



**CHRIS HANI**  
**DISTRICT MUNICIPALITY**  
SUSTAINING GROWTH  
THROUGH OUR PEOPLE

# **ANNUAL PERFORMANCE AGREEMENT**

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**Prepared for and entered into by:**

**MR. G MASHIYI**

**the Municipal Manager of the  
CHRIS HANI DISTRICT MUNICIPALITY  
("the Municipal Manager")**

**and**

**Mr. C Mapeyi**

**the Chief Financial Officer at the  
CHRIS HANI DISTRICT MUNICIPALITY  
("the CFO")**

**For the financial year: 2021- 2022**

**Commencement Period: 1 July 2021 - 30 June 2022**

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## 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 5-year period as, commencing on 1<sup>st</sup> July 2021
- 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.

## **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 July 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 31<sup>st</sup> of July each year).

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.

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.

## 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%
<b>TOTAL</b>		<b>100%</b>

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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:

<b>LEADING COMPETENCIES</b>				
<b>NO</b>	<b>COMPETENCY AREA</b>	<b>DEFINITION</b>	<b>ACHIEVEMENT LEVEL</b>	<b>WEIGHT</b>
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%
	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%
<b>CORE COMPETENCIES</b>				
<b>NO</b>	<b>COMPETENCY AREA</b>	<b>DEFINITION</b>	<b>ACHIEVEMENT LEVEL</b>	<b>WEIGHT</b>
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%
<b>TOTALS</b>				<b>100%</b>

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.

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## **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:

<b>Quarter</b>	<b>Months</b>	<b>Review Date</b>
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.

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## **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)~~ Section 53(3)(b)


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 Komani on this 01 day of July 2021

  
\_\_\_\_\_  
Chief Financial Officer  
Chris Hani District Municipality

As witness:

(1) Bongile Ncw  
\_\_\_\_\_  
Full Name and Surname

  
\_\_\_\_\_  
Signature

(2) SIBONGILE TITO  
Full Name and Surname

  
Signature

Signed at Komani on this 01 day of July 2021

  
Municipal Manager  
Chris Hani District Municipality

As witness:

(1) Naumisa Ncobo  
Full Name and Surname

  
Signature

(2) Batumbi Kholi  
Full Name and Surname

  
Signature

**ANNEXURE B:  
PERFORMANCE AGREEMENT FOR MR C Mapeyi**



**CHRIS HANI DISTRICT MUNICIPALITY**

**PERSONAL DEVELOPMENT PLAN OF: MR C Mapeyi**

**2021/22 FINANCIAL YEAR**

Compiled on 1 JULY 2021

1. Skills/ Performance Gap (in order of priority)	2. Outcomes Expected (measures indicators: quantity, quality and time frames)	3. Suggested Training and /or development activity	4. Suggested Mode of delivery	5. Suggested Time Frames	6. Work Opportunity created to practise skill / development area	7. Support Person
Executive strategic Leadership	Successful completion of the course	Executive Leadership Course	Training and development courses	September/ October 2021	Strategic Thinking	Municipal Manager

*[Signature]*  
30/7/2021



Priority Area	Measurable Objectives	5 YR Outcome	Strategy	KPI	Indicator Descriptions	Indicator Code	Programme Budget Allocation	Baseline	SDBIP Annual Target	Planned Quarterly Targets				Evidence	
										Qrt 1	Qrt 2	Qrt 3	Qrt 4		
<b>KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>															
<b>WEIGHTING: 5%</b>															
<b>Broad Objective 1: To Establish and Maintain a Skilled Labour Force Guided by Policies to Function Optimally Towards the Delivery of Services to Communities</b>															
Integrated Human Resources Management	To Attract, Retain and Build a productive workforce	Increased productivity and improved service delivery	Implementation of Integrated human resources management programmes	Number of Departmental trainings identified and submitted to HR as a contribution to WSP.	Skills Development Plan focus on identifying skills gaps, and developing or sharpening of those skills. This plan will be implemented through the Work Place skills plan which entails trainings conducted for staff members. These trainings takes place on quarterly basis. The process for the implementation of Skills Development will be as follows: 1. Approved WSP submitted to LGSETA 2. Implementation of training programmes on approved WSP and in line with the policy. 3. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter. 3. Source documents = Approved Workplace Skills Plan	MTOD-1.1	N/A	4 IHRM programmes implemented	1 Skills Development Plan Developed and implemented by 30 June 2022	Qtr. 1	N/A				Report on Departmental WSP training
										Qtr. 2	N/A				
										Qtr. 3	1 Departmental training identified and submitted to HR as a contribution to the development of the WSP				
										Qtr. 4	N/A				
				Number of quarterly Individual performance Assessments and/or review 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 Accountability Agreement and the quarterly assessments to be conducted by HOD's for Middle Management	MTOD-1.4	N/A	None	Qtr. 1	1 Performance and Accountability Agreements signed by the HOD and all line Managers directly reporting to HOD				Q 1 = Signed Performance Accountability Agreements (2021/2022). Report on the Individual Performance Assessments for 2020/21 financial year	
									Qtr. 2	1 Middle Managers Individual Performance review report for Q1 compiled and submitted					
									Qtr. 3	1 Middle Managers Individual Performance review reports for Q2 compiled and submitted					

