



PERFORMANCE AGREEMENT

Made and entered between-

BONISILE MANXOWENI

in his capacity as Mayor/Speaker of the Blue Crane Route Municipality, hereinafter referred to as the "employer" of the one part.

AND

THABISO KLAAS

in his capacity as Municipal Manager of the employer, hereinafter referred to as "the employee" of the other part.

PERIOD

1 JULY 2019 – 30 JUNE 2020

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ENTERED INTO BY AND BETWEEN:

The Municipality of Blue Crane Municipality herein represented by **Cllr Bonisile Manxoweni** in his capacity as **Mayor /Speaker** (hereinafter referred to as the Employer or Supervisor) and **Thabiso Klaas** (Employee of Blue Crane Route Local Municipality) (hereinafter referred to as the **Municipal Manager**).

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 of 2000 (hereinafter referred to as the "Systems Act"). The Employer and the Employee (are hereinafter referred to as "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(4)(a), 57(4)(b) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to –

- 2.1 comply with the provisions of Section 57 (1)(b), (4)(a), (4)(b) and (5) of the Systems Act as well the Contract of Employment entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of Employee's performance expectations and accountabilities in alignment with Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality;
- 2.3 specify accountability as set out in the Performance Plan which forms an annexure (A) 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
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.


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3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** 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 must review the provisions of this Agreement during June each year and must conclude a new Performance Agreement replaces the previous Agreement at least once a year within one month after the commencement of the new 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 and the Budget of the municipality, and shall include key objectives; key performance indicators; target dates, and weightings.
- 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.

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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 the Employee on the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 AGREEMENT TO COMPLY WITH EMPLOYER'S SYSTEM

- 6.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.2 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.3 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.
 - 6.3.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 6.3.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 6.3.3 KPAs covering the main areas of work will account for 80% and Core Competency Requirements will account for 20% of the final assessment.
- 6.4 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

#	Key Performance Areas (KPA's)	Weighting
1	Basic Service Delivery and Infrastructure Development	25%
2	Municipal Institutional Development and Transformation	8%
3	Good Governance and Public Participation	40%
4	Municipal Financial Viability and Management	25%
5	Local Economic Development (LED)	2%
	Total	100%

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6.5 The Core Competency Requirements make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (√) from the list below as agreed to between the Employer and Employee:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
CORE MANAGERIAL COMPETENCIES and Occupational Competencies		
Strategic Capability and Leadership	√	20%
Financial Management	√	15%
Change Management		
Knowledge and Information Management		
Service Delivery Innovation		
Analysis and Innovation		
People and Diversity Management	√	10%
Client Orientation and Customer Focus		
Communication		
Accountability and Ethical Conduct	√	10%
Policy conceptualization and implementation	√	10%
Planning and Organizing		
Advanced negotiation skills	√	15%
Advanced influencing skills		
Supply Chain Management		
Governance leadership	√	20%

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7. RESPONSIBILITIES OF THE ACCOUNTING OFFICER

7.1 In terms of Chapter 8 of the Local Government Municipal Finance Management Act 2003 sections 60 and 61, the municipal manager of the municipality as an accounting officer is required to:

7.1.1 Exercise the functions and powers assigned to an accounting officer in terms of the MFMA.

7.1.2 Provide guidance and advice on compliance with the MFMA to the political structures, political office-bearers and officials of the municipality; and any municipal entity under the sole or shared control of the municipality

7.1.3 The accounting officer must act with fidelity, honesty, integrity and in the best interests of the municipality in managing its financial affairs, disclose to the municipal council and the mayor all material facts which are available to the accounting officer or reasonably discoverable, and which in any way might influence the decisions or actions of the council or the mayor; and seek within the sphere of influence of the accounting officer, to prevent any prejudice to the financial interests of the municipality.

7.1.4 The accounting officer may not act in a way that is inconsistent with the duties assigned to accounting officers of municipalities in terms of this Act; or use the position or privileges of, or confidential information obtained as, accounting officer for personal gain or to improperly benefit another person.

7.2 Section 62-76 Of the MFMA further outlines how the financial management functions of the municipality should be carried out by the municipal manager.

