



**UGU DISTRICT MUNICIPALITY**  
**PERFORMANCE AGREEMENT**

Entered into by and between:

**UGU DISTRICT MUNICIPALITY**

AS REPRESENTED BY THE MUNICIPAL MANAGER

**MR DD NAIDOO**

**AND**

**THE EMPLOYEE OF THE MUNICIPALITY**

**Mkhululeni Simon Dlamini**  
**GENERAL MANAGER: BUDGET AND TREASURY**

**FOR THE**

**FINANCIAL YEAR: 01 FEBRUARY 2018 - 30 JUNE 2018**

MS  
L.T

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN

**UGU District Municipality** herein represented by **Mr DD Naidoo** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer)

**And Mr Mkhululeni Simon Dlamini, General Manager: Budget and Treasury** of the UGU District Municipality (hereinafter referred to as the Employee).


### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

M.S. S-  
L.T. 

## UGU District Municipality

- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 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. DELIVERY

- 3.1 This Agreement will commence on the 01 February 18 and will remain in force until 30 June 2018 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

M.S. S  
L.T. M

- 4.3 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 timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

## **5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CFS'S) respectively.
  - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3 KPA's covering the main areas of work will account for 80% and CFS'S will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's,

M.S. 21  
L.T. 21



## UGU District Municipality

and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

No	Key Performance Area	Weight
1	Municipal Financial Viability and Management	85
2	Municipal Institutional Development and Transformation	-
3	Local Economic Development	-
4	Basic service delivery	-
5	Good Governance and Public Participation	-
6	Cross-cutting Interventions	15
<b>Total</b>		<b>100%</b>

- 5.7 The CFS'S will make up the other 20% of the Employee's assessment score. CFS'S that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	Competency Framework Structure	Weight
<b>Leadership and core Competencies</b>		
1	Strategic Direction and leadership	10
2	People management	5
3	Programme and Project Management	10
4	Financial Management	15
5	Change Leadership	5
6	Government leadership	10
7	Moral competence	5
8	Planning and organising	10
9	Analysis And innovation	5
10	Knowledge and information management	5
11	Communication	10
12	Results and quality focus	10
<b>Total (Cannot exceed 100%)</b>		<b>100%</b>

## 6. PERFORMANCE ASSESSMENTS

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

M.S.  
L.T.

UGU District Municipality

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).
- 6.5 The annual performance appraisal will involve:
  - 6.5.1 Assessment of the achievement of results as outlined in the performance plan:
    - 6.5.1.1 Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
    - 6.5.1.2 An indicative rating on the five-point scale should be provided for each KPA.
    - 6.5.1.3 The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.
  - 6.5.2 Assessment of the CFS'S
    - 7.5.2.1. Each CFS should be assessed according to the extent to which the specified standards have been met.
    - 7.5.2.2. An indicative rating on the five-point scale should be provided for each CFS.
    - 7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CFS score.
  - 6.5.3 Overall rating

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

M.S.  
L.T. *[Signature]*

## UGU District Municipality

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods					
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses					
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses					
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention					
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention					

- 6.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.7.1 Municipal Manager

6.7.2 Chairperson of the Audit Committee in the absence of a performance audit committee;

6.7.3 Member of the Executive committee or in respect of a plenary type municipality, another member of council; and

6.7.4 Municipal manager from another Municipality.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding reviews in the first and third quarter may be verbal if performance is satisfactory:

M.S.H.  
L.T.

UGU District Municipality

First quarter	:	<b>July – September 2017</b>
Second quarter	:	<b>October-December 2017</b>
Third quarter	:	<b>January-March 2018</b>
Fourth quarter	:	<b>April-June 2018</b>

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended. In that case, the Employee will be fully consulted before any such change is made.

**8. DEVELOPMENTAL REQUIREMENTS**

The Pro Forma Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

**9. OBLIGATIONS OF THE EMPLOYER**

- 9.1 The Employer shall-
  - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 Provide access to skills development and capacity building opportunities;
  - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
  - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to

L.T M.S. 11/5/18

UGU District Municipality

meet the performance objectives and targets established in terms of this Agreement.

**10. CONSULTATION**

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others-
  - 10.1.1 A direct effect on the performance of any of the Employee's functions;
  - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

**11. MANAGEMENT OF EVALUATION OUTCOMES**

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus may be paid to the Employee in recognition of outstanding performance. Such bonus will be determined in terms of this agreement.
- 11.3 In the case of unacceptable performance, the Employer shall –
  - 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
  - 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

***Performance Bonus criteria***

The regulations provide that a performance bonus between 5% and 14% of the inclusive annual remuneration package may be paid to the employee after the end of the financial year and only after an evaluation of performance and approval of such evaluation by the Municipal Council, as a reward for excellent performance. In determining the bonus payment, the regulations specify that the relevant percentage depends on the overall rating, calculated by using the applicable assessment rating calculator:

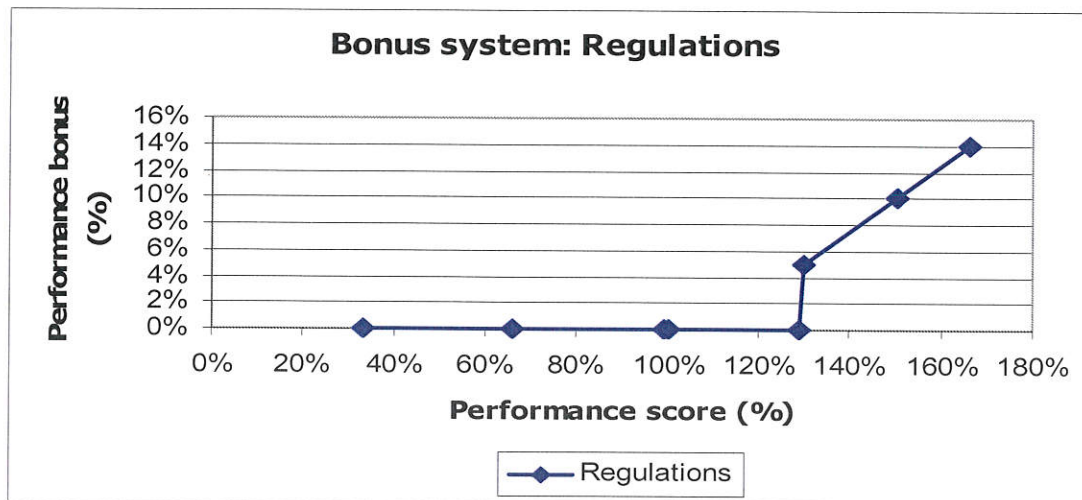
LT A M.S.  
12/10



## UGU District Municipality

1. A score of 130% - 149% is awarded a performance bonus ranging between 5%-9%.
2. A score of 150% and above is awarded a performance bonus ranging 10% - 14%.

The Performance Bonus shall be paid subject to attainment of the following Audit Opinions in the following years (1) 2016 – unqualified, (2) 2017 – clean audit.



## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

In the case of municipal manger, the MEC for local government in the province within (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

Whose decision shall be final and binding to both parties.

- 12.2 Any dispute about the employees performance evaluation, must be mediated by-

In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

Whose decision shall be final and binding to both parties

L.T. M.S.



**13. GENERAL**

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Port Shepstone on this the 1<sup>st</sup> day of February of 2018

**AS WITNESSES:**

1. 

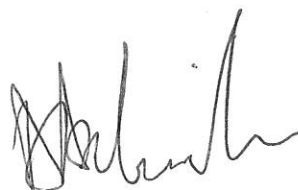
  
**EMPLOYEE**

2. 

Thus done and signed at Port Shepstone on this the 1<sup>st</sup> day of February 2018

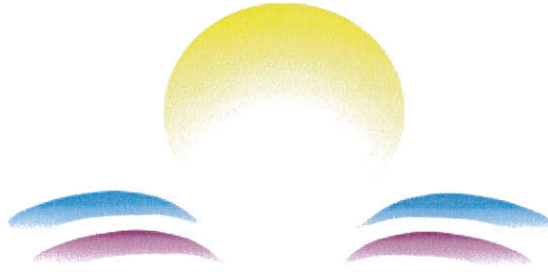
**AS WITNESSES:**

1. 

  
**MUNICIPAL MANAGER**

2. 

*M.S.*  
*L.T.*



**PERSONAL DEVELOPMENT PLAN (PDP)**

**Entered into by and between**

**THE MUNICIPALITY OF UGU  
AS REPRESENTED BY THE MUNICIPAL MANAGER**

**Mr DD NAIDOO**

**[THE EMPLOYER]**

**AND**

**Mkhululeni Simon Dlamini**

**[THE EMPLOYEE]**

**PERIOD: 1 FEBRUARY 2018 - 30 JUNE 2018**

MS'  
L.T

## Personal Development Plan

- 1.1.1 UGU District Municipality is committed to –
- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
  - (b) managing training and development within the ambit of relevant national policies and legislation.
- 1.1.2 The municipality shall follow an integrated approach to Human Resource Management, that is:
- (a) Human resource development forms an integral part of human resource planning and management.
  - (b) In order for training and development strategy and plans to be successful it shall be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
  - (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
  - (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these shall be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
  - (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.
- 1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.
- 1.1.4 Compiling the Personal Development Plan attached as Appendix.
- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, shall be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
  - (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs shall be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following shall be carefully determined during such a process:
    - (i) Organisational needs, which include the following:
      - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description shall be compared to the current competency profile of the employee to determine the individual's competency gaps.
  - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- (ii) Individual training needs that are job / career related.
- (c) Next, the prioritisation of the training needs shall be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs shall be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) An appropriate intervention shall be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These shall be listed in column 3 of Appendix 1, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee shall on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (f) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity shall impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (g) The suggested time frames (column 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

- (i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

Personal Development Plan of: Mkhululeni Simon Dlamini

Appendix A

Compiled on (Date): 01 February 2018

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable 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 practice skill / development area	7. Support Person
1. Programme & Project Management. 2. People Management. 3. Knowledge & Information Mgt	1. Completion of projects on time. 2. People Management: Staff motivation & productivity 3. Information Sharing.	1. Project mgt course. 2. People mgt course. 3. Knowledge mgt course.	1. Training 2. Training 3. Training	30 Sept 2018 31 Dec 2018 31 Dec 2018	1. Timely completion of projects; 2. Staff productivity 3. Knowledge Sharing	HR Manager 2. HR Manager 3. HR Manager

HOD's signature: \_\_\_\_\_

Municipal Manager's \_\_\_\_\_



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
MFVM 1	Increase income	MFVM 1.1	MFVM 1.1.1	Milestones achieved on the revenue enhancement plan	Number of Milestones achieved on the revenue enhancement plan	New	NA	NA	1		NA	NA	NA	NA	NA	NA	1	Report to MANCO	R2,617,499.00		Report to MANCO	TREA 56
		MFVM 1.2	MFVM 1.2.1	Reduction of debtors in excess of 90 days.	Percentage reduction of debtors in excess of 90 days.	20%	N/A	N/A	20%		0%	Debtors reconciliation	0%	Debtors reconciliation	10%	Debtors reconciliation	20%	Debtors reconciliation	R3,397,668.00	N/A	Debtors reconciliation	TREA 47
		MFVM 1.3	MFVM 1.3.1	Revenue actually collected from debtors against total billed.	Percentage of Urban accounts billed with actual meter readings	85%	N/A	N/A	85%		50%	Readings report	65%	Readings report	75%	Readings report	85%	Readings report	R781,250.00	N/A	Readings report	TREA 48
			MFVM 1.3.2		Percentage of Rural accounts billed with actual meter readings	10%	N/A	N/A	10%		10%	Readings report	10%	Readings report	10%	Readings report	10%	Readings report		N/A	Readings report	TREA 49
		MFVM 1.4	MFVM 1.4.1	Improve Debt coverage ratio	Percentage Improved Debt coverage ratio	45%	N/A	N/A	45%		45%	TB Extract and calculations	45%	TB Extract and calculations	45%	TB Extract and calculations	45%	TB Extract and calculations	R9 770 664	NA	TB Extract and calculations	TREA 10
		MFVM 2.1	MFVM 2.1.1	Improve Cost coverage ratio.	Number of months Improve Cost coverage ratio	3 months	N/A	N/A	3 months		3 months	TB Extract and calculations	3 months	TB Extract and calculations	3 months	TB Extract and calculations	3 months	TB Extract and calculations		NA	TB Extract and calculations	TREA 8
			MFVM 2.1.2		Number of updated loans on Investment Registers		N/A	N/A	4		1	Copy of register signed as proof of review	1	Copy of register signed as proof of review	1	Copy of register signed as proof of review	1	Copy of register signed as proof of review			Copy of register signed as proof of review	TREA 13
		MFVM 2.2	MFVM 2.2.1	Municipal Infrastructure grants actually expenditure	Percentage of Municipal Infrastructure grants actually spent	93.30%	100%	0.70%	100%		NA	NA	NA	NA	70%	Grants Schedule	100%	Grants Schedule			Grants Schedule	TREA 57
			MFVM 2.2.2		Percentage Reduction of Unspent Conditional Grants withheld	0.5%	N/A	N/A	0		0%	DORA payment schedule	0%	DORA payment schedule	0%	DORA payment schedule	0%	DORA payment schedule		N/A	DORA payment schedule	TREA 55
		MFVM 2.3	MFVM 2.3.1	OPEX actually spent against	Percentage of OPEX actually spent against budget	95%	N/A	N/A	95%		25%	S71 reports	50%	S71 reports and calculations	75%	S71 reports and calculations	95%	S71 reports and calculations		N/A	S71 reports and calculations	TREA 45
			MFVM 2.3.3		Frequency of Employee deductions payments	Monthly	N/A	N/A	Monthly		3 monthly payments	Proof of payment	3 monthly payments	Proof of payment	3 monthly payments	Proof of payment and Reconciliation	3 monthly payments	Proof of payment and Reconciliation	R42,819,537.00	N/A	Proof of payment and Reconciliation	TREA 51
		MFVM 2.3																				



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
MFVM 2	Optimise expenditure and get better returns on investment	MFVM 2.3	MFVM 2.3.4	Spent against budget	Frequency of payment of Salaries	Monthly	N/A	N/A	Monthly		3 monthly payments	Proof of transfer of salaries	3 monthly payments	Proof of transfer of salaries	3 monthly payments	Proof of transfer of salaries and Salaries Reconciliation	3 monthly payments	Proof of transfer of salaries and Salaries Reconciliation	R279,086,893.00	N/A	Proof of transfer of salaries and Salaries Reconciliation	TREA 52
			MFVM 2.3.5		Percentage Capital Costs to Operating Expenditure		N/A	N/A	6 - 8		6 - 8 %	TB Extract and calculations	6 - 8 %	TB Extract and calculations	6 - 8 %	TB Extract and calculations		TB Extract and calculations	TREA 12			
		MFVM 2.4	MFVM 2.4.1	CAPEX actually spent against budget	Percentage of CAPEX actually spent against budget	90%	N/A	N/A	90%		15%	Sec 71 Report and Calculations	50%	Sec 71 Report and Calculations	65%	Sec 71 Report and Calculations	90%	Sec 71 Report and Calculations		N/A	Sec 71 Report and Calculations	TREA 44
			MFVM 2.4.2		Date Procurement Plan approved	Nil	N/A	N/A	01-Jul-17		01-Jul-17	Resolution for Adoption, Manco/ Extended Manco	N/A	N/A	N/A	N/A	N/A		N/A	Resolution for Adoption, Manco/ Extended Manco	TREA 17	
		MFVM 2.5	MFVM 2.5.1	Irregular/wasteful/fruitless expenditure incurred.	Controlled Fruitless and Wasteful Expenditure as a percentage of Total Actual Expenditure	5%	N/A	N/A	5%		0.5%	Register of Fruitless and Wasteful Expenditure and Calculations	0.5%	Register of Fruitless and Wasteful Expenditure and Calculations	0.5%	Register of Fruitless and Wasteful Expenditure and Calculations	0.5%	Register of Fruitless and Wasteful Expenditure and Calculations		N/A	Register of Fruitless and Wasteful Expenditure and Calculations	TREA 26
		MFVM 2.6	MFVM 2.6.1	Capital budget spent on capital infrastructure assets	Percentage of capital budget spent on capital infrastructure assets	100%	100%	0%	80%		NA	NA	NA	NA	NA	NA	80%	Trial Balance and calculations	R310,251,000.00		Trial Balance and calculations	TREA 58
		MFVM 2.7	MFVM 2.7.1	Creditors paid within 30 days from receipt of an invoice	Turn Around Time Creditors Payment : Creditors paid in time	30 days	N/A	N/A	30 calendar days		30 calendar days	Creditors age analysis	30 calendar days	Creditors age analysis	30 calendar days	Creditors age analysis	30 calendar days	Creditors age analysis		N/A	Creditors age analysis	TREA 50
		MFVM 2.8	MFVM 2.8.1	Turnaround taken to finalise a tender	Average turnaround in time and days taken to finalise a tender	90 days	75 days	15 days	90 dyas		NA	NA	NA	NA	90 days	Tender Tracking Register	90 days	Tender Tracking Register		NA	Tender Tracking Register	TREA 59
			MFVM 2.8.2		Turnaround time for BSC to Advert	14 days	N/A	N/A	14 days		14 days	Tender Tracking Register	14 days	Tender Tracking Register	14 days	Tender Tracking Register	14 days	Tender Tracking Register		N/A	Tender Tracking Register	TREA 18
			MFVM 2.8.3		Turnaround time from advert to the Tender closing	30 days	N/A	N/A	30 days		30 days	Tender Tracking Register	30 days	Tender Tracking Register	30 days	Tender Tracking Register	30 days	Tender Tracking Register		N/A	Tender Tracking Register	TREA 19
			MFVM 2.8.4		Turnaround time from the closing of Tender to the awarding of contract	90 calendar days	N/A	N/A	90 calendar days		90 calendar days	Tender Tracking Register	90 days	Tender Tracking Register	90 days	Tender Tracking Register	90 days	Tender Tracking Register		N/A	Tender Tracking Register	TREA 20

DA



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference	
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget				
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																							
			MFVM 2.8.5		Frequency of Contract register updates	Monthly	N/A	N/A	12		3 updates	Contract register	3 updates	Contract register	3 updates	Contract register	3 updates	Contract register	R130,000.00	N/A	Contract register	TREA 21	
		MFVM 2.9	MFVM 2.9.1	Reduction of Irregular Expenditure	Irregular expenditure as a percentage of total actual expenditure	1.5%	N/A	N/A	1.5%	1.5%	Register of irregular expenditure	1.5%	Register of irregular expenditure	1.5%	Register of irregular expenditure	1.5%	Register of irregular expenditure	N/A	Register of irregular expenditure	TREA 14			
MFVM 3	Improve Budgeting and Reporting	MFVM 3.1	MFVM 3.1.1	Allocation of free basic services	Percentage allocated to free basic services	51.70%	100%	48.30%	60%		NA	NA	NA	NA	30%	Genral Ledget and culcations	60%	Genral Ledget and calculations	R70,037,302.00	NA	Genral Ledget and culcations	TREA 60	
		MFVM 3.2	MFVM 3.2.1	Repairs and maintenance budget actually spent	Percentage of repairs and maintenance budget actually spent	6.79%	7%	0.21%	7%		NA	NA	NA	NA	7%	Trial Balance and calculations	7%	Trial Balance and calculations			Trial Balance and calculations	TREA 61	
		MFVM 3.3	MFVM 3.3.1	Reports submitted to Council, Treasury and COGTA in terms of the MFMA calendar of reporting	Number of Annual Financial Statement compiled	2	N/A	N/A	2		2	Audit Committee resolution	N/A	N/A	N/A	N/A	N/A	R5,160,000.00	N/A	Audit Committee resolution	TREA 22		
			MFVM 3.3.2		Date Annual Financial Statements submitted to Auditor General	31-Aug-16	N/A	N/A	31-Aug-17	31-Aug-17	Letter of confirmation from the AG	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Letter of confirmation from the AG	TREA 23		
			MFVM 3.3.3		Date Consolidated Annual Financial Statements submitted to the Auditor General	30-Sep-16	N/A	N/A	30-Sep-17	30-Sep-17	Letter of confirmation from the AG	N/A	N/A	N/A	N/A	NA	NA	R631,250.00	N/A	Letter of confirmation from the AG	TREA 24		
			MFVM 3.3.4		Number of Quarterly Financial Statements compiled	2	N/A	N/A	1		N/A	N/A	N/A	N/A	1	Copy of completed Interim AFS	NA	NA	N/A	Copy of completed Interim AFS	TREA 25		
			MFVM 3.3.5		Date Budget Process Plan approved	31-Aug-16	N/A	N/A	31-Aug-17	31-Aug-17	Council resolution	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Council resolution	TREA 27		
			MFVM 3.3.6		Date Annual Budget adopted by Council	31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Tabling of Draft Budget in Council	Council resolution Noting the Draft Budget	31-May-18	Council Resolution	R145,000.00	N/A	Council Resolution	TREA 28	
			MFVM 3.3.7		Date Adjustment Budget adopted by Council	28-Feb-17	N/A	N/A	28-Feb-18		N/A	N/A	N/A	N/A	28-Feb-18	Council resolution	N/A	N/A	N/A	Council Resolution	TREA 29		
		MFVM 3.3.8	Number Monthly in-year reports produced	12	N/A	N/A	12		3	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury	N/A	Letters of submission to National and Provincial Treasury	TREA 42				



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
MFVM 1	Increase income	MFVM 1.1	MFVM 1.1.1	Milestones achieved on the revenue enhancement plan	Number of Milestones achieved on the revenue enhancement plan	New	NA	NA	1		NA	NA	NA	NA	NA	NA	1	Report to MANCO	R2,617,499.00		Report to MANCO	TREA 56
		MFVM 1.2	MFVM 1.2.1	Reduction of debtors in excess of 90 days.	Percentage reduction of debtors in excess of 90 days.	20%	N/A	N/A	20%		0%	Debtors reconciliation	0%	Debtors reconciliation	10%	Debtors reconciliation	20%	Debtors reconciliation	R3,397,668.00	N/A	Debtors reconciliation	TREA 47
		MFVM 1.3	MFVM 1.3.1	Revenue actually collected from debtors against total billed.	Percentage of Urban accounts billed with actual meter readings	85%	N/A	N/A	85%		50%	Readings report	65%	Readings report	75%	Readings report	85%	Readings report	R781,250.00	N/A	Readings report	TREA 48
			MFVM 1.3.2		Percentage of Rural accounts billed with actual meter readings	10%	N/A	N/A	10%		10%	Readings report	10%	Readings report	10%	Readings report	10%	Readings report		N/A	Readings report	TREA 49
		MFVM 1.4	MFVM 1.4.1	Improve Debt coverage ratio	Percentage Improved Debt coverage ratio	45%	N/A	N/A	45%		45%	TB Extract and calculations	45%	TB Extract and calculations	45%	TB Extract and calculations	45%	TB Extract and calculations	R9 770 664	NA	TB Extract and calculations	TREA 10
		MFVM 2.1	MFVM 2.1.1	Improve Cost coverage ratio.	Number of months Improve Cost coverage ratio	3 months	N/A	N/A	3 months		3 months	TB Extract and calculations	3 months	TB Extract and calculations	3 months	TB Extract and calculations	3 months	TB Extract and calculations		NA	TB Extract and calculations	TREA 8
			MFVM 2.1.2		Number of updated loans on Investment Registers		N/A	N/A	4		1	Copy of register signed as proof of review	1	Copy of register signed as proof of review	1	Copy of register signed as proof of review	1	Copy of register signed as proof of review			Copy of register signed as proof of review	TREA 13
		MFVM 2.2	MFVM 2.2.1	Municipal Infrastructure grants actually expenditure	Percentage of Municipal Infrastructure grants actually spent	93.30%	100%	0.70%	100%		NA	NA	NA	NA	70%	Grants Schedule	100%	Grants Schedule			Grants Schedule	TREA 57
			MFVM 2.2.2		Percentage Reduction of Unspent Conditional Grants withheld	0.5%	N/A	N/A	0		0%	DORA payment schedule	0%	DORA payment schedule	0%	DORA payment schedule	0%	DORA payment schedule		N/A	DORA payment schedule	TREA 55
		MFVM 2.3	MFVM 2.3.1	OPEX actually spent against	Percentage of OPEX actually spent against budget	95%	N/A	N/A	95%		25%	S71 reports	50%	S71 reports and calculations	75%	S71 reports and calculations	95%	S71 reports and calculations		N/A	S71 reports and calculations	TREA 45
			MFVM 2.3.3		Frequency of Employee deductions payments	Monthly	N/A	N/A	Monthly		3 monthly payments	Proof of payment	3 monthly payments	Proof of payment	3 monthly payments	Proof of payment and Reconciliation	3 monthly payments	Proof of payment and Reconciliation	R42,819,537.00	N/A	Proof of payment and Reconciliation	TREA 51
		MFVM 2.3																				



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
MFVM 2	Optimise expenditure and get better returns on investment	MFVM 2.3	MFVM 2.3.4	Spent against budget	Frequency of payment of Salaries	Monthly	N/A	N/A	Monthly		3 monthly payments	Proof of transfer of salaries	3 monthly payments	Proof of transfer of salaries	3 monthly payments	Proof of transfer of salaries and Salaries Reconciliation	3 monthly payments	Proof of transfer of salaries and Salaries Reconciliation	R279,086,893.00	N/A	Proof of transfer of salaries and Salaries Reconciliation	TREA 52
			MFVM 2.3.5		Percentage Capital Costs to Operating Expenditure		N/A	N/A	6 - 8		6 - 8 %	TB Extract and calculations	6 - 8 %	TB Extract and calculations	6 - 8 %	TB Extract and calculations	6 - 8 %	TB Extract and calculations		TB Extract and calculations	TREA 12	
		MFVM 2.4	MFVM 2.4.1	CAPEX actually spent against budget	Percentage of CAPEX actually spent against budget	90%	N/A	N/A	90%		15%	Sec 71 Report and Calculations	50%	Sec 71 Report and Calculations	65%	Sec 71 Report and Calculations	90%	Sec 71 Report and Calculations		N/A	Sec 71 Report and Calculations	TREA 44
			MFVM 2.4.2		Date Procurement Plan approved	Nil	N/A	N/A	01-Jul-17		01-Jul-17	Resolution for Adoption, Manco/ Extended Manco	N/A	N/A	N/A	N/A	N/A		N/A	Resolution for Adoption, Manco/ Extended Manco	TREA 17	
		MFVM 2.5	MFVM 2.5.1	Irregular/wasteful/fruitless expenditure incurred.	Controlled Fruitless and Wasteful Expenditure as a percentage of Total Actual Expenditure	5%	N/A	N/A	5%		0.5%	Register of Fruitless and Wasteful Expenditure and Calculations	0.5%	Register of Fruitless and Wasteful Expenditure and Calculations	0.5%	Register of Fruitless and Wasteful Expenditure and Calculations	0.5%	Register of Fruitless and Wasteful Expenditure and Calculations		N/A	Register of Fruitless and Wasteful Expenditure and Calculations	TREA 26
		MFVM 2.6	MFVM 2.6.1	Capital budget spent on capital infrastructure assets	Percentage of capital budget spent on capital infrastructure assets	100%	100%	0%	80%		NA	NA	NA	NA	NA	NA	80%	Trial Balance and calculations	R310,251,000.00		Trial Balance and calculations	TREA 58
		MFVM 2.7	MFVM 2.7.1	Creditors paid within 30 days from receipt of an invoice	Turn Around Time Creditors Payment : Creditors paid in time	30 days	N/A	N/A	30 calendar days		30 calendar days	Creditors age analysis	30 calendar days	Creditors age analysis	30 calendar days	Creditors age analysis	30 calendar days	Creditors age analysis		N/A	Creditors age analysis	TREA 50
		MFVM 2.8	MFVM 2.8.1	Turnaround taken to finalise a tender	Average turnaround in time and days taken to finalise a tender	90 days	75 days	15 days	90 dyas		NA	NA	NA	NA	90 days	Tender Tracking Register	90 days	Tender Tracking Register		NA	Tender Tracking Register	TREA 59
			MFVM 2.8.2		Turnaround time for BSC to Advert	14 days	N/A	N/A	14 days		14 days	Tender Tracking Register	14 days	Tender Tracking Register	14 days	Tender Tracking Register	14 days	Tender Tracking Register		N/A	Tender Tracking Register	TREA 18
			MFVM 2.8.3		Turnaround time from advert to the Tender closing	30 days	N/A	N/A	30 days		30 days	Tender Tracking Register	30 days	Tender Tracking Register	30 days	Tender Tracking Register	30 days	Tender Tracking Register		N/A	Tender Tracking Register	TREA 19
			MFVM 2.8.4		Turnaround time from the closing of Tender to the awarding of contract	90 calendar days	N/A	N/A	90 calendar days		90 calendar days	Tender Tracking Register	90 days	Tender Tracking Register	90 days	Tender Tracking Register	90 days	Tender Tracking Register		N/A	Tender Tracking Register	TREA 20



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
			MFVM 2.8.5		Frequency of Contract register updates	Monthly	N/A	N/A	12		3 updates	Contract register	3 updates	Contract register	3 updates	Contract register	3 updates	Contract register	R130,000.00	N/A	Contract register	TREA 21
		MFVM 2.9	MFVM 2.9.1	Reduction of Irregular Expenditure	Irregular expenditure as a percentage of total actual expenditure	1.5%	N/A	N/A	1.5%		1.5%	Register of irregular expenditure	1.5%	Register of irregular expenditure	1.5%	Register of irregular expenditure	1.5%	Register of irregular expenditure		N/A	Register of irregular expenditure	TREA 14
MFVM 3	Improve Budgeting and Reporting	MFVM 3.1	MFVM 3.1.1	Allocation of free basic services	Percentage allocated to free basic services	51.70%	100%	48.30%	60%		NA	NA	NA	NA	30%	Genral Ledget and culcations	60%	Genral Ledget and culcations	R70,037,302.00	NA	Genral Ledget and culcations	TREA 60
		MFVM 3.2	MFVM 3.2.1	Repairs and maintenance budget actually spent	Percentage of repairs and maintenance budget actually spent	6.79%	7%	0.21%	7%		NA	NA	NA	NA	7%	Trial Balance and calculations	7%	Trial Balance and calculations			Trial Balance and calculations	TREA 61
		MFVM 3.3	MFVM 3.3.1	Reports submitted to Council, Treasury and COGTA in terms of the MFMA calendar of reporting	Number of Annual Financial Statement compiled	2	N/A	N/A	2		2	Audit Committee resolution	N/A	N/A	N/A	N/A	N/A	N/A	R5,160,000.00	N/A	Audit Committee resolution	TREA 22
			MFVM 3.3.2		Date Annual Financial Statements submitted to Auditor General	31-Aug-16	N/A	N/A	31-Aug-17		31-Aug-17	Letter of confirmation from the AG	N/A	N/A	N/A	N/A	N/A	N/A		N/A	Letter of confirmation from the AG	TREA 23
			MFVM 3.3.3		Date Consolidated Annual Financial Statements submitted to the Auditor General	30-Sep-16	N/A	N/A	30-Sep-17		30-Sep-17	Letter of confirmation from the AG	N/A	N/A	N/A	N/A	NA	NA	R631,250.00	N/A	Letter of confirmation from the AG	TREA 24
			MFVM 3.3.4		Number of Quarterly Financial Statements compiled	2	N/A	N/A	1		N/A	N/A	N/A	N/A	1	Copy of completed Interim AFS	NA	NA		N/A	Copy of completed Interim AFS	TREA 25
			MFVM 3.3.5		Date Budget Process Plan approved	31-Aug-16	N/A	N/A	31-Aug-17		31-Aug-17	Council resolution	N/A	N/A	N/A	N/A	N/A	N/A		N/A	Council resolution	TREA 27
			MFVM 3.3.6		Date Annual Budget adopted by Council	31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Tabling of Draft Budget in Council	Council resolution Noting the Draft Budget	31-May-18	Council Resolution	R145,000.00	N/A	Council Resolution	TREA 28
			MFVM 3.3.7		Date Adjustment Budget adopted by Council	28-Feb-17	N/A	N/A	28-Feb-18		N/A	N/A	N/A	N/A	28-Feb-18	Council resolution	N/A	N/A		N/A	Council Resolution	TREA 29
			MFVM 3.3.8		Number Monthly in-year reports produced	12	N/A	N/A	12		3	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury	3	Letters of submission to National and Provincial Treasury		N/A	Letters of submission to National and Provincial Treasury	TREA 42



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference	
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget				
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																							
		MFVM 3.3	MFVM 3.3.9		S72 quarterly reports produced	4	N/A	N/A	4		1	Letters of submission to National and Provincial Treasury	1	Letters of submission to National and Provincial Treasury	1	Letters of submission to National and Provincial Treasury	1	Letters of submission to National and Provincial Treasury		N/A	Letters of submission to National and Provincial Treasury	TREA 43	
		MFVM 3.4	MFVM 3.4.1	Support calls resolved within a month	Percentage of support calls resolved within a month	70%	100%	NA	80%		NA	NA	NA	NA	80%	ICT Help Desk Statistics Reports	80%	ICT Help Desk Statistics Reports			ICT Help Desk Statistics Reports	TREA 62	
		MFVM 3.5	MFVM 3.5.1	Improved Liquidity of the Municipality	Improved Liquidity Ratio	1.5:1	N/A	N/A	1.5:1		1.5:1	TB Extract and calculations	1.5:1	TB Extract and calculations	1.5:1	TB Extract and calculations	1.5:1	TB Extract and calculations		NA	TB Extract and calculations	TREA 7	
			MFVM 3.5.2		Percentage Cash Backed Reserves	100%	N/A	N/A	100%		100%	TB Extract and calculations	100%	TB Extract and calculations	100%	TB Extract and calculations	100%	TB Extract and calculations		NA	TB Extract and calculations	TREA 9	
			MFVM 3.5.3		Number of meetings with the bankers for improved quality of banking services		N/A	N/A	4		1	Attendance register and minutes	1	Attendance register and minutes	1	Attendance register and minutes	1	Attendance register and minutes	R115,000.00	NA	Attendance register and minutes	TREA 11	
MFVM 5	Optimised Asset and Insurance Management services	MFVM 5.1	MFVM 5.1.1	Movable/ Immoveable Asset Verifications	Number of Movable Asset Verifications conducted	4	N/A	N/A	4		1	Updated Asset register and appendices	1	Updated Asset register and appendices	1	Updated Asset register and appendices & Asset Verification Plan	1	Updated Asset register and appendices & Asset Verification Plan	R60 000	N/A	Updated Asset register and appendices & Asset Verification Plan	TREA 1	
			MFVM 5.1.2		Date Immoveable Asset Verification conducted	30-Jun-17	N/A	N/A	30-Jun-18		N/A	N/A	N/A	N/A	30 June 2018	Updated Asset register and appendices	R1,462,500.00	N/A	Updated Asset register and appendices	TREA 2			
			MFVM 5.1.3		Number of Stock takes done	Quarterly	N/A	N/A	3		NA	NA	1 stock take	Stock takes report	1 stock take	Stock takes report	1 stock take	Stock take report	R130,000.00	N/A	Stock take report	TREA 15	
		MFVM 5.2	MFVM 5.2.1	Updated Asset Registers	Number of Updated Asset Registers	12	N/A	N/A	12		3	signed off reconciliations	3	signed off reconciliations	3	Asset register Appendix	3	Asset register Appendix	R120,757,655.98	N/A	Asset register Appendix	TREA 3	
		MFVM 5.3	MFVM 5.3.1	Disposal of Redundant and obsolete assets	Number of Disposal of assets by public auction	1	N/A	N/A	2		0	N/A	1	Letter of award, Council Resolution	N/A	N/A	1	Letter of award, Council Resolution, Advert and Auctioneers Report	R400,000.00	N/A	Letter of award, Council Resolution, Advert and Auctioneers Report	TREA 4	
		MFVM 5.4	MFVM 5.4.1	Insurance cover for municipal assets	Percentage insurance cover for municipal insurable assets	100%	N/A	N/A	100%		100%	Insurance Policy Document	100%	Insurance Policy Document	100%	Insurance Policy Document	100%	Insurance Policy Document	R2 910 000	N/A	Insurance Policy Document	TREA 5	
			MFVM 5.4.2	Lodging the insurance claim with the insurance company	Turn-around time of lodging the insurance claim	30 calendar days	N/A	N/A	30 calendar days		30 calendar days	Insurance claims register	30 calendar days	Insurance claims register	30 calendar days	Insurance claims register	30 calendar days	Insurance claims register		N/A	Insurance claims register	TREA 6	



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
		MFVM 5.6	MFVM 5.6.1	Assets Indaba	Number of Assets Indaba created	NA	NA	NA	20-Jan-18		NA	NA	NA	NA	20-Jan-18	Agenda Attendance Register	NA	NA		NA	Agenda Attendance Register	TREA 63
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																						
MTID 1	Optimise the workforce potential	MTID 1.4	MTID 1.4.1	Cascaded IPMS for levels 1 - 6	Number of Level 1 - 6 with Work Plans Developed	11	31	20	20		NA	NA	NA	NA	20	Signed Work Plans	NA	NA	R0.00		Signed Work Plans	TREA 64
			MTID 1.4.2		Number of Work Plans Performance Reviews	0	4 per annum	NA	2		NA	NA	NA	NA	1	Attendance Registers for Work Plan Performance Review	1	Attendance Registers for Work Plan Performance Review	R0.00		Attendance Registers for Work Plan Performance Review	TREA 65
		MTID 1.8	MTID 1.8.1	Turnaround time in the Completion of disciplinary and grievance processes within the municipal internal processes	Percentage compliance with the turnaround time in the Completion of disciplinary and grievance processes within the municipal internal processes	100%	100%	0%	100%		NA	NA	NA	NA	100%	MANCO Progress Report on cases MANCO Resolution	100%	MANCO Progress Report on cases MANCO Resolution	R0.00	NA	MANCO Progress Report on cases MANCO Resolution	TREA 66
		MTID 1.9	MTID 1.9.1	Exit Management interviews	Percentage compliance with Exit Management interviews	100%	100%	0%	100%		NA	NA	NA	NA	100%			R0.00	NA	MANCO Progress Report on Exit Management Interviews	TREA 67	
		MTID 1.10	MTID 1.10.1	Compliance with Leave and Sick Leave Management	Percentage compliance with Leave and Sick Leave Management	100%	100%	0%	100%		NA	NA	NA	NA	100%	MANCO Progress Report on Leave and Sick Leave Management	100%	MANCO Progress Report on Leave and Sick Leave Management	R0.00	NA	MANCO Progress Report on Leave and Sick Leave Management	TREA 68
		MTID 1.11	MTID 1.11.1	Compliance with overtime management	Percentage compliance with overtime management	100%	100%	0%	100%		NA	NA	NA	NA	100%	System Report	100%	System Report	R0.00	NA	System Report	TREA 69
		MTID 1.12	MTID 1.12.1	Compliance with OHS Act	Percentage Compliance with OHS Act	100%	100%	0%	100%		NA	NA	NA	NA	100%	Attendance Register Copy of certificates	100%	Attendance Register Copy of certificates	R0.00	NA	Attendance Register Copy of certificates	TREA 70
		MTID 1.13	MTID 1.13.1	Super Users and Administrators trained	Percentage of Super Users and Administrators trained	New	100%	NA	50%		NA	NA	NA	NA	NA	NA	50%	Attendance Register		NA	Attendance Register	TREA 71
		MTID 2.24	MTID 2.24.1	Financial Systems' User and Admin Access	Number Quarterly Review of Financial Systems' User and Admin Access	4	N/A	N/A	4		1	User and Admin Access Review Reports	1	User and Admin Access Review Reports	1	User and Admin Access Review Reports	1	User and Admin Access Review Reports		N/A	User and Admin Access Review Reports	TREA 57
		MTID 2.25	MTID 2.25.1	Financial Systems Service Level Agreements	Percentage of Financial Systems License and SLAs Concluded	Nil	N/A	N/A	100		100%	Register of Licences	100%	Register of Licences	100%	Register of Licences	100%	Register of Licences		N/A	Register of Licences	TREA 56



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
	Optimise systems and operations	MTID 2.26	MTID 2.26.1	Implementation of integrated financial system – Phase 2	Percentage implementation of integrated financial system – Phase 2	88%	100%	12%	100%		NA	N/A	NA	N/A	95%	mSCOA Progress Report	100%	mSCOA Progress Report	R3,000,000.00		mSCOA Progress Report	TREA 72
			MTID 2.3	MTID 2.3.1	Policies Reviewed, Formulated and Adopted	Date Reviewed Cash, Banking and Investment Management Policy adopted	31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution
		MTID 2.3.2		Date Reviewed Budget Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policies developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 30
		MTID 2.3.3		Date Reviewed Virement Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 31
		MTID 2.3.4		Date Reviewed Assets management Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 33
		MTID 2.3.5		Date Reviewed Insurance Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 34
		MTID 2.3.6		Date Reviewed Funding and Reserves Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 35
		MTID 2.3.7		Date Reviewed Credit Control and Debt Collection Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 36	
		MTID 2.3.8		Date Reviewed Indigent Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 37
		MTID 2.3.9		Date Vendor Performance Management Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 38
		MTID 2.3.10		Date Reviewed Basic Water Services Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 39
		MTID 2.3.11		Date Reviewed Supply Chain Management Policy adopted		31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 40
		MTID 2.3.12	Date Reviewed Asset Disposal Policy adopted	31-May-17	N/A	N/A	31-May-18		N/A	N/A	N/A	N/A	Draft policy developed	Draft policy	31-May-18	Council resolution		N/A	Council resolution	TREA 41		



SO Code	Strategic Objective	IDP Ref	SDBIP Ref.	Measurable Objective / Output	Key Performance Indicator	Baseline	Demand	Backlog	Annual Target	Weighting	Quarterly Target and Actual Achieved								Financial Implication	Location (Ward / LM)	POE	File Reference
											Q1	POE	Q2	POE	Q3	POE	Q4	POE	Annual Budget			
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																						
MTID 3	Increase performance, monitoring and evaluation	MTID 3.5	MTID 3.5.1	Vendor Performance Review	Frequency Vendor database review	12	N/A	N/A	12		3 monthly reviews	Exception report - Change log report	3 monthly reviews	Exception report - Change log report	3 monthly reviews	Exception report - Change log report	3 monthly reviews	Exception report - Change log report		N/A	Exception report - Change log report	TREA 16
Basic Services Delivery																						
BSD 1	Increase access to adequate basic services	BSD 1.6	BSD 1.6.1	Households with access to free basic water	Number of households with access to free basic water	152,377	175,146	22,769			NA	NA	NA	NA	17900	List of Account holders	18000	List of Account holders	R23,317,084.00		List of Account holders	TREA 73
		BSD 1.7	BSD 1.7.1	Indigents with access to free basic services	Number of indigent households with access to free basic services						NA	NA	NA	NA	5800	Indigent Register	6000	Indigent Register	R70,037,302.00		Indigent Register	TREA 74
		BSD 1.8	BSD 1.8.1	Indigent assessment reviews	Number of indigent assessment reviews conducted				12		NA	NA	NA	NA	9	Indigent Register	3	Indigent Register			Indigent Register	TREA 75
Good Governance and Public Participation																						
GGPP 1	Strengthen Governance and Leadership	GGPP 1.2	GGPP 1.2.1	Full Council resolutions implemented	Percentage of applicable council resolutions implemented	new	N/A	N/A	100%		100%	Compliance Report	100%	Compliance Report	100%	Compliance Report	100%	Compliance Report	R0.00	ALL		TREA 58
		GGPP 1.3	GGPP 1.3.1	Percentage of 2016 / 2017 Audit findings resolved	Percentage of Audit findings resolved	75%	100%	25%	80%		NA	NA	NA	Audit Committee Minutes noting Management corrective Action Plan	60%	Audit Committee Minutes noting Management corrective Action Plan	100%	Audit Committee Minutes noting Management corrective Action Plan	R0.00	N/A	Audit Committee Minutes noting Management corrective Action Plan	TREA 76
		GGPP 1.5	GGPP 1.5.1	Risks mitigation recommendations implemented	Percentage of risks mitigation recommendations implemented.	80%	70%	0%	70%		NA	NA	NA	NA	70%	Progres Report noted by Risk Committee	70%	Progres Report noted by Risk Committee			Progres Report noted by Risk Committee	TREA 77
		GGPP 1.7	GGPP 1.7.1	Unqualified audit with no matters of emphasis achieved from the Auditor General.	Date Unqualified audit with no matters of emphasis achieved from the Auditor General received	Unqualified	Unqualified	NA	1		NA	NA	1	AG Report	NA	NA	NA	NA	R 0.00	NA	AG Report	TREA 78
		GGPP 1.8	GGPP 1.8.1	Compliance achieved as per the compliance check list of the Municipality.	Percentage compliance achieved as per the compliance check list of the Municipality.	NA	NA	NA	60%		NA	NA	NA	NA	60%	Compliance Checklist Report MANCO Resolution	60%	Compliance Checklist Report MANCO Resolution			Compliance Checklist Report MANCO Resolution	TREA 79
		GGPP 1.12	GGPP 1.12.1	IGR Structures functional	Number of IGR Structures functional	NA	NA	NA	2		NA	NA	NA	NA	1	Agenda and Attendance Register	1	Agenda and Attendance Register			Agenda and Attendance Register	TREA 80
Total										0%												