



PERFORMANCE AGREEMENT

**MADE AND ENTERED INTO BY AND
BETWEEN:**

**NGQUSHWA LOCAL MUNICIPALITY
AS REPRESENTED BY THE MAYOR**

CLR. MNIKELO TEMPILE SIWISA

AND

MUNICIPAL MANAGER

MS. MISIWE PHYLLIS MPAHLWA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

**FINANCIAL YEAR: 1 JULY 2019 – 30 JUNE
2020**

ENTERED INTO BY AND BETWEEN:

The Ngqushwa Municipality herein represented by **CLR. TEMPILE MNIKELO SIWISA** in his capacity as the Mayor (hereinafter referred to as the **Employer**)

and

MS. MISIWE PHYLLIS MPAHLWA; the Municipal Manager of the 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 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) 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), (4B) and (5) of the Act as well as the employment contract entered into by 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 the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountability as set out in a performance plan, which forms an annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

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3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2019** and will remain in force until **30 June 2020** thereafter 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 in each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by no later than 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 above-mentioned 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 performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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 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 KPAs (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 consists of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** will 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.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee's** assessment will be based on his 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 below agreed to between the **Employer** and the **Employee**:

Key Performance Areas (KPA's)	Weighting
Quality Basic Services and Infrastructure Development	15%
Institutional Development and Design	13%
Local Economic Development and Spatial Planning	12%
Financial Viability and Management	20%
Good Governance and Public Participation	40%
Total	100%

5.7 Key performance areas related to the functional area of the **Employee** will be subject to negotiation between the **Employer** and the **Employee**.

5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job will be selected (✓) from the list below as agreed to between **Employer** and **Employee**. Three of the CCRs are compulsory for Managers directly accountable to Municipal Managers:

Core Competency Requirements for Managers (CCR)		Indicate Choice: Select Yes/No	Weight
Core Managerial Competencies			
CCR1	Strategic Capability and Leadership	Yes	10%
CCR2	Programme and Project Management	Yes	12%
CCR3	Financial Management	Compulsory	17%
CCR4	Service Delivery Innovation	Yes	10%
CCR5	People Management and Empowerment	Compulsory	13%
CCR6	Client Orientation and Customer Focus	Compulsory	12%
CCR7	Communication	Yes	5%
CCR8	Risk Management	Yes	5%
CCR9	Audit Action Plan	Yes	5%
Core Occupational Competencies			
CCR10	Interpretation of and implementation within the legislative and national policy framework	Yes	4%
CCR11	Knowledge of developmental local government	Yes	2%
CCR12	Knowledge of Performance Management and Reporting	Yes	5%
Total CCR Score			100%

6. EVALUATING PERFORMANCE

6.1 The Municipality's Performance Management Framework 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

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 will be documented in a Personal Development Plan as well as the actions agreed to and implementation will 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** IDP

6.5 The annual performance appraisal will involve:

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

- a) Each KPA will 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 have had to be performed under the KPA.
- b) An indicative rating on the five-point scale will be provided for each KPA.
- c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) will be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- a) Each CCR will be assessed according to the extent to which the specified standards have been met.
- b) An indicative rating on the five-point scale will be provided for each CCR.
- c) This rating will be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- d) The applicable assessment rating calculator (refer to paragraph 6.5.1) will be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

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

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

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 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 standards expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved 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 of 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					

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		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.	
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6.7 For purposes of evaluating the annual performance of the **Employee**, an evaluation panel constituted of the following persons shall be established -

- 6.7.1 Mayor;
- 6.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee
- 6.7.3 Member of the Mayoral Committee or in respect of a plenary type municipality, another member of the Council; and
- 6.7.4 Municipal Manager from another municipality.

6.8 The manager responsible for Human Resources of the municipality shall provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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:

First quarter	:	July – September 2019
Second quarter	:	October – December 2019
Third quarter	:	January – March 2020
Fourth quarter	:	April – June 2020

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 as the case may be. In that case the **Employee** will be fully consulted before such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

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 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 reasonable require from time to time to assist him to 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 commitment of 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 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without 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 of between 1% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 101% to 129% is awarded a performance bonus ranging from 1% to 5%; and
 - 11.2.2 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.3 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 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 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 duties.

12. DISPUTE RESOLUTION

12.1 Any dispute about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the Agreement, must be mediated by the Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**, whose decision shall be final and binding on both parties.

12.2 Any dispute about the outcome of the **Employee's** performance evaluation, must be mediated by a member of the Municipal Council, provided that such member was not part of the evaluation panel provided for in 6.8, within thirty (30) days of receipt of a formal dispute from the **Employee**, whose decision shall be final and binding on both parties.

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 contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at PEADIE on this 01 day of July 2019

AS WITNESSES:

1. [Signature]
2. [Signature]

M.A. Hallor
EMPLOYEE

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
MAYOR



NGQUSHWA LOCAL MUNICIPALITY – PERFORMANCE AGREEMENT ANNEXURE B

PERSONAL DEVELOPMENT PLAN 2019/20

Full Names : Misiwe Phyllis Mpahlwa

Employee Number : 970600

Position : Municipal Manager

KPA : Good Governance and Public Participation

Supervisor's Name : Mr. M.T.Siwisa

Job Purpose : As the administrative head of the municipality responsible to lead and direct the municipality on formulation and development of an economical, effective, efficient and accountable administration. Responsive to the needs of the local community to participate in the administrative affairs of the Municipality. To manage and account for operating the Municipality's finances and budget.

Table 1: Areas of Development and Formal Training

#	SKILLS PERFORMANCE GAP	OUTCOME EXPECTED	SUGGESTED TRAINING AND / OR DEVELOPMENT ACTIVITY	SUGGESTED TIMEFRAME	SUPPORT PERSON
1.	Diploma Monitoring and Evaluation	To be well equipped with the expertise to monitor and evaluate all developmental programmes implemented by the municipality and sector departments within Ngqushwa Local Municipality.	Diploma in Monitoring and evaluation	3 Years	Mayor

Table 2: Other

You may attend an awareness session, seminar, conference, understudying, on-the-job training within the year that will seek to address any of the areas of development or personal development needs.

#	NAME OF SESSION, SEMINAR, CONFERENCE	OBJECTIVE OF DEVELOPMENT	QUARTER TARGETED / PERIOD / TIMEFRAME
1.	Municipal Manager's Forum	To learn best practises from other municipalities	1 st ,2 nd and 3 rd quarter
2.	SALGA Seminars	To equip myself with skills and competencies I need to play a	2 nd and 3 rd Quarter

		Government Development imperatives.	
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We, (Employee) and (Supervisor) agree that the above-mentioned areas for development and the type of intervention suggested would be engaged in to achieve objective/s for development. We also understand that due to the operational requirements and budget constraints of the Municipality (Department/division/unit), it may not be possible to undertake the training and development stated with the type of intervention stated and/or within the quarter of the year as stated. There is also an understanding between us that areas of development could be identified throughout the year and that this may change the order of priority and type of intervention as stated in the plan.

Signature: (Employee)  Date: 01/07/2019

Supervisor's Signature:  Date: 01/07/2019

Annexure A

NGQUSHWA LOCAL MUNICIPALITY :FINAL 2019/2020 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

KPA 1: INSTITUTIONAL DEVELOPMENT AND DESIGN WEIGHT :20

Strategy	Objective	Key Performance Indicator	Annual Target	Budget	Baseline	Quarter One(1) Target	Quarter One (1) Evidence Required	Quarter Two (2) Target	Quarter Two (2) Evidence Required	Quarter Three (3) Target	Quarter Three (3) Evidence Required	Quarter Four (4) Target	Quarter Four (4) Evidence Required	Custodian	No of KPI's
Improve Organisational Cohesion and Effectiveness	To continuously improve performance at all levels of the municipality by 2020 and beyond	Number of individual performance reviews conducted by 30 June 2020	4 Individual Performance assessments conducted by Head of Departments on Middle managers and 4 Individual Performance assessments conducted by Middle managers on practitioners/officers by 30 June 2020	R 0	PMS Policy	Conduct Quarter 1 performance reviews for Middle Managers and Practitioners/officers by 30 September 2019	Quarterly report on Performance Reviews for Middle Managers and Practitioners/officers and Attendance Register	Conduct Quarter 2 performance reviews for Middle Managers and Practitioners/officers by 31 December 2019	Quarterly report on Performance Reviews for Middle Managers and Practitioners/officers and Attendance Register	Conduct Quarter 3 performance reviews for Middle Managers and Practitioners/officers by 31 March 2020	Quarterly report on Performance Reviews for Middle Managers and Practitioners/officers and Attendance Register	Conduct Quarter 4 performance reviews for Middle Managers and Practitioners/officers by 30 June 2020	Quarterly report on Performance Reviews for Middle Managers and Practitioners/officers and Attendance Register	ALL DIRECTORS	ID01
	To ensure continuous implementation of Municipal vision and mission through Human Resource Management plan by 2020 and beyond	Number of Human Resource Plan activities Implemented by 30 June 2020	Four (4) Human Resource activities Implementation by 30 June 2020	R0	Human Resource Plan in place	Development of HR procedure manual by 30 September 2019	Approved procedure manual by Management Committee (MANCO)	Conducting workshops for all staff on HR policies by 31 December 2019	Quarterly Report on workshops conducted and attendance registers	Conduct staff induction and orientation on the newly appointed employees by both HR and relevant departments by 31 March 2020	Quarterly report on staff induction and orientation of newly appointed employees and attendance registers	Review 2020/2021 Organisational structure (organogram) by 30 June 2020	Reviewed and approved 2020/21 organisational structure (organogram)	Director : Corporate Services	ID02
	To ensure effective and efficient records management through Document Management Strategy by 2020 and beyond	Periodic reports on the development and implementation of Document Management Strategy by 30 June 2020	Development and Implementation of Document Management Strategy by 30 June 2020	R0	Records Management System in place	Not Applicable	Not applicable	Development of Document Management Strategy by 31 December 2019	Quarterly report on the Development of Document Management Strategy	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Director : Corporate Services	ID03

KPA 2: QUALITY BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT WEIGHT : 30