8. EVALUATING PERFORMANCE

8.1 The Performance Plan (Annexure A) to this Agreement sets out:

8.1.1 the standards and procedures for evaluating the Employee's performance; and

8.1.2 the intervals for the evaluation of the Employee's performance.

8.2 Despite the establishment of the agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage (e.g. *quarterly – highly recommended*) while the contract of employment remains in force.

8.3 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 implemented within the agreed upon time frames.

8.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

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8.5 The annual performance appraisal will involve the following:

8.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met or exceeded and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) 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.

8.5.2 Assessment of the Core Competency Requirements (CCR's):

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating the five point –scale should be provided for CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score .
- (d) The applicable assessment –rating calculator must then be to add the scores and calculate a final CCR score

8.5.3 Overall rating

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

8.6 Assessment of the performance of the employee

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

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
3	Full effective	Fully effective Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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

8.7.1 Mayor;

8.7.2 Chairperson of the Audit Committee;

8.7.3 Ward committee member (on a rotational basis), where applicable;

8.7.4 Member of the Mayoral Committee; and

8.7.5 Mayor and/ or Municipal Manager from another Municipality (Optional).

9. SCHEDULE FOR PERFORMANCE REVIEWS

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

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INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter	(July – September)	
*Second quarter	(October – December)	
Third quarter	(January – March)	
*Fourth quarter	(April – June)	

* These performance reviews **must** be formal and documented

- 9.2 The Employer **shall** keep a record of the mid-year review and annual assessment meetings.
- 9.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 9.4 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.
- 9.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be.
In that case the Employee will be fully consulted before any such change is made.

10. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is included in Annexure A.

11. OBLIGATIONS OF THE EMPLOYER

- 11.1 The Employer shall:
- 11.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 11.1.2 provide access to skills development and capacity building opportunities;
 - 11.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 11.1.4 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
 - 11.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

12. CONSULTATION

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

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- a) a direct effect on the performance of any of the Employee's functions;
- b) commit the Employee to implement or to give effect to a decision made by the Employer; and
- c) a substantial financial effect on the Employer.

12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

13. MANAGEMENT OF EVALUATION OUTCOMES

13.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

13.2 A discretionary performance bonus of up to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

13.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

13.4 In the case of unacceptable performance, the Employer shall:

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) 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.

14. DISPUTE RESOLUTION

14.1 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:

14.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Municipal Manager; or

14.1.2 any other person appointed by the MEC.

14.1.3 the Mayor within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Section 57 Managers

14.2 In the event that the mediation process contemplated above fails, the dispute resolution mechanism as enshrined in the Labour Relations Act shall apply.

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15. CONFIDENTIALITY

In carrying out his duties, the Municipal Manager undertakes to refrain from revealing any information which he has at his disposal by virtue of his office and concerning which he knows or could reasonably be expected to know that the security or other interests of the Local Municipality require that it be kept secret from any person other than a person to whom she/he may lawfully reveal it, or to whom it is her/his duty to reveal it in the interest of the Local Municipality or to whom he is authorized by Council or by an officer authorized by Council to reveal it and he realizes that he will be guilty of an offence if such information is unlawfully revealed.

16. GENERAL

16.1 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.

16.2 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 Somerset East on this the 14 day of October 2019

Between: [Signature] (Signature)

Thaboo Klaar (Full Name)

(EMPLOYEE)

AND

[Signature] (Signature)

Bonisiwe Amos Mankwani (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. [Signature]

2. [Signature]

ANNEXURE A (PERFORMANCE PLAN)

PERFORMANCE PLAN

Entered into
by and between

Bonisile Manxoweni

in his capacity as

Mayor /Speaker

of the **Blue Crane Route Municipality**

(hereinafter referred to as the Representative of the Municipality, the Employer)

and

Thabiso Klaas

in his capacity as

Municipal Manager

of the

Blue Crane Route Local Municipality

(hereinafter referred to as the Employee)

FINANCIAL YEAR: 01 July 2019-30 June 2020

1. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the *Municipal Manager's* performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

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b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

2. Output Plan

2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

2.2 Key Performance Areas

The following are Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) and the Municipality's IDP:

- Municipal Transformation and Organisational Development.
- Infrastructure Development and Service Delivery.
- Local Economic Development (LED).
- Municipal Financial Viability and Management.
- Good Governance & Public Participation

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3. OUTPUT PLAN (attached as annexure)

4. Personal Development Plan

The Personal Development Plan that pertains to what development interventions are envisaged and planned to bridge the gap between the required level of competence and the employee's actual (current) level of competence and thus bring the employee to the desired competency level.

