4. The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act.

1. INTERPRETATION

- 1.5. In this Agreement the following words shall have the meaning ascribed thereto:
 - 1.5.1. "this Agreement" – means the performance agreement between the Municipality and the CFO and the annexures thereto.
 - 1.5.2. "the Executive Authority" – means the Council of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.
 - 1.5.3. "the CFO" – means the Chief Financial Officer who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.
 - 1.5.4. "the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
 - 1.5.5. "the Municipality" – means the CHRIS HANI DISTRICT MUNICIPALITY.
 - 1.5.6. "the Parties" – means the Municipal Manager and the CFO.



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2. PURPOSE OF THIS AGREEMENT

2.1. The Parties agree that the purposes of this Agreement are to:

- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets established for the CFO and to communicate to the CFO the Municipality's expectations of the CFO's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.1.3. specify accountabilities as set out in Performance Plan which forms Annexure A in the performance agreement;
- 2.1.4. monitor and measure performance against targeted outputs;
- 2.1.5. use Annexures A, B and C, as a basis for assessing whether the CFO has met the performance expectations applicable to his job;
- 2.1.6. In the event of outstanding performance, to appropriately reward the CFO and
- 2.1.7. give effect to the Municipality's commitment to a performance-orientated relationship with its CFO in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. Notwithstanding the date of signature this Agreement shall commence on the **1 June 2020** and shall remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2 The performance agreement shall be entered into for each financial year of the municipality ;
- 3.2. The Parties shall review the provisions of this Agreement June each year and shall conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year within one month after commencement of the new financial year (by not later than the 31st of July each year).

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3.3. The payment of the performance bonus is determined in accordance with the regulation 32 states that a performance bonus shall be paid based on the affordability to the CFO and after

- The annual report for the financial year under review has been tabled and adopted by council;
- An evaluation of performance in accordance with the provision of regulation 23 and
- Approval of such evaluation by the municipal council as a reward for outstanding performance.

3.4. 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 must by mutual agreement between the parties. Immediately be revised.

3.5. This Agreement shall terminate on the termination of the CFO's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

4.1. The Performance Plan in **Annexure A** sets out:

4.1.1. the performance objectives and targets which must be met by the CFO; and

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

4.1.3. The Core Management Competencies (**Annexure B**- definition) reflected herein set out those management skills regarded as critical to the position held by the CFO.

4.2. The Personal Development Plan in **Annexure C** sets out the CFO's personal developmental requirements in line with the objectives and targets of the Municipality.

4.3. The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the CFO and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan the Budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.



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4.4. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.5. The CFO's performance shall, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1. The CFO agrees to participate in the performance management system that the Municipality adopts.

5.2. The CFO accepts that the purpose of the performance management system shall be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.

5.3. The Council and/or Municipal Manager shall consult the CFO about the specific performance standards that shall be included in the performance management system as applicable to the CFO.

5.4. The CFO undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in **Annexure A** including special projects relevant to the CFO's responsibilities within the local government framework.



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6. PERFORMANCE ASSESSMENT

6.1. The performance of the CFO shall be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPAs) as fully described in **Annexure A** and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the CFO account for 80% of his/her assessment while the CMCs make up the other 20% of the CFO's assessment score.

6.2. The weightings agreed to in respect of the CFO's KPAs attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREA	DESCRIPTION	WEIGHT
KPA 1	Municipal Transformation and Organisational Development.	5%
KPA 2	Basic Service delivery and Infrastructure Development	5%
KPA 3	Local Economic Development	5%
KPA 4	Financial Management and Viability	80%
KPA 5	Good Governance and Public Participation	5%
TOTAL		100%



6.3. The weightings agreed to in respect of the CMCs considered most critical for the CFO's position and further defined in Annexure B are set out in the table below:

LEADING COMPETENCIES				
NO	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Strategic Leadership and Management	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	Superior	10%
2	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	Advanced	5%
3	Programme and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	Advanced	5%
4	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	Superior	20%
5	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	Advanced	5%
6	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	Superior	10%
CORE COMPETENCIES				
NO	COMPETENCY AREA	DEFINITION	ACHIEVEMENT LEVEL	WEIGHT
1	Morale Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	Advanced	5%
2	Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	Advanced	10%
3	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	Advanced	10%
4	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	Advanced	5%
5	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	Advanced	10%
6	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	Advanced	5%
TOTALS				100%


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6.4. The assessment of the performance of the CFO shall be based on the following rating scales for KPAs and CMCs:

RATING SCALES		
LEVEL	TERMONOLOGY	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 Performance Agreement 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 Performance Agreement and Performance Plan
2	Performance Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half of the key performance criteria and indicators as specified in the Performance Agreement 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 Performance Agreement and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.5. To determine which rating on the five-point rating scale did the CFO achieve for each KPA, the following criteria should be used:

Description	Definition
Duration of task	Was the target achieved within the projected timeframe
Level of complexity	Did the task require problem solving; reconciling different perceptions and the use of innovative alternatives?
Cost	Was the target delivered within budget? Was there saving or was there over expenditure?
Constraints	Did the envisaged constraints materialise? If so, were steps taken to manage/reduce the effects of the constraint? If not, was it beneficial to the completion of the target? Were there any innovative/pro-active steps taken to manage the constraint

6.6. Annexure "B" may be used as the basis for progress discussions by the municipality.



7. PANEL AND SCHEDULE FOR ASSESSMENTS

7.1. An assessment panel consisting of the following persons shall be established when assessing the annual performance of the CFO:

7.1.1. The Municipal Manager

7.1.2. Chairperson of the Performance Audit Committee or Audit committee in the absence of a performance committee

7.1.3. Member of the Mayoral Committee

7.1.4. Municipal Manager from another Municipality

7.2. The manager responsible for human resources of the Municipality must provide a secretarial services to the evaluation panels refer to in 7.1

7.3. In addition, a pre-assessment shall be done by:

7.3.1. The Municipal Manager

7.3.2. The CFO (own assessment)

7.4. The performance of the CFO shall be assessed in relation to his/her achievement of:

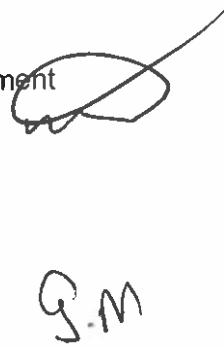
7.4.1. The targets indicated for each KPA in Annexure A;

7.4.2. The CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

Quarter	Months	Review Date
1	July – September	October
2	October – December	January
3	January – March	April
4	April – June	July

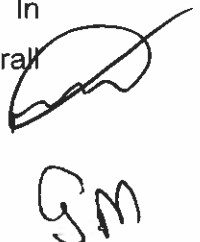
7.5. Assessments in the first and third quarter may be verbal if the CFO's performance is satisfactory

7.6. The Municipality shall keep a record of the mid-year and annual assessment meetings.

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8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

- 8.1. The CFO shall submit quarterly performance reports and a comprehensive annual performance report with the self-assessment to the Municipal Manager before the performance assessment meeting.
- 8.2. The Municipal Manager shall give performance feedback to the CFO after each quarterly and the annual assessment meetings.
- 8.3. The CFO shall be subjected to the performance evaluation panel at the end of the financial year for assessing the performance during the year
- 8.4. The evaluation report of the CFO's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.5. The results of the annual assessment and the scoring report of the CFO for the purposes of bonus allocation, if applicable, shall be submitted to the council for approval.
- 8.6. Personal growth and development needs identified during any performance assessment discussion, must be documented in the CFO's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.7. Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the CFO's performance at any stage while his/her contract of employment remains in force.
- 8.8. Parties may agree to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The CFO shall be fully consulted before any such change is made.
- 8.9. The provisions of **Annexure "A"** may be amended by the council when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.10. A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall



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rating, calculated by using the applicable assessment-rating calculator; provided that:

- 8.10.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 8.10.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1. The Municipality shall create an enabling environment to facilitate effective performance by the CFO.
- 9.2. The CFO shall be provided with access to skills development and capacity building opportunities.
- 9.3. The Municipality shall work collaboratively with the CFO to solve problems and generate solutions to common problems that may impact on the performance of the CFO.
- 9.4. The Municipality shall make available to the CFO such resources including employees as the CFO may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it shall at all times remain the responsibility of the CFO to ensure that he/she complies with those performance obligations and targets.
- 9.5. The CFO shall be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.



10. CONSULTATION

10.1. The Municipal Manager agrees to consult the CFO within a reasonable time where the exercising of the Municipal Manager's powers shall:

10.1.1. have a direct effect on the performance of any of the CFO's functions;

10.1.2. commit the CFO to implement or to give effect to a decision made by the Council and/or Municipal Manager;

10.1.3. have a substantial financial effect on the Municipality.

10.2. The Municipal Manager agrees to inform the CFO 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 CFO to take any necessary action without delay.

11. CONSEQUENCES OF POOR OR UNACCEPTABLE PERFORMANCE

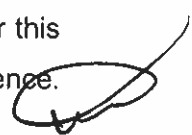
11.1. Where the Municipal Manager is, at any time during the CFO's employment, not satisfied with the CFO's performance with respect to any matter dealt with in this Agreement, the Municipal Manager shall give notice to the CFO to attend a meeting with the Municipal Manager.

11.2. The CFO shall have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the CFO's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures

11.3. The Municipality shall provide systematic remedial or developmental support to assist the CFO to improve his/her performance.

11.4. If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the CFO is not satisfactory, the Municipal Council shall, as per the advice of the Municipal Manager and subject to compliance with applicable labour legislation, be entitled to, by notice in writing to the CFO, take steps to terminate the CFO's employment in accordance with the notice period set out in the CFO's contract of employment.

11.5. Where there is a dispute or difference as to the performance of the CFO under this Agreement, the Parties shall confer with a view to resolving the dispute or difference.



11.6. Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the CFO's contract of employment with or without notice for any other breach by the CFO of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

12.1. In the event that the CFO is dissatisfied with the nature of this Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the Executive Mayor, who must within 30 days of receipt of a formal dispute from the CFO's, take a decision that shall be formal and binding on both parties.


1.1. In the event that the CFO is dissatisfied with the outcome of the evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) within 30 days of receipt of a formal dispute from the CFO's, take a decision that shall be formal and binding on both parties.

2. GENERAL

2.1. The contents of this Agreement must be made available to the public by the Municipal Manager in accordance with the Municipal Finance Management Act, 2003 section 46.

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

Signed at Queenstown on this 01 day of July 2020



Chief Financial Officer
Chris Hani District Municipality

As witness:

(1) Zukiswa Ngodwane
Full Name and Surname



Signature


G.M

(2) Anta Mccane
Full Name and Surname

[Signature]
Signature

Signed at Queenstown on this 01 day of July 2020

[Signature]
Municipal Manager
Chris Hani District Municipality

As witness:

(1) Holiswa Sinyaya
Full Name and Surname

(2) Ipeleg Tlako
Full Name and Surname

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CHRIS HANI
DISTRICT MUNICIPALITY
 SUSTAINING GROWTH
 THROUGH OUR PEOPLE
ANNEXURE B:

PERFORMANCE AGREEMENT FOR MR M Dyushu
CHRIS HANI DISTRICT MUNICIPALITY

PERSONAL DEVELOPMENT PLAN OF: MR M Dyushu 2020/21 FINANCIAL YEAR

Compiled on 1 JULY 2020

1. Skills/ Performance Gap (in order of priority)	2. Outcomes Expected (measures indicators: quantity, quality and time frames)	3. Suggested Training and development activity	4. Suggested Mode of delivery	5. Suggested Time Frames	6. Work Opportunity created to practise skill / development area	7. Support Person
Advanced Excel	Certificate in Advanced Excel	Training on Excel	Contact training / Online	January 2021	Computer skills	Municipal Manager
Labour Relations	Certificate in Labour Relation	Training on Labour relations	Contact training / Online	January 2021	Effective leader and guidance within Budget and Treasury Office	Municipal Manager



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
EMPOWERING PEOPLE

BTO Director Score Card
2020/2021 FINANCIAL YEAR

CHRIS HANI DISTRICT MUNICIPALITY

Priority Area	Measurable Objectives	5 YR Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget	Baseline	SDBIP Annual Target	Planned Quarterly Targets				Evidence	Custodian
										Qrt 1	Qrt 2	Qrt 3	Qrt 4		

WEIGHTING: 5%

KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Broad Objective 1: To Establish and Maintain a Skilled Labour Force Guided by Policies to Function Optimally Towards the Delivery of Services to Communities																	
SECTIONAL MANAGEMENT	To attract, retain and build a productive workshop	Implementati on of Integrated human resources management programmes	Number of Departmental trainings identified and submitted to HR as a contribution to WSP.	IHRM programmes – seeks to improve organization performance and developing a culture that foster innovation to help the organisation to achieve its performance.	MTOD - 1.1	N/A	4 IHRM programmes implemented	1 Departmental trainings identified and submitted to HR as a contribution to WSP by 30 June 2021	N/A	N/A	1 Departmental trainings identified and submitted to HR as a contribution to WSP.	N/A	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	Report on Departmental WSP training	Chief Financial Officer
	Increased productivity and improved service delivery		Number of Departmental trainings identified and submitted to HR as a contribution to WSP.	After the staff establishment have been approved new posts are identified which will require JDs as it is the municipality responsibility to write job description for all posts that are in the staff establishment.	MTOD-1.3.3	N/A	None	2 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment by 30 June 2021	N/A	N/A	N/A	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	1 Departmental reports submitted on Job Descriptions writing as per the approved staff establishment	Departmental WSP training	Chief Financial Officer
			Number of quarterly Individual performance Assessment reports submitted on time (with POE)	Individual Performance Management empowers employees to use their skills and knowledge to perform their jobs in a productive manner. These assessments will start with the compilation and completion of the performance and the Accountability Agreement and the quarterly assessments to be conducted by HOD's for Middle Management	MTOD-1.3.4	N/A	None	3 Quarterly Individual performance Assessment reports submitted on time (with POE) by 30 June 2021	Signed Performance Agreements by Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	1 Individual Performance Assessments conducted for Department's Middle Management	Q 1 = Signed Performance Agreements, Q 2, Q 3= Individual Performance Assessments reports	Chief Financial Officer	

KPA 2: BASIC SERVICE DELIVERY

BROAD STRATEGIC OBJECTIVE 2 :To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.

PMU	To ensure Universal coverage of Water and Sanitation by 2022	Quality Drinking Water	Implementation of WSDP	Number of reports on indigent household served with free basic water compiled and submitted	The Revenue unit submit a report on free basic water Provided to indigent households to the standing committee on a quarterly	SDI - 1.1	N/A	None	4 Reports on indigent household served with free basic water compiled and submitted by 30 June 2021	1 Report on indigent household served with free basic water compiled and submitted	1 Report on indigent household served with free basic water compiled and submitted	1 Report on indigent household served with free basic water compiled and submitted	1 Report on indigent household served with free basic water compiled and submitted	1. Indigent register review report. 2. Council resolution / noting. 3. Updated Indigent register.	Chief Financial Officer
PMU	To ensure Universal coverage of Water and Sanitation by 2022	Safe Sanitation	Implementation of WSDP	Number of reports on indigent household served with free basic sanitation compiled and submitted	The Revenue unit submit a report on free basic sanitation Provided to indigent households to the standing committee on a quarterly	SDI - 6.1	N/A	None	4 Reports on indigent household served with free basic sanitation compiled and submitted by 30 June 2021	1 Report on indigent household served with free basic sanitation compiled and submitted	1 Report on indigent household served with free basic sanitation compiled and submitted	1 Report on indigent household served with free basic sanitation compiled and submitted	1 Report on indigent household served with free basic sanitation compiled and submitted	1. Indigent register review report. 2. Council resolution / noting. 3. Updated Indigent register.	Chief Financial Officer

KPA 3: LOCAL ECONOMIC DEVELOPMENT

BROAD STRATEGIC OBJECTIVE 3: To ensure development and implementation of regional economic strategies and effective Spatial Planning and Land Use Management approaches as drivers for economies of scale and social cohesion.

SMME SUPPORT	To Contribute economic development and growth in the district as envisaged in the NDP	Improved regional economy	Implementation of CHREDS	Number of expenditure reports on local businesses as per Preferential Procurement regulation compiled and submitted	The BTO department prepares an expenditure reports on local businesses as per Preferential Procurement regulation and submit the report LED department to analyse	LED-5.1	N/A	4 Reports	4 Expenditure reports on local businesses as per Preferential Procurement regulation compiled and submitted by 30 June 2021	1 Expenditure reports on local businesses as per Preferential Procurement regulation compiled and submitted	1 Expenditure reports on local businesses as per Preferential Procurement regulation compiled and submitted	1 Expenditure reports on local businesses as per Preferential Procurement regulation compiled and submitted	1 Expenditure reports on local businesses as per Preferential Procurement regulation compiled and submitted	Budget spent reports on local businesses	Chief Financial Officer
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KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

WEIGHTING: 80%

Broader Objective 4: To Ensure an Efficient and Co-ordinated Financial Management that Enables CHDM to deliver its Mandate

Priority Area	Measurable Objectives	Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget	SDBIP Annual Target	Planned Quarterly Targets				Evidence	Custodian
									Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		

BUDGET PLANNING	Ensure sound financial management	Sound financial Management and compliance with legislation	Compilation of Funded Budgets and MFMA monitoring reports	Number of Funded budgets and MFMA Monitoring reports compiled and approved	Council approved budgets and financial budget reports that are submitted council and treasury' in terms of the following MFMA sections: 1) Section 16(2), which state that the Mayor of a municipality must table an annual budget at a Council meeting at least 90 days before the start of the budget year. 2) Section 71 which states that the accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the Mayor of the municipality and the relevant provincial treasury, the statement in the prescribed format on the state of the municipality's budget performance. 3) Section 52(d) which states that the Mayor of a municipality must, within 30 days of the end of each quarter, submit a report to the Council on the implementation of the budget and the financial state of affairs of the municipality.	FMV - 1	OPEX	01 Funded Budget and 01 MFMA Monitoring Report	01 Funded budgets and 1 MFMA Monitoring reports compiled and approved by 30 June 2021	1 MFMA Monitoring reports compiled and approved	01 Funded budgets and 1 MFMA Monitoring reports compiled and approved	01 Funded budgets and 1 MFMA Monitoring reports compiled and approved	Funded budget and MFMA Monitoring reports and Council resolutions	Chief Financial Officer
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Number of Funded budget compiled and approved	<p>Municipal Finance Management Act 56 of 2003 Section 16 prescribes that the Council of a Municipality must for each financial year approve an Annual Budget for the municipality before the start of the financial year.</p> <p>Section 16 of the Local Government Municipal Finance Management Act (MFMA) prescribes that the council of a municipality must for each financial year approve an annual budget for the municipality before the start of the financial year.</p> <p>Section 68 of the MFMA assigns the Accounting Officer the responsibility of assisting the Mayor in performing the budgetary functions assigned to the latter in terms of Chapters 4 and 7.</p> <p>In terms of the MFMA, section 16(2), the Mayor of a municipality must table an annual budget at a Council meeting at least 90 days before the start of the budget year.</p> <p>Section 17(1) of the MFMA further states that an annual budget must be a schedule in a prescribed format and further outlines the contents that should be included in such annual budget.</p> <p>The prescribed format is outlined in regulation 9 of the MBRR, which states that "the annual budget and supporting</p>	FMV - 1.1
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1 Funded budget compiled and approved by 30 June 2021	N/A	2 budgets compiled and approved (2nd Budget Adjustment and Draft Budget for next financial)	01 Funded budget and 01 MFMA reports approved	Qtr 3 2nd Adjustment budget & Draft budget for next financial Council Resolution. Q4:Funded budget ,Council Resolution	Chief Financial Officer
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Revenue Management	Ensure sound financial management	Sound financial management and compliance with legislation	Implementation of Revenue Enhancement Strategy	Number of MFMA Monitoring reports compiled and approved	12 Reports, Section 71 Reports, Section 52(d) Reports and Section 72 Reports. Sec 71(1) of the MFMA states: "the accounting officer of a municipality must by no later than 10 working days after the end of each month submit to the Mayor of the municipality and the relevant provincial treasury, the statement in the prescribed format on the state of the municipality's budget performance. Reporting section follow the below process: Request Trial Balance from system section; Prepare journals for all grants to recognise expenditure, Prepare C Schedule and Executive Summary for Submission to Treasury. Prepare C Schedule and Executive Summary for Audit Committee, Mayoral and Council Meeting. The MFMA's Municipal Budget and Reporting Regulations Sec 28 states " The monthly budget statement of a municipality must be in the format specified in Schedule C and include all the required tables, charts and explanatory information, taking into account any guidelines issued by the Minister in terms of section 168(1) of the act." The MFMA's Budget and Reporting Regulations sec 29 states "the Mayor may table in the municipal council a monthly	FMV - 1.2	FMV-2	OPEX	Nil	1 MFMA Monitoring report compiled and approved by 30 June 2021	4 MFMA Monitoring reports compiled and approved (3 Section 71 reports and 1 section 52 (d)) submitted to the Office of the Executive Mayor and National Treasury within 10 days.	4 MFMA Monitoring reports compiled and approved (3 Section 71 reports and 1 section 52 (d)) submitted to the Office of the Executive Mayor and National Treasury within 10 days.	4 MFMA Monitoring reports compiled and approved (3 Section 71 reports and 1 section 52 (d)) submitted to the Office of the Executive Mayor and National Treasury within 10 days.	4 MFMA Monitoring reports compiled and approved (3 Section 71 reports and 1 section 52 (d)) submitted to the Office of the Executive Mayor and National Treasury within 10 days.	Q1 - Q4= Acknowledgement of S71 reports by Executive Mayor & National Treasury. Council resolution	Chief Financial Officer
Revenue Management	Ensure sound financial management	Sound financial management and compliance with legislation	Implementation of Revenue Enhancement Strategy	Number of Revenue Enhancement programmes implemented	The programme is implemented to ensure that revenue is improved. The programmes to be implemented are the following: 1. Data collection in 6 Municipalities. 2. Develop and Implement debt collection plan. 3. Develop a new indigent register for 2021 / 2022	FMV-2	OPEX	Nil	01 Revenue Enhancement programme implemented by 30 June 2021	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	Revenue Enhancement programme reports	Chief Financial Officer	

<p>Number of Data collection and capturing process completed in 4 Local Municipalities.</p>	<p>Data cleansing process: The process of data collection has been revised and will mainly involve the collection of information from Local Municipalities which will be used to update the billing data base. This will entail the collection of property, ownership and meter information as well as correcting the accounts in the billing data base. The information collected will be matched with the municipality's billing system to check for differences.</p> <ol style="list-style-type: none"> 1. The problem was identified through customer queries as well as findings by the Auditor General. 2. The method of collecting the data will be in the form of collection the following information from Local Municipalities; (i) General Valuation Rolls, (ii) Billing reports, and (iii) The databases of electricity vending systems. The updated / recent cadastral from the office of the Surveyor General will also be request from the Technical Services Department. <p>Correction of the billing database - will entail the following:</p> <ul style="list-style-type: none"> - Forwarding the information collected to the Systems unit / BCX to match against the billing database and generate difference which. - Further analysing the differences and checking them against the DEEDS 	<p>FMV-2.1</p>	<p>OPEX</p>	<p>Revised data cleansing plan</p>	<p>1 Data collection and capturing process completed in 4 Local Municipalities by 30 June 2021.</p>	<p>Develop bid specification for the appointment of a service provider to perform database matching.</p>	<p>N/A</p>	<p>1. Service provider to commence with data match and generate exceptions/gaps. 2. Update of confirmed matches to commence.</p>	<p>Finalization of Data collection and Capturing process for 4 Local Municipalities</p>	<p>Q1 = Copy of bid advert and progress report / appointment letter. Q2 = Progress report on appointment of service provider. Q3 = Progress report on data match and generate exceptions/gaps & Progress report on confirmed matches Q4 = Report on Data collected and Captured for 4 Local Municipalities</p>	<p>Chief Financial Officer</p>
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<p>Number of Debt collection and Credit control plans implemented</p>	<p>Debt collection and credit control entails the following:</p> <ol style="list-style-type: none"> 1. Select accounts identified for collection for a particular period / month and from age analysis report (a report that details the period for which the debt has been outstanding). 2. Confirm that billing is up to date and is based to meter readings. 3. Send reminders to consumers with overdue balances in terms of the policy. 4. The debt collection plan will entail identifying key accounts for Government, Municipalities, Business, Municipal employees, Councilor and household and allocate them to the Credit Control Officer to contact and send reminders. 	<p>FMV-2.2</p>	<p>OPEX</p>	<p>Credit control policy</p>	<p>1 Debt collection and Credit control plan implemented by 30 June 2021.</p>	<p>1. Develop debt collection plan with new debt collection team.</p>	<p>Implement debt collection activity plan to improve collection rate.</p>	<p>Implement debt collection activity plan to improve collection rate.</p>	<p>Q 1. Debt collection activity plan and debt collection report. Q2. Debt collection report. Q3. Debt collection report. Q4. Debt collection report.</p>	<p>Chief Financial Officer</p>
<p>Number of Indigent register reviewed and submitted to Council for approval</p>	<p>The indigent register is reviewed and or updated annually to confirm whether the indigent beneficiaries are still indigent. The purpose of the indigent register is to list customers / households that cannot afford to pay for municipal services so that they can receive subsidy on the accounts. The review involves submitting the register to third parties to confirm whether the status is still the same. The indigent register update will entail;</p> <ol style="list-style-type: none"> 1. Inviting members of the community to visit CHDM satellite and LM indigent offices to complete applications for indigent support. 2. Applications to be received by indigent clerks at the offices and verified for required supporting documents. 3. Application forms to be captured onto draft registers by indigent Clerks at the various offices. 4. Application forms to be forwarded to CHDM and LM Revenue office weekly for combining and reporting. 5. Final register to be submitted to Indigent Steering Committee for review and Council for approval. 	<p>FMV-2.3</p>	<p>OPEX</p>	<p>Indigent register</p>	<p>1 Updated indigent register to Council for approval by 30 June 2021</p>	<p>Commence with awareness campaign arrangements for the registration of indigent customers in preparation for the 2021 register.</p>	<p>1. Commence with indigent registration process. 2. Arrange for the verification of the applications received. 3. Capturing of applications to start.</p>	<p>1. Verification of applications continue. 2. C capturing of applications to continue.</p>	<p>1. To finalise capturing and verification. 2. Submit draft register to council for approval.</p>	<p>Chief Financial Officer</p>

SUPPLY CHAIN MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of SCM Policy	Number of SCM programmes implemented	The policy will provide and ensure a second and accountable system of supply chain management with the district	FMV - 3	OPEX	SCM Compliance Report.	01 SCM Compliance programme implemented by 30 June 2021	01 SCM Compliance programme implemented	01 SCM Compliance programme implemented	01 SCM Compliance programme implemented	01 SCM Compliance programme implemented	01 SCM Compliance programme implemented	01 SCM Compliance programme implemented	01 SCM Compliance programme implemented	Chief Financial Officer
				Number of Procurement plan developed and implemented.	Procurement plan is required as per MFMA Circular 62 to assist municipalities with proper planning that will lead to minimization of irregular expenditure and deviations if compiled with. Once the plan is developed all departments are expected to comply with the plan. The process to be followed: 1.To circulate procurement plan template by the 2nd week of March every year for inputs and give departments at least two weeks to respond. 2. Consolidate all the inputs after closing date. 3. Send the draft consolidated procurement plan to all departments to add if some departments did not submit in the initial submission and for review to those who initially submitted and this is done on the second week of April and give another week for final inputs. 4. On the third week of April all inputs are considered final. 5. The SCM unit reviews the document and attach bid committee dates on it and this usually takes two weeks. 6. On the second week of May the draft plan is submitted to CFO for review and to be submitted to Council approval during budget period.7. After adoption by the council, the MM will approve it. 8. After approval by MM, it is then sent to all departments.9 The source document will be the correspondence sent to	FMV - 3.1			01 Procurement plan developed and implemented by 30 June 2021.	1 x report on the implementation of procurement plan	1 x report on the implementation of procurement plan	1 x report on the implementation of procurement plan	1 x report on the implementation of procurement plan	1. Implementation report 2. Procurement plan	1x Report on implementation of Procurement plan. 1. Develop procurement plan for 2021-22		Chief Financial Officer

<p>Number of Deviations reports compiled and submitted.</p>	<p>Deviations are made up of the following: 1. Emergency 2. Single or sole provider 3. Acquisition of special works of art or historical objects where specifications are difficult to compile 4. Where it is impractical or impossible to follow the official procurement processes as per Par 45 and SCM regulation 36. The reports are submitted quarterly to council committees.</p>	<p>FMV - 3.2</p>
<p>Number of Irregular expenditure reports compiled and submitted.</p>	<p>Irregular expenditure comprises of expenditure, other than unauthorised expenditure incurred in contravention of or that is not in accordance with a requirement of any applicable legislation. The report is submitted on quarterly basis to council committees. 1. Identify the irregular expenditure. 2. On the first week of every month, the Contract office check on the system the payments made to the service providers. 3. The unit identifies all payments made to service providers irregularly. 4. The register is then updated. 5. On quarterly basis the expenditure is reported to the relevant structures of the municipality. 6. The source documents will be the irregular register and quarterly reports</p>	<p>FMV - 3.3</p>

<p>04 Deviation reports compiled and submitted by 30 June 2021.</p>	<p>1 x Deviation report compiled and submitted. 2. Develop deviation SOP.</p>	<p>1 x Deviation report compiled and submitted. 2. Workshop the developed deviation SOP.</p>	<p>1 x Deviation report compiled and submitted. 2. Approve the deviation SOP.</p>	<p>1 x Deviation report compiled and submitted.</p>	<p>1. Q1 - Q4 = Deviation register 2. Q1 - Q4 = Deviation reports 3. Q3 & Q4 = Developed and approved SOP 4. Q3 = Attendance register (workshop)</p>	<p>Chief Financial Officer</p>
<p>04 Irregular expenditure reports compiled and submitted by 30 June 2021</p>	<p>1 x Irregular expenditure report compiled and submitted.</p>	<p>1. 1 x Irregular expenditure report compiled and submitted. 2. Review of Irregular expenditure SOP.</p>	<p>1 x Irregular expenditure report compiled and submitted including AG identified restatements.</p>	<p>1 x Irregular expenditure report compiled and submitted including AG identified restatements.</p>	<p>1. Q1 - Q4 = Irregular expenditure reports and the register 2. Q2 = Reviewed SOP</p>	<p>Chief Financial Officer</p>

Number of Contract management register and Commitments register reconciled	<p>Contract management consists of the process that enables the Municipality, as a party to a contract, to protect its own interests and to ensure that it complies with its duties, as agreed upon in the contract. Non-performance or inadequate performance of these will compromise the municipality's legal position and will have a detrimental impact on the effectiveness of the Municipality, with related financial losses as per Par 63 of the SCM policy. Commitments register is an obligation by the municipality to pay the appointed service provider on the work done. After paying then the reconciliations are performed. The process is as follows: 1. Continuous updating of Contract Register . 2. Compare the Contract Register with the commitment register. 3. Reconcile both document and report on quarterly basis. 4. The source documents will be the contract register and commitment register and the recon.</p>	FMV - 3.4
Number of bid committees reports compiled and submitted	<p>The accounting officer shall establish a procurement committee system for competitive bids consisting of at least the following committees, a bid specification committee, bid evaluation committee and a bid adjudication committee. The functionality of bid committees sittings are as per council calendar. It is reported on quarterly basis to council committees. 1. The Municipal Manager reviews the committees each financial year.2. The municipal manager will give the names of the ofca 3. Appointment letters are then developed by the contracts office for Municipal Manager to sign.4. Once the appointment letters are approved, they are delivered to all the appointees. 5. The source documents will be the meeting schedules as per council calendar, reports on the actual sittings of the meetings</p>	FMV - 3.5

04 Contract management register and Commitments register reconciled by 30 June 2021	01 Contract management register and Commitments register reconciled	01 Contract management register and Commitments register reconciled	01 Contract management register and Commitments register reconciled	01 Contract management register and Commitments register reconciled	Updated Contract and Commitment register Reconciliation report	Chief Financial Officer
04 Bid committees reports compiled and submitted by 30 June 2021	01 Bid committees reports compiled and submitted.	01 Bid committees reports compiled and submitted.	01 Bid committees reports compiled and submitted.	01 Bid committees reports compiled and submitted.	1. Q1 - Q4 = Bid committees effectiveness reports	Chief Financial Officer

4 Fruitless and Wasteful Expenditure reports compiled and submitted by 30 June 2021	01 Fruitless and Wasteful Expenditure reports compiled and submitted.	01 Fruitless and Wasteful Expenditure reports compiled and submitted.	01 Fruitless and Wasteful Expenditure reports compiled and submitted.	01 Fruitless and Wasteful Expenditure reports compiled and submitted.	01 Fruitless and Wasteful Expenditure reports compiled and submitted.	1 - Q1 - Q4 = Fruitless and Wasteful expenditure reports	Chief Financial Officer
5 SCM reports compiled and submitted by 30 June 2021	01 Quarterly SCM reports compiled and submitted.	01 Quarterly SCM reports compiled and submitted.	01 Quarterly SCM reports and 01 SCM Annual report compiled and submitted.	1 Quarterly SCM reports and 1 SCM Annual report compiled and submitted.	4 x Quarterly reports	Chief Financial Officer	

Number of Fruitless and Wasteful Expenditure reports compiled and submitted.	Fruitless and Wasteful Expenditure is avoided should all reasonable steps were taken. It is reported on quarterly basis to council committees. 1. On the first week of every month, the Contract office communicates with the Expenditure Manager to get the report of fruitless and wasteful expenditure that is generated by the system. 2. On receipt of the report the contract office updates the register. 3. On quarterly basis all the expenditure is reported to the relevant structures. 4. The source documents will be the irregular register and quarterly reports	FMV - 3.6
Number of SCM reports compiled and submitted.	The accounting officer must within 10 days of end of each quarter, submit a report on the implementation of the supply chain management policy to the mayor of the municipality or the board of directors of the municipal entity, as the case may be. 1. The Officers submit their monthly reports to the managers. 2. The manager/s then consolidate all the monthly reports into quarterly reports with attachments. 3. The consolidated quarterly report is then forwarded to the CFO for approval and submission to relevant structures for reporting through email. 4. The source documents will be the Irregular expenditure, progress report on the implementation of procurement plan, fruitless and wasteful expenditure, contract and commitment register. Procurement plan	FMV - 3.7

EXPENDITURE MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of MFMA Sec 65 and 66	Percentage adherence to 30 days payment of valid invoices and payment of salaries by the due date.	All municipalities should adhere to sec 65 of MFMA, which states that all invoices should be paid within 30 days on receipt of correct information. In terms of sec 66 of MFMA, the Accounting officer of the municipality must report to council all expenditure incurred by the municipality.	FMV - 4	OPEX	98% adherence to 30 days and validated	100% adherence to 30 days payment of valid invoices and salaries by the due date by 30 June 2021	100% adherence to 30 days payment of valid invoices and salaries by the due date	100% adherence to 30 days payment of valid invoices and salaries by the due date	100% adherence to 30 days payment of valid invoices and salaries by the due date	100% adherence to 30 days payment of valid invoices and salaries by the due date	30 days monitoring report, Monthly Creditors age analyses report	Chief Financial Officer
				% adherence to 30 days payment of valid invoices by the due date.	All municipalities should adhere to sec 65 of MFMA, which states that all invoices should be paid within 30 days on receipt of correct information. In terms of sec 66 of MFMA, the Accounting officer of the municipality must report to council all expenditure. The process for adherence to 30 days payment of valid invoices by the due date will be as follows: 1. 2. 3. etc 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	FMV - 4.1	OPEX		100% adherence to 30 days payment of valid invoices by the due date by 30 June 2021	100% adherence to 30 days payment of valid invoices by the due date	100% adherence to 30 days payment of valid invoices by the due date	100% adherence to 30 days payment of valid invoices by the due date	30 days monitoring report, Monthly Creditors age analyses report, HR994 Report from the system	Chief Financial Officer	
				% adherence to payment of salaries by the due date.	In terms of sec 66 of MFMA, the Accounting officer of the municipality must report to council all expenditure incurred by the municipality. Salaries are paid on due date as per approved salaries schedule. The process for the implementation of Climate change will be as follows: 1. 2. 3. etc 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	FMV - 4.2	OPEX		100% adherence to payment of salaries by the due date by 30 June 2021	100% adherence to payment of salaries by the due date	100% adherence to payment of salaries by the due date	100% adherence to payment of salaries by the due date	Approved salaries schedule, Report	Chief Financial Officer	

ASSET MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Completion of GRAP Compliant Asset Register	Number of GRAP Compliant Asset Register and Inventory Management programmes implemented	<p>For the asset register to be GRAP compliant, assets in the register must meet the definition of an asset, recognition & derecognition criteria. The register must be free from material errors and should be made up of prior years and current year movements. The information in the register validated through the asset verification. The process for the implementation of Climate change will be as follows:</p> <ol style="list-style-type: none"> 1. 2. 3. etc <p>2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter</p> <p>3. Source documents =</p> <p>Inventory Management comprises of inventory recognition inventory counts or verification as means of validating inventory data and controls. The plan serves as a tool meant to provide guidance on assigning responsibilities pertaining to procurement of inventory / orders, issues, recording, safeguarding & disposal of inventory and periodic/annual financial reporting there to.</p>	FMV - 5	OPEX	01 GRAP Asset Register and 01 Inventory Management Register	01 GRAP Compliant Asset Registers and 01 GRAP Compliant Inventory implemented by 30 June 2021	01 GRAP Compliant Asset Registers and 01 GRAP Compliant Inventory implemented	01 GRAP Compliant Asset Registers and 01 GRAP Compliant Inventory implemented	01 GRAP Compliant Asset Registers and 01 GRAP Compliant Inventory implemented	01 GRAP Compliant Asset Registers and Inventory reports	Chief Financial Officer
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<p>Number of Updated GRAP compliant Asset Registers reconciling to the General ledger</p>	<p>The programme deals with the compilation a new asset register for all moveable and immovable assets in accordance with the accounting practises as prescribed by the Minister of Finance (GRAP). Reconcile the new asset register with the current asset register and resolving of all variances. The process for the reconciliation of GRAP compliant Asset Registers reconciling to the General ledger will be as follows:</p> <ol style="list-style-type: none"> 1. 2. 3. etc <p>2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter</p> <p>3. Source documents =</p>	<p>FMV - 5.1</p>	<p>OPEX</p>
<p>Number of Inventory Management programmes implemented</p>	<p>Inventory Management comprises of inventory recognition inventory counts or verification as means of validating inventory data and controls. The process for the implementation Inventory Management programmes will be as follows:</p> <ol style="list-style-type: none"> 1. 2. 3. etc <p>2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter</p>	<p>FMV - 5.2</p>	<p>OPEX</p>

<p>1 Updated GRAP compliant Asset Registers reconciling to the General ledger by 30 June 2021</p>	<p>1. Conduct Moveable and Immovable Asset (Completed projects) verification 2. Additions and quarterly reconciliations 3. Updated GRAP compliant Asset register reconciling to the General ledger</p>	<p>1 Additions and quarterly reconciliation report 2. Reconciliations of WIP register with Contracts and Commitment Register</p>	<p>1 Additions and quarterly reconciliation report 2. Reconciliations of WIP register with Contracts and Commitment Register</p>	<p>1 Additions and quarterly reconciliation report 2. Reconciliations of WIP register with Contracts and Commitment Register</p>	<p>Q1 =Annual Asset verification report & Grap Compliant Asset Register reconciling to the General ledger Q1-Q4=Quarterly Reconciliations & Reconciliations report of WIP, Contracts and Commitment Register</p>	<p>Chief Financial Officer</p>
<p>1 Inventory Management programme implemented by 30 June 2021</p>	<p>1. Inventory count conducted 2. Annual Inventory Register</p>	<p>1. Inventory count conducted 2. Quarterly Updated Inventory Register</p>	<p>1. Inventory count conducted 2. Quarterly Updated Inventory Register</p>	<p>1. Inventory count conducted 2. Quarterly Updated Inventory Register</p>	<p>Updated Inventory register, Inventory count reports</p>	<p>Chief Financial Officer</p>

Annual Financial Statements	Ensure sound financial management	Sound financial Management and compliance with legislation	Compilation of GRAP Compliant AFS	Number of GRAP Compliant Annual Financial Statement compiled	The application of standards of GRAP, with the appropriate selection of accounting policy and additional disclosures, where necessary, will result in Financial Statements that achieve fair presentation eg GRAP17 is a standards that prescribe the accounting treatment for Property Plant and Equipment (PPE). The municipality must prepare AFS that fairly present the state of affairs of the municipality at the end of the financial year and these must be submitted to AG within two months after end of the financial year.	FMV-6	OPEX	Audited 2018/19 AFS	01 GRAP Compliant Annual Financial Statement compiled by 30 June 2021	01 GRAP Compliant Financial Statement compiled	N/A	Mid Year Financial Statement Compiled(Q1&Q2)	3rd Quarter Financial Statements compiled	Q1= Completed set of Financial Statements, Minutes of Council Committee & council resolution and AG acknowledge ment letter Q3= Mid year FS, Q4= 3rd Quarter FS	Chief Financial Officer	
FINANCIAL INFORMATION SYSTEM	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of GRAP and MSCOA Compliant Financial Management systems	Number of GRAP and MSCOA Compliant Financial Management Systems programmes implemented	The GRAP is a accounting standard/principle that the municipal finance should comply with and MSCOA is municipal standard chart of accounts that is regulated by Treasury all institutions when recording and finance transaction. The process for the implementation of Climate change will be as follows: 1. 2. 3. etc 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	FMV - 7	OPEX	Solar MSCOA Version 6.3	01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2021	01 GRAP and MSCOA Compliant Financial Management system implemented	01 GRAP and MSCOA Compliant Financial Management system implemented	01 GRAP and MSCOA Compliant Financial Management system implemented	01 GRAP and MSCOA Compliant Financial Management system implemented	01 GRAP and MSCOA Compliant Financial Management system implemented	GRAP and MSCOA quarterly report,	Chief Financial Officer

1 MSCOA version 6.4 implemented by 30 June 2021	1. Uploading MSCOA Compliant 2021 budget and Rollover adjustment budget 2. Correction of Monthly Data Strings errors as per Treasury verification report 3. Submission of Monthly Data Strings to National Treasury before the 10th working day of the month	1. Uploading MSCOA Compliant 2021 budget and Rollover adjustment budget 2. Correction of Monthly Data Strings errors as per Treasury verification report 3. Submission of Monthly Data Strings to National Treasury before the 10th working day of the month	1. Uploading MSCOA Compliant 2021 budget and Rollover adjustment budget 2. Correction of Monthly Data Strings errors as per Treasury verification report 3. Submission of Monthly Data Strings to National Treasury before the 10th working day of the month	1. Uploading MSCOA Compliant 2021 budget and Rollover adjustment budget 2. Correction of Monthly Data Strings errors as per Treasury verification report 3. Submission of Monthly Data Strings to National Treasury before the 10th working day of the month	Q1= Proof for MSCOA Compliant 20/21 budget and Rollover adjustment budget Uploading Errors report, Monthly Data Strings submission confirmation to National Treasury, Q2= Errors report, Monthly Data Strings submission confirmation to National Treasury Q3=Proof for MSCOA Compliant 20/21 Adjustment budget Uploading, Errors report,	Chief Financial Officer
12 Pay day system intergrations conducted by 30 June 2021	1. Intergrating Pay day with Financial system 2. Identify and resolve Pay day errors 3. SARS PAYE bi-annual submissions	1. Intergrating Pay day with Financial system 2. Identify and resolve Pay day errors 3. SARS PAYE bi-annual submissions	1. Intergrating Pay day with Financial system 2. Identify and resolve Pay day errors 3. SARS PAYE bi-annual submissions	1. Intergrating Pay day with Financial system 2. Identify and resolve Pay day errors 3. SARS PAYE bi-annual submissions	Q1&Q3 Pay day intergration report, Errors report, Proof of SARS submissions Q2 & Q4 = Pay day intergration report, Errors report	Chief Financial Officer

Number of MSCOA version 6.4 implemented	<p>On a monthly a base the municipality upload or submit Data Strings to National Treasury for assessment and treasury will send back a report on any errors identified on the assessment. The unit will ensure that the uploaded the 2021 budget is MSCOA Compliant. The process for the implementation of MSCOA version 6.4 will be as follows:</p> <ol style="list-style-type: none"> 1. 2. 3. etc <p>2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter</p> <p>3. Source documents =</p>	<p>FMV - 7.1</p> <p>OPEX</p>
Number of Pay day system intergration conducted	<p>Pay day upgrade entails the alyment of line items on payday to the financial systems. The process for the intergration Pay day system will conducted as follows:</p> <ol style="list-style-type: none"> 1. 2. 3. etc <p>2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter</p> <p>3. Source documents =</p>	<p>FMV - 7.2</p> <p>OPEX</p>

							3 Solar modules activated by 30 June 2021	Training on Civil Contracts Register Module	Training on Inventory Module activated	Training on Assets Module activated	Attendance register, Training Programme	Chief Financial Officer
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WEIGHTING: 5%												
KPA NO 5 GOOD GOVERNANCE												
BROAD STRATEGIC OBJECTIVE 5: To create an Efficient, Effective, Accountable and Performance-oriented Administration.												

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INTERNAL AUDIT	To ensure clean administration and accountable governance	Good Governance	Development and implementation of risk based operational plan	Percentage response to internal audit RFI's and resolving issues raised	Services provide independent, objective assurance and consulting services. The risk based plan comprised of the following: 1. Risk based Audits 2. Mandatory audits 3. Follow up audit 4. Adhoc audit.	GGPP - 4.1	N/A	100%	100% Response to internal audit RFI's and resolving issues raised by 30 June 2021	100% Response to internal audit RFI's and resolving issues raised	100% Response to internal audit RFI's and resolving issues raised	100% Response to internal audit RFI's and resolving issues raised	Chief Financial Officer
RISK MANAGEMENT			Implementation of risk management framework	Percentage implementation of the risk register	Risk Management is a process of identifying, assessing, prioritizing and managing risks/ threats within the institution.	GGPP - 5.1	N/A	100%	100% Implementation of the risk register by 30 June 2021	50% Implementation of the risk register	75% Implementation of the risk register	100% Implementation of the risk register	Chief Financial Officer
PMS			Implementation of the PMS framework	Number of quarterly performance reports submitted on time (with POE)	PMS programmes are aimed at reviewing, monitoring and improving performance systems of the municipality as per the framework	GGPP - 6.1	N/A	4	4 Quarterly performance reports submitted on time (with POE) by 30 June 2021	1 Quarterly performance reports submitted on time (with POE)	1 Quarterly performance reports submitted on time (with POE)	1 Quarterly performance reports submitted on time (with POE)	Chief Financial Officer

		<p>Section 23 of R805 prescribes that a municipal manager and a manager accountable to the municipal manager, must sign a performance agreement. Such an agreement must be aligned to the municipality's integrated development plan (IDP) and the service delivery and budget implementation plan (SDBIP). Furthermore, it is prescribed that such an agreement must specify accountabilities and allow for continuous monitoring and measurement of performance against set targeted outputs. Such an agreement, the regulations prescribe, must be used as a basis for assessing whether an employee has met the performance expectations applicable to his/her job. When such an assessment is undertaken, and in an event that the employee performance was outstanding, such an employee must be rewarded appropriately</p>	GGPP-6.4	N/A	None	3 Director's Quarterly Performance Assessments submitted on time (with POE) by 30 June 2021	Signed of Director's Performance Agreement	1 Director's Quarterly Performance Assessments submitted on time (with POE)	1 Director's Quarterly Performance Assessments submitted on time (with POE)	1 Director's Quarterly Performance Assessments submitted on time (with POE)	Q 1 = Signed Performance Agreements, Q 2 & Q 3= Directors Quarterly Performance Assessments reports	Chief Financial Officer
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