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Information and communication technology	To ensure effective management of Municipal assets.	Sustainable delivery of services	Implementation of ICT work study report on business integration technology enablement	Number of E-government project implemented	E-Government is the use of ICT to improve the activities of the municipality it also includes G2G (Government to Government) , G2B (Government to Business) and G2C (Government to Citizens). The process will entail implementation of SharePoint portal (implementing G2G) for Content management, Business intelligence and Workflows. The share point process will be implemented as follows  (d) Upload departmental content 2.Training will be provided to a department in phases once content uploading of such department has been concluded 2. Method of calculation = Sum = 1 programme will be implemented with different activities each quarter	MTOD - 7.1	ICT work study report in place	01 E-Government project implemented by 30 June 2022	Qtr. 1	Develop and submit departmental content for uploading in the municipal website	Proof of submission of departmental content for uploading in the municipal website	Quarterly report on the Q3 performance reviews	Chief Financial Officer
WSA	To ensure universal coverage of water and sanitation by 2022	Sustained Water Resources	Implementation of Water Conservation and Demand Management Strategy	% reduction of Water losses	The input volume of water received at the treatment works will be calculated and read at the bulk meter. When the water received has been treated and put into distribution that water will be exposed to 2 losses. The Real losses and Apparent losses. Real losses are physical losses like leaks and Apparent losses are meter under-registration , theft and billing errors. This indicator seeks to establish these two types of losses and thereafter provide a report to that effect which will then be analysed and implemented to reduce the percentage of distribution losses. The target is now to reduce the losses by 10% per each year. The process for the reduction of Water losses will be as follows: a) Installation of bulk and domestic meters to monitor flows put into distribution against input volume b) Identify losses caused by errors in meters by reading meters or installing loggers, system leaks through monitoring night flows and unauthorised consumption. c) Currently the institution is at 68.2% of water loss and therefore the plan is to reduce that water loss by 10%	SDI - 9	OPEX	Nil	10% reduction of Water losses by 30 June 2022	Qtr. 1	Assessment of bulk meter to identify which require replacement or calibration. Comparison of billing information with GIS	Q1 - Report on assessment of bulk meters. Q1-Q4 Report on the comparison of billing information and GIS.	Chief Financial Officer
<b>WEIGHTING: %</b>													
<b>KPA 2: BASIC SERVICE DELIVERY</b>													
<b>BROAD STRATEGIC OBJECTIVE 2 :To ensure provision of Municipal Health, Environmental Management and Basic Services in a well-structured, efficient and integrated manner.</b>													
WSA	To ensure universal coverage of water and sanitation by 2022	Sustained Water Resources	Implementation of Water Conservation and Demand Management Strategy	% reduction of Water losses	2. Method of calculation = 10% of	SDI - 9	OPEX	Nil	10% reduction of Water losses by 30 June 2022	Qtr. 2	Meter replacement or calibration implemented. Comparison of billing information with GIS	Q1-Q4 Report on the comparison of billing information and GIS	Chief Financial Officer
WSA	To ensure universal coverage of water and sanitation by 2022	Sustained Water Resources	Implementation of Water Conservation and Demand Management Strategy	% reduction of Water losses	2. Method of calculation = 10% of	SDI - 9	OPEX	Nil	10% reduction of Water losses by 30 June 2022	Qtr. 3	Facilitate procurement of a service provider to conduct water balancing. Meter replacement or calibration implemented. Comparison of billing information with GIS	Q1-Q4 Report on the comparison of billing information and GIS	Chief Financial Officer

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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.	To contribute economic development and growth in the district as envisaged in the NDP	Improved regional economy	Implementation of CHREDS	% of budget spent on local businesses as per Preferential Procurement regulation monitored	68.2%(Water loss from 2019/2020 report) formular = % reduced water loss/% of total water loss from 2019/2020 report 3 Source documents = Water loss from 2019/2020 report, Water loss Management The input volume of water received at the treatment works will be calculated and read at the bulk meter. When the water received has been treated and put into distribution that water will be exposed to 2 losses. The Real losses and Apparent losses. Apparent losses are meter under-registration, theft, billing errors and unbilled water. This indicator seeks to establish these two types of losses and thereafter provide a report to that effect which will then be analysed and implemented to reduce the percentage of losses. The target is now to reduce the losses by 20% per each year. The baseline Non-Revenue Water (NRW) is at 68.2% at an estimated cost of R182 114 932.52. Process to follow: Assess the system and quantify all meters that require replacement or calibration. Comparison of the even as per GIS with the CHDM billing information.	SDI - 10	OPEX	Nil	20% reduction of Non-Revenue water by 30 June 2022	Qtr. 4  Qtr. 1  Qtr. 2  Qtr. 3  Qtr. 4	Meter replacement or calibration implemented. Comparison of billing information with GIS. Water balancing project  Assessment of the system to identify meters that require replacement or calibration. Comparison of the even  Comparison of the even as per GIS with the CHDM billing information  Facilitate procurement of a service provider to conduct water balancing. Comparison of the even as per GIS with the  Water balancing project conducted and reported. Comparison of the even as per GIS with the CHDM billing information	Q1-Q4 Report on the comparison of billing information and Q1 - Assessment report on meters  Q1 - Q4 Report on comparison of billing information Q3 Report on  Q1 - Q4 Report on comparison of billing information Q4 Draft report on	Chief Financial Officer
<b>KPA 3: LOCAL ECONOMIC DEVELOPMENT</b>													
<b>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.</b>													
<b>Broad Objective 4: To ensure an Efficient and Co-ordinated Financial Management that Enables CHDM to deliver its Mandate</b>													
<b>KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>													
Ensure sound financial management	Sound financial management compliance with legislation	Compliance of Funded Budgets and MFMA monitoring reports	Number of Funded budgets and MFMA Monitoring reports completed and approved	Council approved budgets and financial reports that are submitted to 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.	FMV - 1	OPEX	01 Funded Budget and 01 MFMA Monitoring Report	01 Funded budget and 1 MFMA Monitoring reports compiled and approved by 30 June 2022	Qtr. 1	1 MFMA Monitoring reports compiled and approved	Funded budget and MFMA Monitoring reports and Council resolutions	Chief Financial Officer	