Strategy	Objective	Indicator	Annual Target	Budget	Baseline	Quarter One(1) Target	Quarter One (1) Evidence Required	Quarter Two (2) Target	Quarter Two (2) Evidence Required	Quarter Three(3) Target	Quarter Three(3) Evidence Required	Quarter Four (4) Target	Quarter Four (4) Evidence Required	Custodian	No of KPI's
To manage quality basics services providing in order to ensure rendering of sustainable and affordable services to the communities of Ngqushwa by 2022 and beyond	To manage administration and implementation of capital projects for Internal roads and community halls by 2020 and beyond	Surfacing and Paving of 0.6 km of Paddie Town Streets phase 3 by 30 June 2020	Completion of 0,6 km Surfacing and Paving of Paddie Town Streets Phase 3 by 30 June 2020	R9 116 000.00	Surfacing of Paddie Town Streets -Phase 2	Advertising and appointment of contractor for Surfacing and Paving of Paddie Town Street Phase 3 by 30 September 2019	Advert and appointment letter of contractor for surfacing and paving of Paddie Town Street Phase 3.	Progress report,conduct site meeting,payment of service provider for Surfacing and Paving of Paddie Town Street Phase 3 by 31 December 2019.	Progress report,Site meeting minutes ,attendance register and Proof of payment for surfacing and paving of Paddie Town Street Phase 3.	Progress report conduct site meeting,payment of service provider for Surfacing and Paving of Middle Town Street Phase 3 by 31 March 2020.	Progress report,Site meeting minutes ,attendance register and Proof of payment for surfacing and paving of Paddie Town Street Phase 3.	Issuing of practical completion certificate to appointed service provider and payment for Surfacing and Paving of Paddie Town Street Phase 3 by 30 June 2020.	Practical completion certificate and Proof of payment for surfacing and paving of Paddie Town Street Phase 3.	Director : Infrastructure & Technical Services	BS0 1
		Number of Community Halls constructed by 30 June 2020	Construction of one Community Hall in Lewis by 30 June 2020	R 1 800 000.00	Not Applicable	Advertising and appointing contractor ,conduct site meeting and payment of service provider for construction of Lewis Community Hall by 30 September 2019	Contractor appointment letter ,Site meeting minutes,attendance register and Proof of payment for construction of Lewis Community Hall.	Conduct site meeting and payment of service provider for the construction of Lewis Community Hall by 31 December 2019	Progress report,Site meeting minutes ,attendance register and Proof of payment for construction of Lewis Community Hall.	Issuing of practical completion certificate to appointed service provider and payment for construction of Lewis Community Hall by 31 March 2020.	Practical completion certificate and Proof of payment for construction of Lewis Community Hall.	Issuing of final completion certificate to appointed service provider and payment for construction of Lewis Community Hall by 30 June 2020	Final completion certificate and Proof of payment for construction of Lewis Community Hall.	Director : Infrastructure and Technical Services	BS0 2
		Number of km constructed by 30 June 2020	Construction of Leqeni Village Internal Streets (3.5km) by 30 June 2020	R3 484 800.00	Not Applicable	Appointment of consultant ,development of preliminary design report and payment of service provider for the construction of 3.5km Internal road in Leqeni village by 30 September 2019	Consultant Appointment letter, Preliminary Design Report and Proof of Payment for Construction of Leqeni village Internal road.	Appointment of contractor,conduct site meeting,payment for construction of 3.5km Internal road in Leqeni village by 31 December 2019	Contractor Appointment letter, Site meeting minutes,attendance register and Proof of payment for construction of Leqeni village Internal road.	Issuing of practical completion certificate to appointed service provider and payment for construction of 3.5km Internal road in Leqeni village by 31 March 2020	Practical completion certificate and Proof of payment for Leqeni village Internal road.	Issuing of final completion certificate to appointed service provider and payment for construction of 3.5km Internal road in Leqeni village by 30 June 2020	Final completion certificate and Proof of payment for Leqeni village Internal road.	Director :Infrastructure and Technical Services	BS0 3
		Number of km constructed by 30 June 2020	Construction of Rura Village Internal Roads (3.5km) by 30 June 2020	R3 518 000. 00	Not Applicable	Appointment of consultant ,development of preliminary design report,payment of service provider for the construction of 3.5km Internal road in Rura village by 30 September 2019	Consultant Appointment letter, Preliminary Design Report and Proof of Payment for Construction of Rura village Internal road.	Appointment of contractor,conduct site meeting,payment for construction of 3.5km Internal road in Rura village by 31 December 2019	Contractor Appointment letter, Site meeting minutes,attendance register and Proof of payment for construction of Rura village Internal road.	Issuing of practical completion certificate to appointed service provider and payment for construction of 3.5km Internal road in Rura village by 31 March 2020	Practical completion certificate and Proof of payment for construction of Rura village Internal road.	Issuing of final completion certificate to appointed service provider and payment for construction of 3.5km Internal road in Rura village by 30 June 2020	Final completion certificate and Proof of payment for construction of Rura village Internal road.	Director :Infrastructure and Technical Services	BS0 4
		Number of km constructed by 30 June 2020	Construction of Hamburg Village Internal Roads (7km) by 30 June 2020	R1 816 000. 00	Not Applicable	Progress report,conduct site meeting,payment for the construction of 7km Internal road in Hamburg village by 30 September 2019	Progress report,Site Meeting minutes,attendance register and Proof of payment for construction of Hamburg village Internal road	Issuing of practical completion certificate to service provider appointed and payment for construction of 7km Internal road in Hamburg village by 31 December 2019	Practical completion certificate and Proof of payment for construction of Hamburg village Internal road.	Issuing final completion certificate to service provider appointed and payment for construction of 7km Internal road in Hamburg village by 31 March 2020	Final completion certificate and Proof of payment for construction of Hamburg village Internal road	Not Applicable	Not Applicable	Director :Infrastructure and Technical Services	BS0 5
		Number of km constructed by 30 June 2020	Construction of Mpekwani Village Internal Roads (7km) by 30 June 2020	R1 836 000. 00	Not Applicable	Progress report,conduct site meeting,payment for the construction of 7km Internal road in Mpekwani village by 30 September 2019	Progress report,Site Meeting minutes,attendance register and Proof of payment for construction of Mpekwani Internal road.	Issuing of practical completion certificate to service provider appointed and payment for construction of 7km Internal road in Mpekwani village by 31 December 2019	Practical completion certificate and Proof of payment for construction of Mpekwani Internal road	Issuing final completion certificate to service provider appointed and payment for construction of 7km Internal road in Mpekwani village by 31 March 2020	Final completion certificate and Proof of payment for construction of Mpekwani Internal road	Not Applicable	Not Applicable	Director :Infrastructure and Technical Services	BS0 6
To manage the provision of electrical services to ensure the rendering of effective,efficient,economic and electrical maintenance services by 2020 and beyond		Number of household provided with constructed infrastructure for electrification by 30 June 2020	Construction of electricity infrastructure for 300 households in the following villages by 30 June 2020: 1) Goshika North (10) 2) Shonweni (15) 3) Mawehini (25) 4) Mochila (25) 5) Fani (15) 6) Nobumba (10) 7) Upper Dube (10) 8) Lower Dube (15) 9) Ngazakasha (16) 10) Madihi (10) 11) Crocodile (20) 12) Tuku A (10) 13) Tuku C (15) 14) Moyo (10) 15) Nini (20) 16) Nyeniso (10) 17) Wesley (25) 18) Mabeleni (15) 19) Durben (10) 20) Woodridge (10)	R5 160 000. 00	320 households electrified	Advertisement of Consultant for Preliminary Design development of 300 household electricity infrastructure by 30 September 2019	Appointment letter of Consultant and Preliminary Design report	Advertisement , Appointment of Contractor for construction of electricity infrastructure for 300 household and site handover by 31 December 2019.	Appointment letter of Contractor ,Site handover minutes,attendance register	Construction of electricity infrastructure for 300 household (Excavation -Phase 1), Conduct site meeting and Payment of service provider constructing electricity infrastructure (Excavation -Phase 1) for 300 households by 31 March 2020	Progress report on number of electricity infrastructure constructed (Excavation - Phase 1),site meeting minutes,attendance registers and proof of payment.	Construction of electricity infrastructure for 300 household (Stringing of conductor and installation of transformers - Phase 2) , Conduct site meeting minutes,attendance registers and proof of payment.	Progress report on number of electricity infrastructure constructed (Stringing of conductor and installation of transformers - Phase 2) for 300 households by 30 June 2020.	Director :Infrastructure and Technical Services	BS0 7

KPA3 : LOCAL ECONOMIC DEVELOPMENT AND SPATIAL DEVELOPMENT WEIGHT : 20

Strategy	Objective	Indicator	Annual Target	Budget	Baseline	Quarter One(1) Target	Quarter One (1) Evidence Required	Quarter Two (2) Target	Quarter Two (2) Evidence Required	Quarter Three (3) Target	Quarter Three (3) Evidence Required	Quarter Four (4) Target	Quarter Four (4) Evidence Required	Custodian	No of KPI's
To strive to create wealth using all available resources and strategic partnerships to promote sustainable economic growth.	To create an enabling environment that promotes the capacitation of SME's, development of local economy and employment creation by 2020 and beyond.	Number of Business Plan Developed for Revitalization of Livestock Improvement Scheme by 30 June 2020	One (1) final business plan developed for revitalization of Livestock Improvement Scheme by 30 June 2020	R0	Not Applicable	Not Applicable	Not Applicable	Stakeholder Engagement on Development of Business plan for Revitalization of Livestock Improvement Scheme by 31 December 2019	Quarterly report on stakeholder engagement,attendance register and agenda of stakeholder meeting.	Draft business plan on Revitalization of Livestock Improvement Scheme developed by 31 March 2020	Draft business plan for Revitalization of Livestock Improvement Scheme	Final business plan on Revitalization of Livestock Improvement Scheme developed by 30 June 2020	Final business plan for Revitalization of Livestock Improvement Scheme	Director : Community Services	LED 1
		Number of developmental programmes provided for Ngqushwa entrepreneurs through Ngqushwa Entrepreneurial Ecosystem by 30 June 2020	Four (4)developmental programmes provided to Ngqushwa Entrepreneurs (Sales and distribution plan, Market linkage, Networking sessions and Skills Development) through Ngqushwa Entrepreneurial Ecosystem by 30 June 2020	R541 028.00	Ngqushwa Entrepreneurial Ecosystem	Develop a sales and distribution plan for farmers ,Quarterly networking session for entrepreneurs(women and vulnerable groups) and Skills development of honey processing entrepreneurs by 30 September 2019	Quarterly report on Sales and Distribution Plan, Networking sessions and Skills development Attendance registers for all 3 initiatives.	Chatsa market linkage of farmers with buyers ,Quarterly networking session for entrepreneurs(women and vulnerable groups) and Skills development of entrepreneurs by 31 December 2019	Quarterly Report on Market Linkage,Networking session and skills development Attendance registers for all 3 initiatives	Quarterly networking session for entrepreneurs(women and vulnerable groups) and Skills Development of entrepreneurs by 31 March 2020.	Quarterly report on Networking sessions and skills development Attendance registers for two initiatives.	Quarterly networking session for entrepreneurs(women and vulnerable groups) and Skills Development of entrepreneurs by 30 June 2020	Quarterly Report on Networking sessions and skills development Attendance registers for two initiatives.	Director : Community Services	LED 2
		Number of SME's capacitated in construction to increase CIDB grading by 30 June 2020	Three (3) SME's capacitated in construction to increase CIDB grading by 30 June 2020	R0	Not Applicable	One (1) SME capacitated in construction to increase CIDB grading by 30 September 2019	Quarterly report on One (1) SME capacitated.	One (1) SME capacitated in construction to increase CIDB grading by 31 December 2019	Quarterly report on One (1) SME capacitated.	One (1) SME capacitated in construction to increase CIDB grading by 31 March 2020	Quarterly report on One (1) SME capacitated.	Not applicable	Not Applicable	Director : Community Services /Director :Infrastructure and Technical Services	LED 3
To ensure sound environmental management and provision of sustainable & affordable quality basic services to the communities of Ngqushwa by 2022 and beyond.	To ensure effective, efficient and economic coastal management of the environment by 2022 and beyond	Number of Coastal Management Plan activities implemented by 30 June 2020.	Four (4) Coastal Management Plan activities Implemented by 30 June 2020.	R350 654.00	Coastal Management Plan	Stakeholder engagement on Establishment of Coastal Management Committee. Maintenance of Hamburg and Bithra beach front (removal of sand from parking bays) by 30 September 2019	Quarterly report on stakeholder engagement,Minutes of the meeting and attendance register Quarterly report on maintenance of Hamburg and Bithra beach front.	Establishment of Coastal Management Committee,Development of Terms of reference. Maintenance of Hamburg and Bithra beach front(removal of sand from parking bays) by 31 December 2019	Quarterly report on establishment of Coastal Management Committee, Coastal Management Committee Terms of Reference. Quarterly report on Hamburg and Bithra maintenance of beach front.	Installation of Hamburg water harvesting system and installation of Hamburg signage by 31 March 2020	Quarterly report on installation of Hamburg water harvesting system and Hamburg signage in beach front area,proof of delivery and proof of payment.	Installation of Bithra signage by 30 June 2020	Quarterly report on Installation of Bithra signage in beach front area , proof of delivery and proof payment.	Director : Community Services	LED 4
To create a conducive environment to address the Social, economic, environmental and cultural needs of the communities in order to ensure sustainable development in accordance with Spatial Planning & Land Use Management Act principles and the National Development Plan.	To promote equitable and inclusive access to spatial justice (improving access to opportunities, services and amenities) by improving economic and social inclusion by 2020 and beyond.	Number of SDF projects implemented by 30 June 2020.	Two (2) SDF projects implemented by 30 June 2020	R312 970.00	Approved 6 year Municipal SDF	Development of Terms of Reference and Advertisement for Land Fill Site and Paddie Town Cemetery site re - location by 30 September 2019	Terms of reference and Proof of advert for Land Fill Site and Paddie Town Cemetery site re -location	Appointment of service provider for feasibility study on re - location of Land Fill Site and Paddie Town Cemetery site by 31 December 2019	Appointment letter and inception report on development of feasibility study of Land Fill Site and Paddie Town Cemetery Site re - location.	Develop two (2) draft feasibility study on re-location of Land Fill site and Paddie Town Cemetery site 31 March 2020.	Two Quarterly reports of development of Draft feasibility study on re-location of Land Fill Site and Paddie Town Cemetery site.	Develop two (2) final feasibility study on re-location of Land Fill Site and Paddie Town Cemetery site 30 June 2020.	Two Quarterly reports on development of final feasibility study on re-location of Land Fill Site and Paddie Town Cemetery site .	Director : Community Services	LED 5
	To manage planning and land development in line with the General Principles of the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) and related legislation by 2020 and beyond.	Number of Land Use Scheme developed by 30 June 2020	One (1) Land Use Scheme developed by 30 June 2020	R105 200.00	Not Applicable	Development of Terms of reference and Advertisement for Land Use Scheme by 30 September 2019	Land Use Scheme Terms of reference and Land Use Scheme Proof of advert	Appointment of service provider for Land Use Scheme and Inception report by 31 December 2019	Service provider appointment letter (Land Use Scheme) and inception report on Land Use Scheme	Development of Draft Land Use Scheme by 31 March 2020	Quarterly report on Development of Draft Land Use Scheme and Draft Land Use Scheme document .	Development of Final Land Use Scheme by 30 June 2020	Quarterly report on Development of Final Land Use Scheme and Final Land Use Scheme document	Director : Community Services	LED 6

KPA 4 : FINANCIAL VIABILITY AND MANAGEMENT WEIGHT: 20

Strategy	Objective	Indicator	Annual Target	Budget	Baseline	Quarter One(1) Target	Quarter One (1) Evidence Required	Quarter Two (2) Target	Quarter Two (2) Evidence Required	Quarter Three (3) Target	Quarter Three (3) Evidence Required	Quarter Four (4) Target	Quarter Four(4) Evidence Required	Custodian	No of KPI's
To be a financial viable municipality (self -sustainability) for effective service delivery	Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination by 2020 and beyond.	Number of Draft Annual Financial Statements developed by 30 June 2020	Development of GRAP compliant Annual Financial Statements by 31 August 2019 .	R5,152 497.00	2017/18 Audited Annual Financial Statements	Development and submission of Grap compliant Annual Financial Statements to Auditor General by 31 August 2019	Signed AFS and Acknowledgement of receipt by AGSA	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Chief Financial Officer	BIT0 1
		Number of Draft Interim Financial Statements developed to improve Audit by 30 June 2020	Improve Audit report by developing 6 month complete,accurate and reliable GRAP compliant Interim Financial Statements by 31 March 2020		2018/19 Interim Financial Statements	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Development and Submission of Grap compliant Interim Financial Statements to Interim Audit by 31 March 2020	Signed IFS and Proof of submission	Not Applicable	Not Applicable	Chief Financial Officer	BIT0 2
		Review of 3 year financial plan (Annual budget) by 30 June 2020	Approved 3 year financial plan/ Annual budget by 30 June 2020.		3 year financial plan/ 18/19 budget	Submission of Budget Process Plan to Council by 30 August 2019.	Process Plan Council Resolution	Development of budget implementation for 2019/2020 as per section 72 of the MFMA and submitted to Council for approval by 31 December 2019.	Section 72 report council resolution	Development of adjusted financial plan (budget adjustment) for 18/20 financial year and submitted to council by 28 February 2020. Draft 2020/21 financial plan (draft budget) submitted to council by 31 March 2020	2019/20 Adjusted financial plan (adjusted budget) council resolution.	Final 2020/21 financial plan (final budget) submitted to council for approval by 30 June 2020.	2020/2021 Final budget council resolution	Chief Financial Officer	BIT0 3

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Implementing sound revenue and debt management Practices through revenue maximization by 2020 and beyond	Final Three Year Financial Recovery Plan by 30 June 2020	Review and Implementation of first three year financial recovery plan to align with Municipal Strategic Documents by 30 June 2020	R0	2017/18 Audit outcome	Monitoring on irregular expenditure, fruitless, wasteful and unauthorised expenditure by 30 September 2019.	Quarterly report on reduction of irregular expenditure, fruitless, wasteful and unauthorised expenditure.	Monitoring on irregular expenditure, fruitless, wasteful and unauthorised expenditure by 31 December 2019.	Quarterly report on reduction of irregular expenditure, fruitless, wasteful and unauthorised expenditure.	Monitoring on irregular expenditure, fruitless, wasteful and unauthorised expenditure by 31 March 2020.	Quarterly report on reduction of irregular expenditure, fruitless, wasteful and unauthorised expenditure.	Monitoring on irregular expenditure, fruitless, wasteful and unauthorised expenditure by 30 June 2020.	Quarterly report on reduction of irregular expenditure, fruitless, wasteful and unauthorised expenditure.	Chief Financial Officer	BTO 4	
Ensuring sound Supply Chain Management through development and reviewing of compliance measures and internal controls by 2020 and beyond	Number of compliance reports developed by SCM Manager with SCM regulations reducing irregular expenditure, fruitless, wasteful and unauthorised expenditure developed by 30 June 2020	Four (4) Compliance reports developed by SCM Manager with SCM regulation reducing irregular expenditure, fruitless, wasteful and unauthorised expenditure developed by 30 June 2020	R0	Not Applicable	One Section 52d report developed, signed and submitted to council for approval by 30 September 2018	Signed Section 52d report council resolution	One Section 52d report developed, signed and submitted to council for approval by 31 December 2019	Signed Section 52d report council resolution	One Section 52d report developed, signed and submitted to council for approval by 31 March 2020	Signed Section 52d report council resolution	One Section 52d report developed, signed and submitted to council for approval by 30 June 2020	Signed Section 52d report council resolution	Chief Financial Officer	BTO 5	
Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination by 2020 and beyond.	Number of quarterly reports by all departments as build up to section 52d within 30 days after the end each quarter by 30 June 2020	Development and submission of 4 Quarterly reports by all departments as build up to section 52d as per MFMA by 30 June 2020	R0	Not Applicable	One Section 52d report developed, signed and submitted to council for approval by 30 September 2018	Signed Section 52d report council resolution	One Section 52d report developed, signed and submitted to council for approval by 31 December 2019	Signed Section 52d report council resolution	One Section 52d report developed, signed and submitted to council for approval by 31 March 2020	Signed Section 52d report council resolution	One Section 52d report developed, signed and submitted to council for approval by 30 June 2020	Signed Section 52d report council resolution	Chief Financial Officer	BTO 6	
KPA 5 :GOOD GOVERNANCE AND PUBLIC PARTICIPATION WEIGHT : 20															
Strategy	Objective	Indicator	Annual Target	Budget	Baseline	Quarter One(1) Target	Quarterly One(1) Evidence Required	Quarter Two(2) Target	Quarter Two (2) Evidence Required	Quarter Three (3) Target	Quarter Three(3) Evidence Required	Quarter Four (4) Target	Quarter Four (4) Evidence Required	Custodian	No of KPA's
To promote a culture of good governance and stakeholder involvement.	To continuously ensure effective, economical and compliant integrated planning by 2020 and beyond	Review of 2020/2021 IDP by 30 June 2020	Approved Reviewed 2020/2021 IDP by 30 June 2020	R268 234.00	2018/2019 IDP	Submission of 2020/2021 IDP/Budget & PMS Process Plan to Council by 30 September 2019. Conduct IDP/Budget & PMS Rap Forum by 30 September 2019	Process Plan Council Resolution, Quarterly Report on rap forum conducted, Rap Forum News Paper Advert, Rap Forum attendance Registers and Proof of Payment.	Conduct IDP/Budget & PMS Rap Forum on Situation Analysis by 31 December 2019	Quarterly report on implementation of 2020/21 process plan, Rap Forum News Paper Advert, Rap Forum Attendance Register and proof of payment	Conduct Strategic Planning Session and Submit Draft 2020/2021 IDP to Council by 31 March 2020.	Strategic Planning session report and attendance registers, Proof of Submission of Draft 2020/2021 IDP (Council resolution) and proof of payment	Conduct IDP/Budget and PMS Roadshows on Draft 2020/21 IDP/Budget and Submit Final 2020/2021 IDP to Council by 30 June 2020	News Paper Advert Roadshow, Report on roadshows conducted, attendance registers and Proof of submission of Final 2020/2021 IDP (Council Resolution) and Proof of Payment	Municipal Manager	GG & PP 1
	To strengthen communication with internal and external stakeholders by providing accurate, timely, and complete information about municipal policies and programmes by 2020 and beyond	Number of Stakeholder Data base developed and programmes implemented in the Communication Action Plan by 30 June 2020	1 Stakeholder Data base developed and 20 programmes implemented in the Communication Action Plan by 30 June 2020	R633 711.00	2018/19 Communication Action Plan	Development of stakeholder database and 5 programmes implemented in the Communication Action Plan by 30 September 2019	Stakeholder database, Quarterly Report on 5 communication action plan programmes	5 programmes implemented in the Communication Action Plan by 31 December 2019	Quarterly Report on 5 communication action plan programmes	8 programmes implemented in the Communication Action by 31 March 2020	Quarterly Report on 5 communication action plan programmes	8 programmes implemented in the Communication Action by 30 June 2020	Quarterly Report on 5 communication action plan programmes	Municipal Manager	GG & PP 2
	To continuously ensure that NLM has and maintains an effective process of risk management by 2020 and beyond	Number of Fraud and Risk meetings by 30 June 2020.	Ensure that four Quarterly Fraud and Risk Committee meetings meet by 30 June 2020	R11 590.00	Two Fraud and Risk Meetings by 30 June 2019	Conduct one quarterly Fraud and Risk Committee meeting by 30 September 2019	Minutes of the meeting, agenda, attendance register of Fraud and Risk Committee Meeting	Conduct one quarterly Fraud and Risk Committee meeting by 31 December 2019	Minutes of the meeting, agenda, attendance register of Fraud and Risk Committee Meeting	Conduct one quarterly Fraud and Risk Committee meeting by 31 March 2020	Minutes of the meeting, agenda, attendance register of Fraud and Risk Committee Meeting	Conduct one quarterly Fraud and Risk Committee meeting by 30 June 2020	Minutes of the meeting, agenda, attendance register of Fraud and Risk Committee Meeting	Municipal Manager	GG & PP 3
		Number of Fraud and Risk awareness workshop conducted by 30 June 2020.	One Fraud and Risk awareness workshop conducted by 30 June 2020.		Not Applicable	Not applicable	Not applicable	Conduct formal annual Fraud and Risk awareness workshop by 31 December 2019	Programme and attendance register of the Fraud and Risk awareness workshop	Not applicable	Not applicable	Not applicable	Not applicable	Municipal Manager	GG & PP 4
		Number of Disciplinary board meetings held by 30 June 2020	Four (4) Disciplinary board meetings held by 30 June 2020	R204 000.00	Not Applicable	One Disciplinary board meeting held by 30 September 2019.	Disciplinary board minutes, agenda and attendance register	One Disciplinary board meeting held by 31 December 2019.	Disciplinary board minutes, agenda and attendance register	One Disciplinary board meeting held by 31 March 2020.	Disciplinary board minutes, agenda and attendance register	One Disciplinary board meeting held by 30 June 2020.	Disciplinary board minutes, agenda and attendance register	Municipal Manager	GG & PP 5
		Number of reports on implementation of Risk Management action plans submitted to Audit Committee by 30 June 2020	Four (4) quarterly reports on implementation of Risk Management action plan submitted to Audit Committee by 30 June 2020	R0	Not Applicable	Submission of Quarter 1 report on the implementation of Risk Management Action Plan to Audit Committee by 30 September 2019	Signed quarterly report by Internal audit to Audit Committee on the implementation of Risk Management Action Plan and Audit Committee Agenda	Submission of Quarter 2 report on the implementation of Risk Management Action Plan to Audit Committee by 31 December 2019	Signed quarterly report by Internal audit to Audit Committee on the implementation of Risk Management Action Plan and Audit Committee Agenda	Submission of Quarter 3 report on the implementation of Risk Management Action Plan to Audit Committee by 31 March 2020	Signed quarterly report by Internal audit to Audit Committee on the implementation of Risk Management Action Plan and Audit Committee Agenda	Submission of Quarter 4 report on the implementation of Risk Management Action Plan to Audit Committee by 30 June 2020	Signed quarterly report by Internal audit to Audit Committee on the implementation of Risk Management Action Plan and Audit Committee Agenda	ALL DIRECTORS	GG & PP 6
To provide value-added and trusted assurance, consulting and advisory services to Council by 2020 and beyond	Number of Audit Committee Report submitted to Council by 30 June 2020	4 Audit Committee reports submitted to Council by 30 June 2020	R262 060.00	2018/19 Quarterly AG reports to Council	Tabling of Quarter 1 Audit Committee report to Council by 30 September 2019	Council agenda and Quarter1 signed audit committee report	Tabling of Quarter 2 Audit Committee report to Council by 31 December 2019	Council agenda and Quarter 2 signed audit committee report	Tabling of Quarter 3 Audit Committee report to Council by 31 March 2020	Council agenda and Quarter 3 signed audit committee report	Tabling of Quarter 4 Audit Committee report to Council by 30 June 2020	Council agenda and Quarter 4 signed audit committee report	Municipal Manager	GG & PP 7	
	2019/20 Annual Audit Action Plan developed and submitted to Audit Committee for approval by 30 June 2020	One(1) 2019/20 Annual Audit Action Plan developed and submitted to Audit Committee for approval.	R0	2018/19 Annual Audit Action Plan	Development of 2019/20 Annual Internal Audit Plan and submitting to Audit Committee for approval by 30 September 2019	2019/2020 Annual Internal Audit Action Plan and Audit Committee minutes approving 2019/2020 Annual Internal Audit Plan	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Municipal Manager	GG & PP 8	
	% progress on implementation of Audit action plans submitted to Internal Audit by 30 June 2020	75% progress on implementation of Audit action plan submitted to Internal Audit and Audit Committee by 30 June 2020	R0	2017/18 Audit	Not Applicable	Not applicable	Not Applicable	Not Applicable	50% achievement rate of Audit Action Plan on Audit findings raised by AGSA implemented by 31 March 2020	Signed quarterly report on Audit Action Plan with 50% achievement rate of the Audit findings raised by AGSA.	25% achievement rate of Audit Action Plan on Audit findings raised by AGSA implemented by 30 June 2020	Signed quarterly report on Audit Action Plan with 25% achievement rate of the Audit findings raised by AGSA.	ALL DIRECTORS	GG & PP 9	
	To strengthen participatory democracy by ensuring that all stakeholders are involved in decision making by 2020 and beyond	Conduct 2018/19 Annual Report Roadshows for tabling of 2018/19 Audited Annual Report by 30 June 2020	Conduct One (1) 2018/19 Annual Report Roadshows by 30 June 2020	R123 871.00	2017/18 Annual Report Roadshows	Development of 2018/19 Draft Unaudited Annual Report and table to Council for noting by 30 September 2019	2018/19 Draft Unaudited Annual Report and Council resolution on noting of 18/19 Draft Annual Report	Not Applicable	Not Applicable	Tabling of oversight report to council for approval. Tabling of 2018/19 Annual Report to Ngqushen Committee (roadshows) and Tabling of 2018/19 Annual Report to Council for approval	Overnight report, Council resolution. Report on roadshows conducted, attendance registers and Council resolution.	Not Applicable	Not Applicable	Municipal Manager	GG & PP 10
To ensure that there is continuous capacitation of the unemployed, by providing skills development by 2020 and beyond	Number of meetings held with Hamba Nathi Enterprise PTY by June 2020	4 Quarterly meetings held with Hamba Nathi Enterprise PTY by 30 June 2020	R0	Not Applicable	One quarterly meeting held with Hamba Nathi Enterprise PTY by 30 September 2019	Quarterly report and attendance register of the meeting	One quarterly meeting held with Hamba Nathi Enterprise PTY by 31 December 2019	Quarterly report and attendance register of the meeting	One quarterly meeting held with Hamba Nathi Enterprise PTY by 31 March 2020	Quarterly report and attendance register of the meeting	One quarterly meeting held with Hamba Nathi Enterprise PTY by 30 June 2020	Quarterly report and attendance register of the meeting	Municipal Manager	GG & PP 11	

SUBMITTED BY: M.P. MPAHLWA
MUNICIPAL MANAGER

DATE 01/07/2019

APPROVED BY: M.T. SIWISA
MAYOR

DATE 01/07/2019