#	Identified Competency Gap(s) – Pre-capacitation level of competence	Outcomes Expected (measurable indicators, quantity, quality and timeframes)	Suggested Training/development/capacitation activity	Weighting	Planned timeframes	Work opportunity created to practice skill/development area
1.						
2.						
3.						
4.						
5.						
TOTAL WEIGHTING				100%		
PROPORTIONAL WEIGHTING				(20%)		

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Thus done and signed at Somerset Es on this the 14 day of October 2019.

Between: (Signature)

Thabiso Hoar (Full Name)
 (EMPLOYEE)

AND


..... (Signature)

Bonnie Annos MANNONSKI
..... (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

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BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2019/20 FINANCIAL YEAR

KPA 3 : LOCAL ECONOMIC DEVELOPMENT

Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity	Measureme nt Source	Budget & Source	Vote No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2019	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2019	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2020	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2020	Q4 Evidence	Annual Target	Custodian	No of KPI
Local Economic Development	To ensure promotion local economic development and job creation by 2022 and beyond	By developing the LED strategy	% progress in the development of LED Strategy	Development LED Strategy	Quarterly report	OPEX	N/A part of staff duties	N/A	N/A	N/A	25% progress in the development of LED Strategy	Progress report	n/a	n/a	100% progress in the development of LED Strategy	Quarterly report	100% progress in the development of LED Strategy	Municipal Manager	30
		By establishing LED and Business F.U.R.I.S.	Number of LED forum established	LED forum established	Quarterly report	OPEX	N/A part of staff duties	N/A	N/A	N/A	n/a	n/a	n/a	n/a	1 LED forum established	Quarterly report	1 LED forum established	Municipal Manager	31
			Number of BCRM chamber of businesses established	BCRM Chamber of businesses established		OPEX	N/A part of staff duties	n/a	N/A	N/A	n/a	n/a	n/a	n/a	1 BCRM chamber of businesses established	Quarterly report	1 BCRM chamber of businesses established	Municipal Manager	32
SMME Development and Business Advisory Services	To facilitate the mainstreaming of Small, Medium and Micro Enterprises (SMME's) business into the formal economy in BCRM by 2022 and beyond	By providing meaningful business development support to SMME's	Number of business support initiatives implemented	Implement Business support initiatives	Quarterly report	OPEX	N/A part of staff duties	n/a	N/A	N/A	2 business support initiatives implemented	Progress Report	n/a	n/a	2 business support initiatives implemented	Quarterly report	4 business support initiatives implemented	Municipal Manager	33
			Number of SMME's supported	SMME Support	Quarterly report	OPEX	N/A part of staff duties	n/a	N/A	N/A	n/a	n/a	n/a	n/a	20 SMMEs supported	Quarterly report	20 SMMEs supported	Municipal Manager	34
Job Creation	To strive for reduction on household poverty through labour intensive construction methods in 2022 and beyond	By creating jobs	Number of jobs created through grant funding	Create jobs through grant funding	Quarterly progress reports	EPWP GRANT: R1,000,000	20170609024671	94 jobs created through EPWP	10 jobs created through grant funding	Progress Report	20 jobs created through grant funding	Progress Report	20 jobs created through grant funding	Progress Report	26 jobs created through grant funding	Quarterly report	76 jobs created through grant funding	Director Technical Services ,CFO	35

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BCRM SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2019/20 FINANCIAL YEAR