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	<p>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.</p> <p>3) Section 82(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.</p>						
<p>Number of Funded budget compiled and approved</p>	<p>FMV - 1.1</p> <p>Municipal Finance Management Act 56 of 2003</p> <p>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 documentation of a municipality must be in a format specified in Schedule A and include all the required tables, charts and explanatory information".</p> <p>The later paragraph is also supported by regulation 14(1) of the MBRR to ensure that</p>	<p>1 Funded budget 2020/21 compiled and approved</p>	<p>1 Funded budget compiled and approved by 30 June 2022</p>	<p>Qtr. 1</p>	<p>1st adjustment budget compiled and presented to Council structures and Council for approval and noting</p>	<p>Q1 - Report on the preparation and presentation of the 1st adjustment to Council.</p>	<p>Chief Financial Officer</p>
<p>Qtr. 2</p>	<p>1 MFMA Monitoring reports compiled and approved</p>						
<p>Qtr. 3</p>	<p>01 Funded budgets and 1 MFMA Monitoring reports compiled and approved</p>						
<p>Qtr. 4</p>	<p>01 Funded budgets and 1 MFMA Monitoring reports compiled and approved</p>						
<p>Qtr. 2</p>	<p>N/A</p>						

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<p>Number of MFMA Monitoring reports compiled and approved</p>	<p>12 Reports, Section 71 Reports, Section 52(d) C-Schedule for all three monthly 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, Mayor 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</p>	<p>municipalities table in Council a budget in a prescribed format, that is credible and realistic. The budget brought to the attention of the Mayoral Committee, recognises the funding streams of Council that have remained the same as in the previous budget years being mainly service charges for water and sanitation services and grant funding from both National Treasury and Provincial State Departments. Other revenue in addition to above is interest on investments and outstanding debtors, and sundry revenue. The expenditure of the municipality is as a result of employee related costs, councillors allowances, expenditure on operating and capital grants, transfers and grants to the municipal entity, funding for SIMME's, Contracted Services, Debt Impairment, Depreciation on Property Plant and Equipment and other expenditure that includes general expenses, IDP programmes and repairs and maintenance. Preparation of the 1st Adjustment budget - (roll-overs) is as follows: Directorates makes submission on the required roll-overs; reconciliation on the unspent grants. Item prepared to Council for noting and approval of roll-overs. Budget Section follows</p>
<p>Qtr. 3</p>	<p>1 MFMA Monitoring report compiled and approved</p>	<p>2 budgets compiled and submitted to Council structures and Council (2nd Budget Adjustment 2021/22 and Draft Budget 2022/2023 financial year)</p>
<p>Qtr. 4</p>	<p>1 MFMA Monitoring report compiled and approved</p>	<p>01 Funded budget and 01 MFMA reports approved</p>
<p>Qtr. 1</p>	<p>1 MFMA Monitoring report compiled and approved by 30 June 2022</p>	<p>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.</p>
<p>Qtr. 2</p>	<p>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.</p>	<p>Q1 - Q4= Acknowledgement of S71 reports by Executive Mayor &amp; National Treasury, Council resolution</p>
<p>Qtr. 3: Quarterly report on the 2nd Adjustment budget &amp; Draft budget for next financial</p>	<p>Chief Financial Officer</p>	<p>Q4: Quarterly report on the compilation of the funded budget</p>

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Revenue Management	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of Revenue Enhancement Strategy	Number of Revenue Enhancement programmes implemented	16801 of the Act	FMV-2	OPEX	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented by 30 June 2022	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	Revenue Enhancement reports	Chief Financial Officer
					Table in the municipal council a monthly budget statement submitted to the Mayor in terms of sec 71(1) of the Act. If the Mayor does so, the monthly budget statement must be accompanied by a Mayor's report in a format set out in Schedule C. Sec 52(d) of the MFMA states: "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." The MFMA's Municipal Budget and Reporting Regulations Sec 31 states "The quarterly 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 16801 of the Act."	FMV-2.1	OPEX	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented by 30 June 2022	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	Revenue Enhancement reports	Chief Financial Officer
					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-2.2	OPEX	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented by 30 June 2022	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	Revenue Enhancement reports	Chief Financial Officer
					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. 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 collecting the following information from Local Municipalities: (i) General Valuation Rolls, (ii) Billing reports, and (iii) The databases of electricity vending systems and/or the updated / recent cadastral from the office of the Surveyor General will also be request from the Technical Services Department. Correction of the billing database - will entail the following: - 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 registry. - Systems unit / BCX to systematically update confirmed results to update / correct billing system	FMV-2.2	OPEX	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented by 30 June 2022	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	Revenue Enhancement reports	Chief Financial Officer
					Debt collection and credit control entails the following: 1. Select accounts identified for collection for a period of one month and from one business	FMV-2.2	OPEX	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented by 30 June 2022	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	01 Revenue Enhancement programme implemented	Revenue Enhancement reports	Chief Financial Officer

