KOUGA
local municipality
Good Governance through Service Excellence

VOLUME 2

ORDINARY COUNCIL MEETING

AGENDA

Date : 29 October 2020
Time : 10:00
Venue : Virtual Meeting

VOLUME 2

20/10/MM5 Submission of Performance Agreements of Section 56 And Section 57 Employees: 2020/21 Financial Year

Pages 515-748

20/10/MM6 Introduction of The Draft Policy on Legal Representation

Pages 749-754

20/10/MM7 Institutional Performance Report: 2020/21 Financial Year: Period 1 July 2020 to 30 September 2020

Pages 755-858

16. **REPORTS BY THE EXECUTIVE MAYOR**

16.1 **REPORTS BY THE PORTFOLIO CHAIPERSON: FINANCE**

20/10/F7 Report on The Implementation of The Institutional Procurement Plan

Pages 860-869

20/10/F8 Monthly Budget Statements for The Period Of July 2020 And Financial State Of Affairs Of The Municipality As At 31 July 2020 (2020/21 Financial Year)

Pages 870-910

20/10/F11 Monthly Budget Statements For The Period July 2020 To August 2020 And Financial State Of Affairs Of The Municipality As At 31 August 2020 (2020/21 Financial Year)

Pages 911-950

20/10/F12 Monthly Budget Statements For The Period July 2020 To August 2020 And Financial State Of Affairs Of The Municipality As At 30 September 2020 (2020/21 Financial Year)

Pages 951-989

20/10/F13 Budget And Treasury: Withdrawals From Municipal Bank Account For The Quarter Ended 30 September 2020
Pages 990-992

KOUGA MUNICIPALITY (EC 108)

ORDINARY COUNCIL MEETING

OFFICE OF THE MUNICIPAL MANAGER

DATE: 29 OCTOBER 2020 **ITEM NO.: 20/10/MM5**

SUBMISSION OF PERFORMANCE AGREEMENTS OF SECTION 56 AND SECTION 57 EMPLOYEES: 2020/21 FINANCIAL YEAR

1. Introduction

The purpose of this report is to table the 2020/21 Performance Agreements and Performance Plans for the Municipal Manager and Directors to Council for information in compliance with legislative requirements in this regard.

The Performance Agreements is attached hereto.

2. Legislative requirements

Section 57(1)(b) and (2)(a)(i)(ii) of the Local Government Municipal Systems Act 32 of 2000 provides that a person appointed as Municipal Manager and a person appointed as a manager directly accountable to the Municipal Manager may only be appointed to such a position subject to a separate performance agreement concluded annually within one month of the beginning of each financial year provided that in the instance of new appointments, the performance agreement must be concluded within 60 days from date of appointment,

The Act further provides that the contract of employment of any such Manager shall lapse where the provisions with regard to the conclusion of the performance agreements have not been complied with.

Section 53(3) of the Local Government Municipal Finance Management Act 56 of 2003 requires the performance agreements of Municipal Managers and Directors to be submitted to the MEC for Local Government.

3. Comment

The performance plans of the Municipal Manager and Directors are based on the Service Delivery and Budget Implementation Plan for the 2020/21 year as approved by the Executive Mayor.

In terms of legislative provisions, the performance agreement of the Municipal Manager is concluded with the Executive Mayor and the performance agreements of Directors with the Municipal Manager.

It must be noted that paragraph 6.4.1 of the Performance Agreements provides as follows:

"6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:"

Whereas the 2011 Amendment of the Local Government Systems Act has been declared invalid, it follows that Regulations promulgated in terms of the 2011 Amendment of the Municipal Systems Act would also be invalid.

It is thus necessary to revert back to the Municipal Performance Management Regulations for Municipal Manager and Managers reporting directly to Municipal Managers, R805 dated 1 August 2006 which provides as follows with regard to the CCR's:

> *"The CCR's 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 should be selected from the list below as agreed to between the employer and the employee and must be considered with due regard to the proficiency level agreed to.*

CORE MANAGERIAL COMPETENCIES	***INDICATE CHOICE***	***WEIGHT***
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	*Compulsory*	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	*Compulsory*	
Client Orientation and Customer Focus	*Compulsory*	
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES:		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political and social and economic contexts		
Competence in policy conceptualization, analysis and implementation		
Knowledge of more than one functional municipal field/discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total Weighting		***100***

Directors have been alerted to the fact that paragraph 6.4.1 of their Performance Agreements is invalid and have been requested to exercise the selection of CCR's to be applied in terms of the 2006 Regulations.

When the selection has been exercised the correction shall be made by means of an addendum to the Performance Agreement.

4. Recommendation

4.1 That the Performance Agreements and supporting Performance Plans for the 2020/21 financial year in respect of the Municipal Manager and Directors be noted and accepted subject to correction of paragraph 6.4.1 of the Performance Agreements to ensure alignment with the correct legislative provisions on Core Competency Requirements.

4.2 That in terms of the provisions of Section 53(3) of the Local Government Municipal Finance Management Act 56 of 2003 the Performance Agreements of the Municipal Manager and Directors for the 2020/21 financial year be submitted to the MEC for Local Government.

Item prepared by : The Manager: PMS

Item approved by : The Municipal Manager

Kouga Municipality

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF KOUGA
HEREIN REPRESENTED BY THE EXECUTIVE MAYOR

CLLR H. HENDRICKS

AND

MR. C. DU PLESSIS
EMPLOYED AS
MUNICIPAL MANAGER

FOR THE

FINANCIAL YEAR: 1 JULY 2020 TO 30 JUNE 2021

JR

Kouga Municipality

PERFORMANCE AGREEMENT ENTERED INTO BY AND BETWEEN

The Municipality of Kouga herein represented by Cllr H. Hendricks in his capacity as Executive Mayor (hereinafter referred to as the Employer)

and

Mr C. du Plessis an Employee of the Municipality of Kouga (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 as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will ensure the achievement of local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities;

2.3 Specify accountabilities as set out in the Performance Plan;

JR

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his job;

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

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

3. DELIVERY

3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021, where after a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement, at least once a year by not later than 31 July of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan attached to this Agreement 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 the Performance Plan are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be performed. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including

JR

special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The Employee undertakes to submit performance evidence in a format the Employer may require at times and intervals as set out herein in order to enable the Employer to evaluate the performance of the Employee.

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 (KPA's) and the Core Competencies Requirements (CCR's) respectively.

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

6.3.3 KPA's covering the main areas of work will account for 80% and CCR's 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:

Kpa No	Key Performance Area	Weight
1	Local Economic Development	20
2	Good Governance and Public Participation	20
3.	Institutional Development and Transformation	20
4.	Financial Viability and Management	20
5.	Infrastructure and Basic Service Delivery	20
	Total	100

6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:

JR

Kouga Municipality

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational awareness	8
People Management	• Human Capital Planning and Development • Diversity Management • Employee relations management • Negotiation and dispute management	8
Program and Project Management	• Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	8
Financial Management	• Budget Planning and execution • Financial Strategy and delivery • Financial Reporting and Monitoring	12
Change Leadership	• Change Vision Strategy • Progress design and improvement • Change impact monitoring and evaluation	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative governance	8
CORE COMPETENCIES		
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
		100

JR

6.4.2 Core Competency Descriptions and Achievement Levels

The following defines/describes and sets out achievement levels for the above CCR's:

Cluster		Leading Competencies	
Competency name		Strategic Direction and Leadership	
Competency Definition		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate *Describe how specific tasks link to institutional strategies but has limited influence in directing strategy *Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole *Demonstrate a basic understanding of key-decision makers	*Give direction to a team in realising the institutions strategic mandate and set objectives *Has positive impact and influence on the morale, engagement and participation of team members *Develop action plans to execute and guide strategy implementation *Assist in defining performance measures to monitor the progress and effectiveness of the institution *Displays an awareness of institutional structures and political factors *Effectively communicate barriers to execution to relevant parties *Provide guidance to all stakeholders in the achievement of the strategic mandate *Understand the aim and objectives of the institution and relate it to own work	*Evaluate all activities to determine value and alignment to strategic intent *Displays an in-depth knowledge and understanding of strategic planning *Align strategy and goals across all functional areas *Actively define performance measures to monitor the progress and effectiveness of the institution *Consistently challenge strategic plans to ensure relevance * Understand institutional structures and political factors, and consequences of actions * Empower others to follow strategic direction and deal with complex situations *Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	*Structure and position the institution to local government priorities *Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework * Hold self-accountable for strategy execution and results *Provide impact and influence through building and maintaining strategic relationships * Create an environment that facilitates loyalty and innovation *Display a superior level of self-discipline and integrity actions *Integrate various systems into a collective whole to optimize institutional performance management *Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

JR

Kouga Municipality

Cluster	Leading Competencies		
Competency name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Participate in team goal-setting and problem solving *Interact and collaborate with people of diverse backgrounds *Aware of guidelines for employee development, but requires support in implementing development initiatives	*Seek opportunities to increase team contribution and responsibility *Respect and support the diverse nature of others and be aware of the benefits of a diverse approach *Effectively delegate tasks and empower others to increase contribution and execute functions optimally *Apply relevant employee legislation fairly and consistently *Facilitate team goal-setting and problem-solving * Effectively identify capacity requirements to fulfil the strategic mandate	*Identify ineffective team and work processes and recommend remedial interventions *Recognise and reward effective and desired behaviour *Provide mentoring and guidance to others in order to increase personal effectiveness *Identify development and learning needs within the team *Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism *Inspire a culture of performance excellence by giving positive and constructive feedback to the team *Achieve agreement or consensus in adversarial environments *Lead and unite diverse teams across divisions to achieve institutional objectives	*Develop and incorporate best practice people management processes, approaches and tools across the institution *Foster a culture of discipline, responsibility and accountability *Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution *Develop comprehensive integrated strategies and approaches to human capital development and management *Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

JR

Kouga Municipality

Cluster	Leading Competencies		
Competency name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Initiate projects after approval from higher authorities *Understand procedures of program and project management methodology, implications and stakeholder involvement *Understand the rational of projects in relation to the institution's strategic objectives *Document and communicate factors and risk associated with own work *Use results and approaches of successful project implementation as guide	*Establish broad stakeholder involvement and communicate the project status and key milestones *Define the roles and responsibilities of the project team and create clarity around expectations *Find a balance between project deadline and the quality of deliverables *Identify appropriate project resources to facilitate the effective completion of the deliverables *Comply with statutory requirements and apply policies in a consistent manner *Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	*Manage multiple programs and balance priorities and conflicts according to institutional goals *Apply effective risk management strategies through impact assessment and resource requirements *Modify project scope and budget when required without compromising the quality and objectives of the project *Involve top-level authorities and relevant stakeholders in seeking project buy-in *Identify and apply contemporary project management methodology *Influence and motivate project team to deliver exceptional results *Monitor policy implementation and apply procedures to manage risks	*Understand and conceptualise the long-term implications of desired project outcomes *Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives *Consider and initiate projects that focus on achievement of the long-term objectives *Influence people in positions of authority to implement outcomes of projects *Lead and direct translation of policy into workable actions plans *Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

JR

Cluster	Leading Competencies		
Competency name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand basic financial concepts and methods as they relate to institutional processes and activities *Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems *Understand the importance of financial accountability *Understand the importance of asset control	*Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate *Assess, identify and manage financial risks *Assume a cost-saving approach to financial management *Prepare financial reports based on specified formats *Consider and understand the financial implications of decisions and suggestions *Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated *Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	*Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility *Prepare budgets that are aligned to the strategic objectives of the institution *Address complex budgeting and financial management concerns *Put systems and processes in place to enhance the quality and integrity of financial management practices *Advise on policies and procedures regarding asset control *Promote National Treasury's regulatory framework for Financial Management	*Develop planning tools to assist in evaluating and monitoring future expenditure trends *Set budget frameworks for the institution *Set strategic direction for the institution on expenditure and other financial processes *Build and nurture partnerships to improve financial management and achieve financial savings *Actively identify and implement new methods to improve asset control *Display professionalism in dealing with financial data and processes

JR

Kouga Municipality

Cluster	Leading Competencies		
Competency name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display an awareness of change interventions, and the benefits of transformation initiatives *Able to identify basic needs for change *Identify gaps between the current and desired state *Identify potential risk and challenges to transformation, including resistance to change factors *Participate in change programs and piloting change interventions *Understand the impact of change interventions on the institution within the broader scope of Local government	*Perform an analysis of the change impact on the social, political and economic environment *Maintain calm and focus during change *Able to assist team members during change and keep them focused on the deliverables *Volunteer to lead change efforts outside of own work team *Able to gain buy-in and approval for change from relevant stakeholders *Identify change readiness levels and assist in resolving resistance to change factors *Design change interventions that are aligned with the institution's strategic objectives and goals	*Actively monitor change impact and results and convey progress to relevant stakeholders *Secure buy-in and sponsorship for change initiatives *Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness *Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change *Take the lead in impactful change programs * Benchmark change interventions against best change practices *Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation *Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	*Sponsor change agents and create a network of change leaders who support the interventions *Actively adapt current structures and processes to incorporate the change interventions *Mentor and guide team members on the effects of change, resistance factors and how to integrate change *Motivate and inspire others around change initiatives

JR

Kouga Municipality

Cluster	Leading Competencies		
Competency name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements *Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders *Provide input into policy formulation	*Display a thorough understanding of governance and risk and compliance factors and implement plans to address these *Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution *Actively drive policy formulation within the institution to ensure the achievement of objectives	*Able to link risk initiatives into key institutional objectives and drivers *Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles *Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives *Demonstrate a thorough understanding of risk retention plans *Identify and implement comprehensive risk management systems and processes *Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	*Demonstrate a high level of commitment in complying with governance requirements *Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework *Able to advise Local Government on risk management strategies, best practice interventions and compliance management *Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government *Able to shape, direct and drive the formulation of policies on a macro level

JR

Kouga Municipality

Cluster		Core Competencies	
Competency name		Moral Competence	
Competency Definition		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
Realise the impact of acting with integrity, but requires guidance and development in implementing principles *Follow the basic rules and regulations of the institution *Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	*Conduct self in alignment with the values of Local Government and the institution *Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver *Actively report fraudulent activity and corruption within local government *Understand and honour the confidential nature of matters without seeking personal gain *Able to deal with situations of conflict of interest promptly and in the best interest of local government	*Identify, develop, and apply measures of self-correction *Able to gain trust and respect through aligning actions with commitments *Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders *Present values, beliefs and ideas that are congruent with the institution's rules and regulations *Takes an active stance against corruption and dishonesty when noted *Actively promote the value of the institution to internal and external stakeholders *Able to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to achieve moral decisions	*Create an environment conducive of moral practices *Actively develop and implement measures to combat fraud and corruption *Set integrity standards and shared accountability measures across the institution to support the objectives of local government *Take responsibility for own actions and decisions, even if the consequences are unfavourable

JR

Kouga Municipality

Cluster	Core Competencies		
Competency name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Able to follow basic plans and organise tasks around set objectives *Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans *Able to follow existing plans and ensure that objectives are met *Focus on short-term objectives in developing plans and actions *Arrange information and resources required for a task, but require further structure and organisation	*Actively and appropriately organise information and resources required for a task *Recognise the urgency and importance of tasks *Balance short and long-term plans and goals and incorporate into the team's performance objectives *Schedule tasks to ensure they are performed within budget and with efficient use of time and resources *Measures progress and monitor performance results	*Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation *