

“ The City of Heritage ”



ULUNDI MUNICIPALITY PERFORMANCE AGREEMENT

2019/2020

ENTERED INTO AND BETWEEN

N.G. ZULU

MUNICIPAL MANAGER (hereinafter referred to as the EMPLOYER)

AND

MR J. H. MHLONGO

DIRECTOR: FINANCIAL SERVICES

(hereinafter referred to as the EMPLOYEE)

1. INTRODUCTION

- 1.1 The Municipal Manager of the Ulundi Local Municipality (the Employer) has purposed to enter into a contract of employment with the (the Employee) in terms of Section 57(1)(a) of the Municipal Systems Act, Act 32 of 2000, as amended (hereinafter referred to as the Systems Act).
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment between the two parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the (the Employee), reporting to the Municipal Manager of the Municipality (the Employer), to a set of actions that will secure local government policy goals.
- 1.4 This performance agreement is concluded between the Employee, and the Municipal Manager of the Ulundi Local Municipality (the Employer).

2. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to:

- 2.1 Comply with the provisions of Section 57 of the Systems Act and the Municipal Performance Regulations published in the *Government Gazette* dated 1 August 2006;
- 2.2 Specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plan, the Service Delivery and Budget Implementation Plan and the Budget of the Municipality;
- 2.3 Specify accountabilities as set out in the Departmental Performance Plan for the 2019/2020 financial year, which forms an annexure to the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his job;
- 2.6 In the event of outstanding performance, to appropriately reward the Employee; and

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- 2.7 Give effect to the Employer's commitment to a performance orientated relationship with the Employee in attaining equitable and improved service delivery.

3. PERFORMANCE MANAGEMENT SYSTEM

- 3.1 The Employee agrees to participate in the performance management system adopted by the Municipality.
- 3.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 3.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 3.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas reflected in the Departmental Performance Plan for the 2019/2020 financial year within the local government framework.

4. EMPLOYER OBLIGATIONS

- 4.1 The Employer shall endeavour to create a working environment that is conducive to the Employee being able to attain the standards of performance expected of him.
- 4.2 The Employer shall provide the Employee with such physical, financial and human resources as are reasonably required for him to perform his functions.
- 4.3 The Employer shall provide access to skills development and capacity building opportunities.
- 4.4 The Employer shall empower the Employee by way of a set of appropriate delegations to act and make relevant decisions in the course of his employment.
- 4.5 The Employer shall work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.

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KM D.W

4.6 The Employer shall conduct the performance review in a fair and transparent manner.

5. EMPLOYEE OBLIGATIONS

5.1 The Employee is obliged to perform his functions to the best of his abilities and shall as far as practically possible endeavour to meet the standards of performance as set out in the attached Departmental Performance Plan for the 2019/2020 financial year.

5.2 The Employee shall under all circumstances act in the best interests of the Ulundi Local Municipality.

5.3 The Employee shall co-operate with the Employer in conducting performance reviews.

6. CONSULTATION

6.1 The Employer agrees to consult the Employee timeously where the exercising of her powers will have amongst others:

6.1.1 A direct effect on the performance of any of the Employee's functions;

6.1.2 A commitment by the Employee to implement or to give effect to a decision made by the Employer: and

6.1.3 A substantial financial effect on the Employee.

6.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-item 6.1 as soon as is practicable to enable the Employee to take the necessary action without delay.

7. COMMENCEMENT AND DURATION

7.1 Irrespective of the date of the signature of the agreement, this performance agreement and its annexure (the Departmental Performance Plan for the 2019/2020 financial year) will commence on 1 July 2019 and will remain in force until 30 June 2020. Thereafter a new annexure to this agreement will be concluded between the two parties for the following financial year.

Handwritten signatures:
N. M. G. G.
J. H. M.
K. M. D. N.

- 7.2 The parties will review the provisions of this agreement during June each year. The parties will then conclude a new performance agreement that replaces the previous agreement by no later than 31 July of that year.
- 7.3 The agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 7.4 Nothing contained in this performance agreement in any way limits the right of the Employer to terminate the Employee's contract of employment with or without notice for any other breach by the Employee of his obligations to the Employer or for any other valid reason in law.
- 7.5 The content of the agreement may be revised at any time during the abovementioned period to determine the appropriateness of the matters agreed upon.
- 7.6 If at any time during the validity of the performance agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of the agreement are no longer appropriate, the content shall immediately be revised and then mutually agreed upon by the two parties.

8. PERFORMANCE OBJECTIVES

- 8.1 The **Departmental Performance Plan** for the 2019/2020 financial year sets out:
- 8.1.1 The key performance areas for which the Employee is responsible.
- 8.1.2 The performance objectives and targets that must be met by the Employee.
- 8.1.3 The timeframes within which those performance objectives and targets must be met.
- 8.1.4 The performance objectives and targets reflected in the Performance Plan are set by the Employer in consultation with the Employee in compliance with legislative requirements and based on the Integrated Development Plan and the Budget of the Municipality and include key performance areas, objectives, targets, key performance indicators and weightings.
- 8.1.5 The key performance areas describe the main tasks to be done. The key performance indicators consist of the details of the evidence that must be provided to show that an objective has been achieved. The

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targets describe the timeframe in which the work must be achieved. The weightings reflect the relative importance of the objectives to each other.

8.2 The **Employee's** assessment will be based on his/her performance in terms of the output/outcomes (performance indicators) identified as the performance plan annexed into this agreement, which are linked to the Key Performance Areas, and will constitute 80% of the overall assessment results as per the weightings agreed into between the **Employer** and the **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Local Economic Development (LED)	
Municipal Transformation and Organisational Development	
Good Governance and Public Participation	
Financial Viability and Management	
Spatial and Environmental	
TOTAL	80%

8.3 The **Core Competencies** will make up the other 20% of the **Employee's** assessment score. In terms of Local Government: Regulations on appointment and conditions of employment of Senior Managers, Reg. 21 of 17 January 2016, the "Core Competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "Leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore, be considered as measurable and critical in assessing the level of a senior manager's performance and as listed as follows:

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R.N.

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

9. ASSESSMENT OF PERFORMANCE

9.1 Performance Reviews

The performance of the Employee in relation to his performance agreement shall be reviewed on the following basis:

First Quarter	July to September
Second Quarter	October to December
Third Quarter	January to March
Fourth Quarter	April to June

9.1.1 The quarterly reviews for the first and third quarter may be undertaken verbally between the Employer representative and the Employee if performance is satisfactory.

9.1.2 The fourth quarter (annual) review will be undertaken by an evaluation panel. The evaluation panel will consist of the following persons:

Municipal Manager of the Ulundi Municipality (Chairperson)
Chairperson of the Audit Committee
Member of the Executive Committee of the Ulundi Municipality
Municipal Manager from another Municipality

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

9.1.4 Performance feedback will be based on both the Employer's and the Employee's assessment of the Employee's performance.

9.1.5 The Employer will be entitled to review and make reasonable changes to the provisions on the performance plan from time to time for operational reasons. The Employee will be fully consulted before any such change.

9.1.6 The Employer may amend the provisions on the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9.3 Evaluation of Performance

The evaluation of performance consists of the following:

- 9.3.1 An assessment of the achievement of results as outlined in the Departmental Performance Plan (80%); and an assessment of the Leading and Core Competencies is (20%).
- 9.3.2 Each objective in the Departmental Performance Plan will be assessed according to the extent to which the specified standards or performance indicators have been met.
- 9.3.3 Each of the elements of the Core Management Criteria, which have been weighted equally, will be assessed according to the extent to which the strategic alignment standards have been met.
- 9.3.4 An indicative rating on the five point rating scale will be provided for each performance objective and / or managerial competency.
- 9.3.5 The applicable assessment rating calculator will then be used to add the scores and calculate a final KPA score.
- 9.3.6 An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

10. MANAGEMENT OF EVALUATION OUTCOMES

- 10.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 10.2 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package will be paid to the Employee in recognition of outstanding performance to be constituted as follows:
 - 10.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9% and a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
 - 10.2.2 Should an employee incur unauthorised, irregular, fruitless and wasteful expenditure he/she will not receive a performance bonus for that particular financial year.
- 10.3 In the case of unacceptable performance, the Employer shall:

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10.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

10.3.2 After appropriate performance counselling and having provided the necessary guidance and / or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment on the grounds of unfitness or incapacity to carry out his duties.

11. CONSTRAINTS

The following constraints that could potentially impact on the performance of the Employee in the 2019/2020 financial year are acknowledged and recorded:

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12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the objectives and performance targets established in terms of this agreement, the Employee may meet with the Employer with a view to resolving the issue. At the Employee's request the Employer will record the outcome of the meeting in writing.

12.2 In the event that the Employee remains dissatisfied with the outcome of that meeting, he may refer a formal dispute for mediation to the Mayor of the Ulundi Local Municipality which, rendered within 30 (thirty) days of receipt of the formal dispute, shall be final and binding on both parties.

13. GENERAL

13.1 The contents of this performance agreement must be made available to the public by the Employer in accordance with the Municipal Finance Management Act, Act 56 of 2003, and Section 46 of the Systems Act

13.2 This performance agreement is written in English; hence English shall be the language of all communication between the two parties. All correspondence

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between the parties to this agreement and all reports and other documentation shall be submitted in English.



- 13.3 The parties to this agreement record that this agreement constitutes the whole of the agreement and arrangements for the performance of the Employee for the 2019/2020 financial year.
- 13.4 No agreement varying, adding or deleting from or cancelling this agreement shall have any effect unless reduced to writing and signed by both parties.
- 13.5 Nothing in this agreement diminishes the obligations, duties or accountability of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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14. SIGNATURE OF THE PARTIES

Signed at Ulundi on this 31st day of JULY 2019

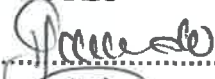

AS WITNESSES

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MR J.H. MHLONGO

Signed at Ulundi on this 31st day of JULY 2019

AS WITNESSES

- 1. 
- 2. 


N.G. ZULU

EVALUATION OF PERFORMANCE

PART A: DEPARTMENTAL PERFORMANCE PLAN

Key Performance Areas	Maximum Score	Agreed Evaluation	Actual Score	Percentage of Maximum Score
TOTAL				

Contribution to Overall Performance Score (80%)

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PART B: LEADING AND CORE COMPETENCIES

Competency	Weight	Agreed Evaluation	Percentage Score
Strategic Direction and Leadership			
People Management			
Program and Project Management			
Financial Management			
Change Leadership			
Governance Leadership			
Moral Competence			
Planning and Organising			
Analysis and Innovation			
Knowledge and information Management			
Communication			
Results and Quality Focus			
TOTAL			

Contribution to Overall Performance Score (20%) _____

SUMMARY

Performance Area	Performance Score
Part A: Municipal Performance Plan	
Part B: Leading and Core Competencies	
TOTAL EVALUATION OF PERFORMANCE	

Signed: 

Mr J.H. Mhlongo

Date: 31/07/2019

Signed: 

N.G. Zulu

Date: 31/07/2019

FINAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN FOR 2019/2020 FINANCIAL YEAR: FINANCE

SPT Reference	Project Number	Sector & Subsector (Strategic Outcome)	Strategic Objectives	Strategies	Key Performance Indicator	Unit of Measure	Quarterly Target	2019/2020 Financial Year			2020/2021 Financial Year			Performance Target	Actual Performance	Budget	Risk	Milestone	Reporting Period	Responsible Officer	Status
								Actual Performance	Performance Target	Actual Budget	Performance Target	Actual Budget									
KZ0284-FS-01.11.2	FS 1	Local Economic Development	To assist communities in addressing the needs of society through the municipality	Identification of targeted households with a range of services and benefits at no cost	% of Free Basic Services budget spent	%	0	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	70% - 75% Free Basic Services budget spent by 31 March 2020	Free Basic Electricity provided	Free Basic Electricity provided	Free Basic Electricity provided	Free Basic Electricity provided	Free Basic Electricity provided	Free Basic Electricity provided
KZ0284-FS-01.11.2.1	FS 1.1	Local Economic Development	To assist communities in addressing the needs of society through the municipality	Identification of targeted households with a range of services and benefits at no cost	Number of consumer accounts with rebate	Number	0	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019	40% - 45% Free Basic Services budget spent by 31 December 2019
KZ0284-FS-01.12.2	FS 1.2	Local Economic Development	To assist communities in addressing the needs of society through the municipality	Identification of targeted households with a range of services and benefits at no cost	Number of consumer accounts with property rebate	Number	0	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019	50% - 55% of consumer accounts with property rebate by 30 September 2019
KZ0284-FS-01.16.1	FS 2	Local Economic Development	To uplift communities and contribute to the alleviation of poverty by stimulating employment	Ensure that BCD Companies are involved to give preference to previously disadvantaged individual owned companies when awarding and repurchasing jobs	Number of bids awarded to previously disadvantaged individual owned companies by 30 June 2020	Number	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
KZ0284-FS-01.16.2	FS 2.1	Local Economic Development	To uplift communities and contribute to the alleviation of poverty by stimulating employment	Ensure that BCD Companies are involved to give preference to previously disadvantaged individual owned companies when awarding and repurchasing jobs	Number of Quarterly Reports on the Implementation of SCM Policy submitted to Council by 30 June 2020	Number	0	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020	1 Quarterly Report on the Implementation of SCM Policy submitted to Council by 31 March 2020
KZ0284-FS-02.11.2	FS 3	Good Governance and Public Participation	To provide good governance, accountability and transparency	Provision of effective communication with internal and external stakeholders	Number of Section 71 Financial Reports submitted to Treasury	Number	12	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020	12 Section 71 Financial Reports submitted to Treasury within 10 working days of the next month by 30 June 2020
KZ0284-FS-02.21.1	FS 3.1	Good Governance and Public Participation	To provide good governance, accountability and transparency	Provision of effective communication with internal and external stakeholders	Number of Quarterly Financial Reports submitted to Treasury	Number	4	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020	4 Quarterly Financial Reports submitted to Treasury by 30 June 2020
KZ0284-FS-02.21.1.2	FS 3.2	Good Governance and Public Participation	To provide good governance, accountability and transparency	Provision of effective communication with internal and external stakeholders	Number of Section 72 Financial Reports submitted to Treasury	Number	1	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020	1 Section 72 Financial Report submitted to Treasury by 30 March 2020
KZ0284-FS-02.21.1.2.3	FS 3.3	Good Governance and Public Participation	To provide good governance, accountability and transparency	Provision of effective communication with internal and external stakeholders	Number of Departmental Meetings chaired by Head of Department by 30 June 2020	Number	0	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019	3 Monthly Departmental Meetings chaired by Head of Department by 31 December 2019

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SO 21.1.2.4	SO 21.1.2.5	SO 21.1.2.7	SO 21.1.2.8	SO 21.1.2.9	SO 21.1.2.10	SO 21.1.2.11	SO 21.1.2.1	SO 21.1.1
Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation	Good Governance and Public Participation
FS 3.4	FS 3.5	FS 3.7	FS 3.8	FS 3.9	FS 3.10	FS 3.11	FS 4.1	FS 5
12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	12 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020
0	0	12	4	4	4	4	1	4
Number of MANCO Meetings attended by Head of Department / Acting HOD	Number of Monthly Meetings attended by Head of Department / Acting HOD	Number of Monthly Meetings attended by Head of Department / Acting HOD	Number of Quarterly Council Meetings attended by Head of Department / Acting HOD	Number of Quarterly Council Meetings attended by Head of Department / Acting HOD	Number of Quarterly Council Meetings attended by Head of Department / Acting HOD	Number of Quarterly Council Meetings attended by Head of Department / Acting HOD	Number of Quarterly Council Meetings attended by Head of Department / Acting HOD	Number of Quarterly Council Meetings attended by Head of Department / Acting HOD
Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders	Promotion of effective communication with internal and external stakeholders
To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency	To promote good governance, accountability and transparency
3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020	3 Monthly Meetings attended by Head of Department / Acting HOD by 30 June 2020
Attendance Registers	Attendance Registers	Attendance Registers	Attendance Registers	Attendance Registers	Attendance Registers	Attendance Registers	Attendance Registers	Attendance Registers

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Item	Strategic Objective	Key Performance Indicator	Target	Actual	Notes	Responsible Officer	Report
KZN08-F-1 FS 8.1 SD 21.3.3.1	To ensure that the municipality performs its core functions efficiently in line with MSCOA Regulations	Number of Quarterly Visitation of Investment Property Register is done	Number	0	1 Quarterly Investment Property Register Verification done by 31 December 2019	1 Quarterly Investment Property Register Verification done by 31 December 2019	Quarterly Investment Property Register Report
KZN08-F-1 FS 8.2 SD 21.3.3.2	To ensure that the municipality performs its core functions efficiently in line with MSCOA Regulations	Number of monthly scheduled inspection of assets to confirm their location done	Number	12	3 monthly scheduled inspection of Assets to confirm their location done by 31 December 2019	3 monthly scheduled inspection of Assets to confirm their location done by 31 December 2019	Schedule and Asset Inventory Sheet
KZN08-F-1 FS 7 SD 21.3.1	To ensure that the municipality remains financially viable	Date of Review and submission by Council of the Revenue Enhancement Strategy	Date	31/05/2020	n/a	Review and submission by Council of the Revenue Enhancement Strategy by 31 May 2020	Council Resolutions and Copy of Revenue Enhancement Strategy
KZN08-F-1 FS 8 SD 21.3.2	To ensure that the municipality remains financially viable	Amount of reduction of debt	Rand Value	0	Reduction of Debt owed by customers by R576 000.00 by 31 September 2019	Reduction of Debt owed by customers by R576 000.00 by 31 September 2020	Admission of Debt Report, List of settled account
KZN08-F-1 FS 8.1 SD 21.3	To ensure that the municipality remains financially viable	Reduction of debt through the use of Contour system	Rand Value	0	Reduction of Debt amounting to R28 900 000.00 by customers by 31 December 2019	Reduction of Debt owed by customers by R7 125 000.00 by 31 March 2020	Age Analysis and Contour report of recoveries
KZN08-F-1 FS 9 SD 21.3	To ensure that the municipality remains financially viable	To effectively and efficiently manage the Municipality's Cash Flow	Number	12	3 Monthly Creation of Reconciliation sheet relating to amount paid prepared & submitted to the Municipal Manager by 30 June 2020	3 Monthly Creation of Reconciliation sheet relating to amount paid prepared & submitted to the MM by 30 June 2020	Monthly Creation Reconciliation Report signed by the Chief Financial Officer
KZN08-F-1 FS 8.1 SD 21.3.1	To ensure that the municipality remains financially viable	To effectively and efficiently manage the Municipality's Cash Flow	Number	12	3 Monthly Payments of Council Allowance made by 30 June 2020	3 Monthly Payments of Council Allowance made by 30 June 2020	Bank-3 Report
KZN08-F-1 FS 8.2 SD 21.3.2	To ensure that the municipality remains financially viable	To effectively and efficiently manage the Municipality's Cash Flow	Number	12	3 Monthly Payments of employee salaries made by 30 June 2020	3 Monthly Payments of employee salaries made by 30 June 2020	Bank-3 Report
KZN08-F-1 FS 8.3 SD 21.3.3	To ensure that the municipality remains financially viable	To effectively and efficiently manage the Municipality's Cash Flow	Number	12	3 Monthly payments of salary deductions and contributions paid by the due date by 31 September 2019	3 Monthly payments of salary deductions and contributions paid by the due date by 31 March 2020	Bank-3 Report
KZN08-F-1 FS 8.4 SD 21.3.4	To ensure that the municipality remains financially viable	To effectively and efficiently manage the Municipality's Cash Flow	Rand Value	0	Collection of R28 120 000.00 on the budgeted revenue for the Discretionary Fund for the 2019/2020 financial year	Collection of R9 846 504.40 on the budgeted revenue for the Discretionary Fund for the 2019/2020 financial year	Service Charges Collection Reports
KZN08-F-1 FS 9.5 SD 21.3.5	To ensure that the municipality remains financially viable	To effectively and efficiently manage the Municipality's Cash Flow	Rand Value	0	Containment of operational expenditure incurred by the Municipality for the 2019/2020 financial year	Containment of operational expenditure incurred by the Municipality for the 2019/2020 financial year	Income & Expenditure Report

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KZN2064-FS 9.6 SD 23.1.3.6	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Number of Monthly Disconnection Reports (Notes & Related) submitted to Technical Services for disconnections by 30 June 2020	12	n/a	3 Monthly Disconnection Reports prepared and submitted to Technical Services for disconnections by 31 December 2019	3 Monthly Disconnection Reports prepared and submitted to Technical Services for disconnections by 31 March 2020	3 Monthly Disconnection Reports prepared and submitted to Technical Services for disconnections by 30 June 2020	Disconnection Reports signed by the Chief Financial Officer & Head of Submission to Technical Services
KZN2064-FS 8.7 SD 23.1.3.7	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Number of Monthly Cashflow Projection Reports prepared and submitted to the Cashflow Management Committee by 30 June 2020	12	n/a	3 Monthly Cashflow Projection Reports prepared and submitted to the Cashflow Management Committee by 31 December 2019	3 Monthly Cashflow Projection Reports prepared and submitted to the Cashflow Management Committee by 31 March 2020	3 Monthly Cashflow Projection Reports prepared and submitted to the Cashflow Management Committee by 30 June 2020	Monthly Cashflow Projection Reports signed by the Chief Financial Officer
KZN2064-FS 9.8 SD 23.1.3.8	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Number of Income & Expenditure Reports submitted to Heads of Departments by 30 September 2019	12	n/a	3 Monthly Income & Expenditure Reports sent to Heads of Departments by 31 December 2019	3 Monthly Income & Expenditure Reports sent to Heads of Departments by 31 March 2020	3 Monthly Income & Expenditure Reports sent to Heads of Departments by 30 June 2020	Distribution List of Income & Expenditure Reports sent to HOD's
KZN2064-FS 9.9 SD 23.1.3.9	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Date the Operational Procurement Plan is approved by Council	SD09/2018	n/a	n/a	n/a	Operational Procurement Plan Approved by Council by 30 June 2020	Final Procurement Plan submitted to Council for approval & Council Resolution
KZN2064-FS 8.10 SD 23.1.3.10	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Number of Monthly Reports on the Council Register submitted to the Municipal Manager by 30 June 2020	12	n/a	3 Monthly Reports on the Council Register submitted to the Municipal Manager by 31 December 2019	3 Monthly Reports on the Council Register submitted to the Municipal Manager by 31 March 2020	3 Monthly Reports on the Council Register submitted to the Municipal Manager by 30 June 2020	Chief Financial Officer & Head of Submission to the Council Register signed by the Chief Financial Officer & Head of Submission to the Council Register
KZN2064-FS 8.11 SD 23.1.3.11	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Number of Progress Reports on the Implementation of the Recovery Plan submitted by Head of Department to the Budget Steering Committee	12	n/a	3 Monthly Progress Reports on the Implementation of the Approved Financial Recovery Plan submitted to the Budget Steering Committee by Head of Department by 30 September 2019	3 Monthly Progress Reports on the Implementation of the Approved Financial Recovery Plan submitted to the Budget Steering Committee by Head of Department by 31 March 2020	3 Monthly Progress Reports on the Implementation of the Approved Financial Recovery Plan submitted to the Budget Steering Committee by Head of Department by 30 June 2020	Updated Action Plan on the Implementation of the Approved Financial Recovery Plan submitted to the Budget Steering Committee
KZN2064-FS 9.12 SD 23.1.3.12	Municipal Financial Viability and Management	To ensure that the municipality remains financially viable.	To efficiently and effectively manage the Municipality's Cash Flow	Number of Confirmation of vouchers for audit purposes	12	n/a	3 Monthly Confirmation of vouchers by the Chief Financial Officer by 30 June 2019	3 Monthly Confirmation of vouchers by the Chief Financial Officer by 30 June 2020	3 Monthly Confirmation of vouchers by the Chief Financial Officer by 30 June 2020	Certification of usability of all vouchers signed by the Chief Financial Officer
KZN2064-FS 5.10 SD 23.2.1	Municipal Financial Viability and Management	Ensure the maintenance of sound financial practices	Schedule and conduct internal control procedures and controls	Date of Review and Audit Report from the Auditor-General	SD05/2020	n/a	n/a	n/a	Approved Financial Position Report by 31 May 2020	Chief Repetition
KZN2064-FS 11 SD 23.2.3	Municipal Financial Viability and Management	Ensure the maintenance of sound financial practices	To work towards obtaining a Clean Audit Report from the Auditor-General	Date of submission for the Annual Financial Statements for the year ending 31/12/2019 to the Auditor-General	31/03/2019	n/a	n/a	n/a	n/a	City of FFS and proof of submission to Auditor-General
KZN2064-FS 12 SD 23.2.1	Municipal Financial Viability and Management	Ensure the maintenance of sound financial practices	To work towards obtaining a Clean Audit Report from the Auditor-General	Number of Monthly AG Action Plan submitted to the Municipal Manager	6	n/a	n/a	n/a	3 Monthly Progress Reports on AG Action Plan submitted to the Municipal Manager by 30 June 2020	Progress Report and Proof of submission

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Ward	Municipal Financial Viability and Management	Alignment of the operating and capital budget with the priorities reflected in the IDP	Ensuring that there is synergy between the strategic financial planning and functions within the Municipality	Date that the Draft Budget is approved by Council	Date	Adjustment Budget for 2020/2021	n/a	n/a	n/a	n/a	Adjustment Budget to be approved by Council for 2020/2021	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Copy of Adjustment Budget if Council Resolution
K21085-FS-SO 23.3.1	FS 13.1	Alignment of the operating and capital budget with the priorities reflected in the IDP	Ensuring that there is synergy between the strategic financial planning and functions within the Municipality	Date the Draft Budget for 2020/2021 Financial Year is approved by Council	26/02/2020	n/a	n/a	n/a	n/a	n/a	Adjustment Budget to be approved by Council for 2020/2021	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Copy of Draft Operating and Capital Budget as per Council Resolution
K21085-FS-SO 23.3.1.1	FS 13.1	Alignment of the operating and capital budget with the priorities reflected in the IDP	Ensuring that there is synergy between the strategic financial planning and functions within the Municipality	Date the Draft Budget for 2020/2021 Financial Year is approved by Council	31/03/2020	n/a	n/a	n/a	n/a	n/a	Draft Operating and Capital Budget for 2020/2021 Financial Year be approved by Council by 31 March 2020	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Copy of Draft Operating and Capital Budget as per Council Resolution
K21085-FS-SO 23.3.1.2	FS 13.2	Alignment of the operating and capital budget with the priorities reflected in the IDP	Ensuring that there is synergy between the strategic financial planning and functions within the Municipality	Number of Stakeholder Engagements	24	n/a	n/a	n/a	n/a	n/a	24 Wards consulted on the Annual Budget prior to the approval by 30 April 2020	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Public Information, Attendance Registers
K21085-FS-SO 23.3.1.3	FS 13.3	Alignment of the operating and capital budget with the priorities reflected in the IDP	Ensuring that there is synergy between the strategic financial planning and functions within the Municipality	Date the Final Operating and Capital Budget of the Municipality for 2020/2021 is approved by Council	31/03/2020	n/a	n/a	n/a	n/a	n/a	Final Operating and Capital Budget of the Municipality for 2020/2021 be approved by Council on or before 31 May 2020	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Copy of Budget and Council Resolution
K21085-FS-SO 23.3.1.4	FS 13.4	Alignment of the operating and capital budget with the priorities reflected in the IDP	Ensuring that there is synergy between the strategic financial planning and functions within the Municipality	Date of approval of the Budget Process Plan for 2020/2021	31/08/2019	n/a	n/a	n/a	n/a	n/a	Approved by Council for Budget Process Plan for 2020/2021 Financial Year by 31 August 2019	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Copy of Budget Process Plan and Council Resolution

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