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SUPPLY CHAIN MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of SCM Policy	Number of SCM Compliance 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 implemented by 30 June 2022	Qtr. 1	01 SCM Compliance implemented	Q1 = Report on the engagement of municipalities.	Q2 = Report on the verification of Indigent register	Q3 = Quarterly report on the submission of indigent register to Council structures and	Q4 = Report on the implementation of indigent register	SCM Quarterly reports	Chief Financial Officer
				Number of Updated Indigent register submitted to Council for approval	<p>The indigent register is reviewed and 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.</p> <p>The review involves submitting the register to third parties to confirm whether the status is still the same.</p> <p>The indigent register update will entail;</p> <ol style="list-style-type: none"> <li>Inviting members of the community to visit CHDM satellite and LM indigent offices to complete applications for indigent support.</li> <li>Applications to be received by indigent clerks at the offices and verified for required supporting documents.</li> <li>Application forms to be captured onto draft registers by indigent Clerks at the various offices.</li> <li>Application forms to be forwarded to CHDM and LM Revenue office weekly for combining and reporting.</li> <li>Final register to be submitted to Indigent Steering Committee for review and Council for approval.</li> </ol>	FMV-2.3	OPEX	Indigent register	1 Updated indigent register developed, submitted to Council for adoption and implemented by 30 June 2022	Qtr. 1	Engagement with local municipalities on the submission and capturing of indigent registers from all 6 local municipalities	Q1 = Report on the engagement of municipalities.	Q2 = Report on the verification of Indigent register	Q3 = Quarterly report on the submission of indigent register to Council structures and	Q4 = Report on the implementation of indigent register	SCM Quarterly reports	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 complied with. Once the plan is developed all departments are expected to comply with the	FMV - 3.1		01 Procurement plan developed and implemented	01 Procurement plan developed and implemented by 30 June	Qtr. 1	1 procurement plan implemented	1. Report on the implementation of the	1. Report on the implementation of the				Chief Financial Officer

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	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	2022.	Qtr. 3	1 procurement plan implemented	1. Report on the implementation of the development of the Procurement plan for 2022-23	Chief Financial Officer
Number of Deviations registers compiled and submitted	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 complete 4. Where it is impractical or impossible to follow the official procurement processes as per Par 36 and SCM regulation 36. The deviation register is submitted quarterly to council committees.	FMV - 3.2	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	1 Deviation register developed and maintained  1 x Deviation register compiled and submitted. 1 x Deviation register compiled and submitted. 1 x Deviation register compiled and submitted. 1 x Deviation register compiled and submitted.	Quarterly Report on the compilation and submission of Deviation register	Chief Financial Officer
Number of Irregular expenditure reports compiled and submitted.	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	FMV - 3.3	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	01 Irregular expenditure register compiled and submitted by 30 June 2022  1 x Irregular expenditure register compiled and submitted. 1 x Irregular expenditure register compiled and submitted. 1 x Irregular expenditure register compiled and submitted.	Q1 - Q4 = Quarterly reports on the irregular expenditure register	Chief Financial Officer
Number of Contract management register and Commitments register reconciled	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. Contract management 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. Continues updating of Contract Management Register. 2. The source documents will be the contract management register.	FMV - 3.4	Qtr. 1 Qtr. 2 Qtr. 3 Qtr. 4	01 Contract management register compiled and submitted 01 Contract management register compiled and submitted 01 Contract management register compiled and submitted 01 Contract management register compiled and submitted	Quarterly reports on the compilation and submission of the contracts management register	Chief Financial Officer
Number of bid committees reports compiled and submitted	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	FMV - 3.5	Qtr. 1 Qtr. 2	01 report on the functionality of bid committee compiled and submitted 1 report on the functionality of bid committee compiled and submitted.	Q1 - Q4 = Quarterly reports on the functionality of Bid committees:	Chief Financial Officer

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EXPENDITURE MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Implementation of MFMA Sec 65 and 66	Number of SCM reports compiled and submitted.	Number of Fruitless and Wasteful Expenditure reports compiled and submitted.	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 2022	Qtr. 1	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 2	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices and salaries by the due date
committees. 1. The Municipal Manager reviews the committees each financial year. 2. The municipal manager will give the names of the office 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 committees.	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	FMV - 3.6	5 SCM reports compiled and submitted	5 SCM reports compiled and submitted	4 Fruitless and Wasteful Expenditure register compiled and submitted	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 2022	FMV - 3.7	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 2022	Qtr. 1	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 2	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices and salaries by the due date
												Qtr. 2	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices and salaries by the due date		
committees. 1. The Municipal Manager reviews the committees each financial year. 2. The municipal manager will give the names of the office 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 committees.	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	FMV - 3.6	5 SCM reports compiled and submitted	5 SCM reports compiled and submitted	4 Fruitless and Wasteful Expenditure register compiled and submitted	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 2022	FMV - 3.7	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 2022	Qtr. 1	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 2	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices and salaries by the due date
												Qtr. 2	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices and salaries by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices and salaries by the due date		

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ASSET MANAGEMENT	Ensure sound financial management	Sound financial Management and compliance with legislation	Completion of GRAP Compliant Asset Register	% adherence to 30 days payment of valid invoices by the due date.	FMV - 4.1	OPEX	100% adherence to payment of valid invoices by the due date by 30 June 2022	Qtr. 1	100% adherence to 30 days payment of valid invoices by the due date	Qtr. 2	100% adherence to 30 days payment of valid invoices by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices by the due date	Chief Financial Officer		
				<p>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:</p> <ol style="list-style-type: none"> <li>All invoices received are recorded in an invoice register and captured in the system</li> <li>monthly reconciliations are prepared from the invoices registration, capturing and payment of beneficiaries</li> </ol>					Qtr. 1	100% adherence to 30 days payment of valid invoices by the due date	Qtr. 2	100% adherence to 30 days payment of valid invoices by the due date	Qtr. 3	100% adherence to 30 days payment of valid invoices by the due date	Qtr. 4	100% adherence to 30 days payment of valid invoices by the due date	Report on the adherence to 30 days payment of valid invoices (Monthly Creditors age analyses report, HR994 Report from the system)	Chief Financial Officer
					FMV - 4.2	OPEX	100% adherence to payment of salaries by the due date by 30 June 2022	Qtr. 1	100% adherence to payment of salaries as per salaries schedule	Qtr. 2	100% adherence to payment of salaries as per salaries schedule	Qtr. 3	100% adherence to payment of salaries as per salaries schedule	Qtr. 4	100% adherence to payment of salaries as per salaries schedule	Report on the adherence of payment of salaries (Approved salaries schedule)	Chief Financial Officer	
				<p>For the asset register to be GRAP compliant, assets in the register must meet the definition of an asset, recognition &amp; 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 process for the implementation;</p> <ol style="list-style-type: none"> <li></li> <li></li> <li>etc</li> </ol> <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>	FMV - 5	OPEX	01 GRAP Compliant Asset Register and 01 Inventory Management programmes implemented by 30 June 2022	Qtr. 1	01 GRAP Compliant Asset Registers and Inventory Management programmes implemented	Qtr. 2	01 GRAP Compliant Asset Registers and Inventory Management programmes implemented	Qtr. 3	01 GRAP Compliant Asset Registers and Inventory Management programmes implemented	Qtr. 4	01 GRAP Compliant Asset Registers and Inventory Management programmes implemented	Report on the adherence of payment of salaries (Approved salaries schedule)	Chief Financial Officer	

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Annual Financial Statements	Ensure sound financial management	Sound financial management compliance with legislation	Compliance of GRAP and 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 e.g. 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. Process entails the following: Prepare AFS Prepare plan and circulate to all stakeholders 1. analyse the general ledger and the trial balance 2. passing of journals for correcting errors in the system facilitated 3. mapping the trial balance to CaseWare software 4. review CaseWare vs trial balance 5. produce AFS. 6. Request information from the CHDA (CaseWare version and draft AFS) 7. analyse the CaseWare version vs the CHDS AFS. 8. Passing of intercompany journals 9. Producing consolidated AFS	FMV-6	OPEX	Audited 2019/20 AFS	04 GRAP Compliant Annual Financial Statements compiled by 30 June 2022	Qtr. 1	2 GRAP Compliant Annual Financial Statements compiled and submitted. 1st set (CHDM AFS) compiled and submitted to council structures and Council for noting and AG for compliance by 30th August. 2nd set consolidated (CHDM and CHDA) and submitted to AG by 30th September for compliance.	Q1= Quarterly report on completion of the GRAP Compliant Annual Financial Statements (Completed set of Financial Statements, Minutes of Council Committee & council resolution and AG acknowledgment letter)	Chief Financial Officer
FINANCIAL INFORMATION SYSTEM	Ensure sound financial management	Sound financial management compliance with legislation	Compliance of GRAP and 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 e.g. 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. Process entails the following: Prepare AFS Prepare plan and circulate to all stakeholders 1. analyse the general ledger and the trial balance 2. passing of journals for correcting errors in the system facilitated 3. mapping the trial balance to CaseWare software 4. review CaseWare vs trial balance 5. produce AFS. 6. Request information from the CHDA (CaseWare version and draft AFS) 7. analyse the CaseWare version vs the CHDS AFS. 8. Passing of intercompany journals 9. Producing consolidated AFS	FMV-6	OPEX	Audited 2019/20 AFS	04 GRAP Compliant Annual Financial Statements compiled by 30 June 2022	Qtr. 1	2 GRAP Compliant Annual Financial Statements compiled and submitted. 1st set (CHDM AFS) compiled and submitted to council structures and Council for noting and AG for compliance by 30th August. 2nd set consolidated (CHDM and CHDA) and submitted to AG by 30th September for compliance.	Q1= Quarterly report on completion of the GRAP Compliant Annual Financial Statements (Completed set of Financial Statements, Minutes of Council Committee & council resolution and AG acknowledgment letter)	Chief Financial Officer
	Ensure sound financial management	Sound financial management compliance with legislation	Compliance of GRAP and AFS	Number of GRAP and MSCOA Compliant Financial Management 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.	FMV - 7	OPEX	Solar MSCOA Version 6.3	01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2022	Qtr. 1	01 GRAP and MSCOA Compliant Financial Management system implemented	Q3= Mid year FS, (Audit file to be included in the evidence) Q4= 3rd Quarter FS (Audit file to be included in the evidence)	Chief Financial Officer
	Ensure sound financial management	Sound financial management compliance with legislation	Compliance of GRAP and MSCOA Financial Management systems	Number of GRAP and MSCOA Compliant Financial Management 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.	FMV - 7	OPEX	Solar MSCOA Version 6.3	01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2022	Qtr. 2	01 GRAP and MSCOA Compliant Financial Management system implemented	Q4= 3rd Quarter FS (Audit file to be included in the evidence)	Chief Financial Officer
	Ensure sound financial management	Sound financial management compliance with legislation	Compliance of GRAP and MSCOA Financial Management systems	Number of GRAP and MSCOA Compliant Financial Management 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.	FMV - 7	OPEX	Solar MSCOA Version 6.3	01 GRAP and MSCOA Compliant Financial Management system implemented by 30 June 2022	Qtr. 3	01 GRAP and MSCOA Compliant Financial Management system implemented	Q4= 3rd Quarter FS (Audit file to be included in the evidence)	Chief Financial Officer

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Number of MSCOA version 6.4 implemented	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 21/22 budget is MSCOA Compliant. Proof of submission and uploading will be provided accordingly	FMV - 7.1	OPEX	1 MSCOA version 6.4 implemented	1 MSCOA version 6.5 implemented by 30 June 2022	Qtr. 1	1. Uploading MSCOA Compliant 21/22 budget and Rollover adjustment budget 2. Submission of Monthly Data Strings to National Treasury before the 10th working day of the month				Q1= Quarterly report on MSCOA Compliant 21/22 budget and Rollover adjustment budget, Monthly Data Strings submission confirmation to National Treasury.	Chief Financial Officer
						Qtr. 2	1. Submission of Monthly Data Strings to National Treasury before the 10th working day of the month				Q2= Quarterly report on Monthly Data Strings submitted to National Treasury	
						Qtr. 3	1. Uploading of MSCOA Compliant adjustment budget 2021/22 2. Submission of Monthly and adjusted data Strings to National Treasury before the 10th working day of the month				Q3=Quarterly report on the uploading of adjustment budget	
						Qtr. 4	1. Submission of Monthly and annual budget data Strings to National Treasury before the 10th working day of the month				Q4= Quarterly report on the submission of Monthly and annual budget Data Strings	
Number of Pay day system integration conducted	Pay day upgrade entails the alyment of line items on payday to the financial systems. The process for the integration Pay day system will be conducted as follows: 1. Run a report from Pay day that generates file and dumps it to SOLAR 2. Run a report to Upload the file to SOLAR PAYS process 1. Collect EMP201's from Expenditure and capture to CHDM easy file account 2. For Annual submission - generate IRP5 and EMP 501	FMV - 7.2	OPEX	12 Pay day system integrations conducted	12 Pay day system integrations conducted by 30 June 2022	Qtr. 1	1. Integrating Pay day with Financial system				Q1 - Q4 Quarterly reports of Pay	Chief Financial Officer
						Qtr. 2	1. Integrating Pay day with Financial system 2. SARS PAYE bi-annual submissions				Q1 - Q4 Quarterly reports of Pay day integration.	
						Qtr. 3	1. Integrating Pay day with Financial system				Q1 - Q4 Quarterly	
						Qtr. 4	1. Integrating Pay day with Financial system 2. SARS PAYE annual submissions				Q1 - Q4 Quarterly reports of Pay day integration, Q2 & Q4 = Proof of SARS	
Number of Solar modules	Solar modules are module that are on the Solar system which needs to be activated for users.	FMV - 7.3	OPEX	NA	4 Solar modules	Qtr. 1	Activate and Training on Creditor's Module				Quarterly reports on the	Chief Financial Officer

6.6

Priority Area	Measurable Objectives	Outcome	Strategy	KPI	activated	Indicator Descriptions	Programme Budget	Baseline	SDBIP Annual Target	activated by 30 June 2022				Evidence	Officer		
										Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1				
KPA NO 5 GOOD GOVERNANCE																	
BROAD STRATEGIC OBJECTIVE 5: To create an Efficient, Effective, Accountable and Performance-oriented Administration.																	
Municipal Support	To empower Citizens through Communication, Public Participation and stakeholder engagement.	Satisfied Customers	Implementation of Public Participation Strategy	Number of IGR Forums conducted	Number of IGR Forums conducted	This activation will take place in a form of providing training on those Solar models for users. The process for the activation of Solar modules will be as follows: 1. Request information from user departments 2. On receipt of information, it is uploaded on SOLAR 3. Information is tested on the test database	GGPP - 2.4	OPEX	SDBIP Annual Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Planned Quarterly Targets	activated modules and training	Chief Financial Officer	
										4 IGR Forums conducted by 30 June 2022	1 IGR Forums attended	1 IGR Forums attended	1 IGR Forums attended				1 IGR Forums attended
										4 IGR Rep forums conducted by 30 June 2022	1 IGR Rep forums attended	1 IGR Rep forums attended	1 IGR Rep forums attended				1 IGR Rep forums attended
										4 IGR Rep forums conducted by 30 June 2022	1 IGR Rep forums attended	1 IGR Rep forums attended	1 IGR Rep forums attended				1 IGR Rep forums attended
Planning				Number of IDP Rep forums conducted	Number of IDP Rep forums conducted	Customer Care Management programmes are aimed at creating a reciprocal relationship between the municipality and the community. The process for resolving Complaints is outlined as per the service level agreement, Customer Care Policy and Service Charter and it will be implemented as follows: 1. Receive and register all customer complaints. 2. Refer complaints to relevant directorates for actioning 3. Monitor the resolution of complaints. 4. Escalate complaints that have exceeded the customer care charter 5. Communicate the progress of the complaint with the complainant 5. Ascertain the level of satisfaction and/or dissatisfaction in resolving the complaints 6. Produce a consolidated customer complaints on a monthly basis. Method of calculation = Customer complaints resolved in line with the customer care charter/Customer complaints received x 100 3. Source documents = Service level agreement, Customer Care Policy and Service Charter, Dashboard and resolved customer	GGPP - 2.11	OPEX	SDBIP Annual Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Planned Quarterly Targets	attendance register	Chief Financial Officer	
										4 IDP Rep forums conducted by 30 June 2022	1 IDP Rep forums attended	1 IDP Rep forums attended	1 IDP Rep forums attended				1 IDP Rep forums attended
Customer care				% Complaints resolved as per Norms and Standards for the Municipal Complaint Management System monitored	% Complaints resolved as per Norms and Standards for the Municipal Complaint Management System monitored	Customer Care Management programmes are aimed at creating a reciprocal relationship between the municipality and the community. The process for resolving Complaints is outlined as per the service level agreement, Customer Care Policy and Service Charter and it will be implemented as follows: 1. Receive and register all customer complaints. 2. Refer complaints to relevant directorates for actioning 3. Monitor the resolution of complaints. 4. Escalate complaints that have exceeded the customer care charter 5. Communicate the progress of the complaint with the complainant 5. Ascertain the level of satisfaction and/or dissatisfaction in resolving the complaints 6. Produce a consolidated customer complaints on a monthly basis. Method of calculation = Customer complaints resolved in line with the customer care charter/Customer complaints received x 100 3. Source documents = Service level agreement, Customer Care Policy and Service Charter, Dashboard and resolved customer	GGPP - 3	OPEX	SDBIP Annual Target	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Planned Quarterly Targets	Quarterly report on customer complaints received and resolved (Complaints register, Complaints resolution reports)	Chief Financial Officer	
										100% complaints resolved as per Norms and Standards for Municipal Complaint Management System monitored by 30 June 2022	100% complaints applicable to the directorate resolved as per Norms and Standards for Municipal Complaint Management System and reported	100% complaints applicable to the directorate resolved as per Norms and Standards for Municipal Complaint Management System and reported	100% complaints applicable to the directorate resolved as per Norms and Standards for Municipal Complaint Management System and reported				100% complaints applicable to the directorate resolved as per Norms and Standards for Municipal Complaint Management System and reported

0.5

INTERNAL AUDIT	To ensure clean administration and accountable governance	Good Governance	Development and implementation of Risk Based Operational Plan	Number of Risk based Internal Audit Plan developed and implemented	<p>Development and implementation of the approved risk based internal audit operational plan, based on documented risk assessment undertaken by management at least annually. The risk based plan comprises of the following:</p> <ol style="list-style-type: none"> <li>1. Risk based Audits 2. Mandatory audits 3. Follow up audit 4. Ad-hoc audit. 5. Consulting engagements. The process for the development and implementation of Risk based Internal Audit Plan will consider;</li> <li>1. institutional and operational risks 2. inputs of HOD's and audit committee</li> <li>2. Method of calculation = 1 programme will be implemented with different activities in line with the approved plan</li> <li>3. Source documents = approved risk based internal audit plan, internal audit quarterly progress reports, engagement letters</li> </ol>	GGPP - 5	270 000.00	1 Risk Based Internal Audit Plan implemented	01 Risk based internal audit plan developed and implemented by 30 June 2022	100% complaints applicable to the directorate resolved as per Norms and Standards for Municipal Complaint Management System and reported	<p>Qtr. 1</p> <p>Qtr. 2</p> <p>Qtr. 3</p> <p>Qtr. 4</p>	<p>Quarterly audit reports on internal audit RFI's and resolving issues raised</p> <p>Chief Financial Officer</p>
RISK MANAGEMENT			Implementation of risk management framework	Number of Risk Management Monitoring report compiled and submitted.	<p>Quarterly - risk monitoring reports are reports that the risk committee chairperson report on to the council. The process for the compilation and submission of Risk Management Monitoring report will be as follows:</p> <ol style="list-style-type: none"> <li>1. Develop a monitoring tool for directorates to update implementation of risk mitigation measures.</li> <li>2. upon receiving the monitoring tool, POE's are validated and risk management report is consolidate</li> <li>3. risk management report is submitted to risk management committee for consideration</li> <li>4. Risk assessment conducted</li> </ol>	GGPP - 6.1	N/A	100%	4 Risk Management Monitoring report compiled and submitted by 30 June 2022	<p>1 Risk Management Monitoring report compiled and submitted</p> <p>1 Risk Management Monitoring report compiled and submitted</p> <p>1 Risk Management Monitoring report compiled and submitted</p> <p>1 Risk Management Monitoring report compiled and submitted</p>	<p>Quarterly report on the Risk Management Monitoring report (Attendance registers, Risk Management reports )</p> <p>Chief Financial Officer</p>	
				Number of Risk Assessments conducted	<p>The institution is not expected to have capacity to deal with all its risk therefore, the risk assessment helps to prioritize the most critical risk and ultimately develop mitigation measures. The process for the implementation of risk assessment will be as follows:</p> <ol style="list-style-type: none"> <li>1. identification of objectives from the draft IDP</li> <li>2. identification of strategic and operational risks threatening the achievement of the IDP objectives</li> <li>3. rating of the risk in terms of impact and likelihood</li> <li>4. identification of the existing controls intended to minimise the risk</li> <li>5. assess the effectiveness of the existing controls</li> <li>6. identification of action plans to improve the existing controls</li> </ol>	GGPP - 6.3		N/A	1 Risk Assessments conducted by 30 June 2022	N/A	N/A	Chief Financial Officer

6.6

PMS		implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =		GGPP - 7.1.1	GGPP - 7.1.2	GGPP - 7.1.3	Qtr. 4	Contribute to the development of the Risk Assessments report	Proof of submission	Chief Financial Officer
Implementation of the PMS framework	Number of Quarterly Performance Reviews conducted	Quarterly - performance reviews are done in order to ensure that early warnings of underperformance are detected and that mechanisms are put in place where such underperformance is recorded. This reviews are conducted per department by way of submission of a report and evidence that supports the report.	4 Quarterly Performance Reviews conducted by 30 June 2022	Qtr. 1 1 Quarterly Performance Reviews conducted in line with the PMS	Qtr. 2 1 Quarterly Performance Reviews conducted in line with the PMS Framework	Qtr. 3 1 Quarterly Performance Reviews conducted in line with the PMS	Qtr. 1 1 Quarterly Performance Reviews conducted in line with the PMS	1 Quarterly Performance Reviews conducted in line with the PMS	Performance review reports	Chief Financial Officer
	Number of SDBIP developed and submitted	The municipality develops a Service Delivery and Budget Implementation Plan (SDBIP) on an annual basis, which is to give effect to the Integrated Development Plan (IDP) and also budget of the municipality. This document must be signed by the Mayor 28 day after the approval of the IDP and Budget. It provides the basis for measuring performance in the delivery of services. After six months of the financial year the municipality must assess and review the performance of the institution to determine whether there is a need to revise the SDBIP in order to meet the forecast needs.	2 SDBIP developed and submitted by 30 June 2022	Qtr. 3 contribute to the Reviewed of the SDBIP and submitted	Qtr. 4 Contribute to the SDBIP development and submit	Qtr. 1 contribute to the development of Draft annual report and annual performance report and	Qtr. 1 N/A	N/A	Proof of submission	Chief Financial Officer
	Number of Statutory performance reports compiled and submitted	Every municipality is regulated to produce to statutory performance reports (Draft annual report, draft annual performance report) These reports seek to provide a record of the activities that the municipality has undertaken during the year under review and also provides a report of the performance of the municipality against the budget, to assess the extent to which the priorities of Council were implemented and which were achieved. The report will be developed by the unit and submitted to council for approval and to the office of the Auditor General.	2 statutory performance reports compiled and submitted by 30 June 2022	Qtr. 1 2 statutory performance reports compiled and submitted by 30 June 2022	Qtr. 2 N/A	Qtr. 3 Contribute to the development of the Section 72 report and submit	Qtr. 1 contribute to the development of Draft annual report and annual performance report and	N/A	proof of submission	Chief Financial Officer
				Qtr. 4 N/A			Qtr. 4 N/A	N/A		

C.V.

Planning	Development and implementation of Credible Plans aligned to NDP 2030	Improved Service Delivery	Development and review of Credible plans	Number CHDM 2022-2027 IDP reviewed and adopted	IDP It's a guiding plan for the development within the municipal jurisdiction. It is a five year plan that is developed and reviewed annually by municipal council. The process for the development and approval of CHDM 2022-2027 IDP will be as follows: 1. A framework and process plan for the development of the IDP 2022/27 will be developed and presented to council structures and council for adoption 2. An analysis report will be developed in consultation with LM's, Stats SA and other relevant stakeholders 3. Draft IDP will be presented to Council structures and council for adoption 4. Consultation the draft IDP with stakeholders. Submission of the final draft to Council structures and Council for approval Source document: Stats SA reports, Vision 2030, 2017, 2022 IDP, IDP Framework 2. Method of calculation = 1 programme will be implemented with different activities as stipulated in the Business plan/proposal each quarter 3. Source documents =	GGPP-12.1	R500 000	1 CHDM 2022-2027 IDP developed and approved by 30 June 2022	Qtr. 1	N/A	Chief Financial Officer
									Qtr. 2	contribute to the development of the 2022-2027 IDP Situational Analysis Report and submit	Proof of submission
									Qtr. 3	Contribute to the development of the final IDP 2022-2027 and submit	
									Qtr. 4	Contribute to the development of the Draft IDP 2022-2027 and submit	

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