KPA 2 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION																			
Priority Area	Strategic Plan Objective	Strategy	Indicator	Activity / Project	Measurement Source	Budget & Source	Vote No.	Baseline	Q1 Deliverable Target 30 SEPTEMBER 2019	Q1 Evidence	Q2 Deliverable Target 31 DECEMBER 2019	Q2 Evidence	Q3 Deliverable Target 31 MARCH 2020	Q3 Evidence	Q4 Deliverable Target 30 JUNE 2020	Q4 Evidence	Annual Target	Custodian	No of KPI
Internal Controls	To ensure effective Audit, Risk management and Corporate governance function that will result in improved compliance and clean administration by 2022	By institutionalizing the AIP and ensure implementation at all levels	% annual reduction in reportable audit issues	Audit Outcome improvement	Audit report	N/A		24 findings (100%)	n/a	n/a	audit report reflecting reduction	n/a	n/a	n/a	n/a	n/a	50% annual reduction in reportable audit issues	Municipal Manager	42
									2 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	1 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	1 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	5 Audit Committee meetings organized	Attendance Register Minutes of Audit Committee meeting	Municipal Manager	43	
									1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	1 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	4 MPAC meeting organized	Attendance Register Minutes of MPAC meeting	Municipal Manager	44	
									0 1 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	1 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	1 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	4 reports on progress against approved IAP submitted to AC	Minutes of the AC meeting and progress report	Municipal Manager	45	
									n/a	n/a	n/a	n/a	n/a	n/a	1 Fraud prevention policy reviewed	Attendance Register Minutes of MPAC meeting	1 Fraud prevention policy reviewed	Attendance Register Minutes of MPAC meeting	1 Fraud prevention policy reviewed
Fraud and Anti-Corruption	To ensure effective implementation of the Fraud and Anti-Corruption Policy by 2022	By reviewing and institutionalization of the Fraud and Anti-corruption policy	No of Fraud prevention policies reviewed	Review Fraud prevention policy			Fraud prevention policy	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1 Fraud prevention policy reviewed	Municipal Manager	46	

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Performance Management	To ensure that the municipality is responsive to the needs of community as well as the to strengthen a culture of performance management by 2022	By reviewing PMS policy	No of PMS policies reviewed	Review PMS policy	Internal funds	PMS policy	n/a	1 PMS policy reviewed	PMS policy	n/a	n/a	n/a	1 PMS policy reviewed	n/a	n/a	n/a	Municipal Manager	47
		By facilitating the implementation of the approved performance management system	No of performance assessment of senior management conducted.	PMS Implementation	Internal funds	0	1 performance assessment of senior management conducted.	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	Performance Report	1 performance assessment of senior management conducted.	4 performance assessment of senior management conducted.	Municipal Manager	48			
Public Participation	To ensure effective, efficient and compliant public participation by 2022 and beyond	By reviewing and implementing the public participation strategy	No of public participation strategy reviewed	Review public participation strategy	Internal	0	n/a	n/a	n/a	Public participation strategy	n/a	1 Public participation strategy reviewed	1 Public participation strategy reviewed	Municipal Manager	49			
		By implementing the public participation strategy	Number of Public Participation sessions convened	Conduct Public Participation	Internal	4	1 Public Participation session convened	1 Public Participation session convened	Minutes and attendance register	1 Public Participation session convened	Minutes and attendance register	1 Public Participation session convened	4 Public Participation session convened	Municipal Manager	50			
		By developing Model to promote functionality of war rooms.	No of models developed to improve functionality of war rooms.	Quarterly report	Internal	0	Development of a draft model and workshop for council	Present the model to council for consideration	Minutes	Consultation with stakeholders	Minutes and attendance register	Submit final model to council for adoption	1 model developed to improve functionality of war rooms	Municipal Manager	51			
		By resuscitating IGR	No of IGR Forum Resuscitated	Quarterly report	Internal	0	Development of Terms of Reference and resuscitate IGR Forum	Present the TOR to council for consideration	Minutes	Consultation with stakeholders	Minutes and attendance register	Submit final TOR to council for adoption	1 IGR Forum Resuscitated	Municipal Manager	52			
			No of IGR policy adopted	Quarterly report	Internal	0	1 IGR policy adopted	n/a	n/a	n/a	n/a	n/a	1 IGR policy adopted	Municipal Manager	53			

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Social cohesion To ensure mainstreaming of Special Programmes in the institution by 2022 By Strengthening Moral Regeneration	No of social cohesion programmes hosted	Quarterly report	Internal	0	1 social cohesion programmes hosted	2 social cohesion programmes hosted	1 social cohesion programmes hosted	1 social cohesion programmes hosted	1 social cohesion programmes hosted	5 social cohesion programmes hosted	Municipal Manager	54
				Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register			
				Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register				
				Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register				
				Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register	Reports and attendance register				

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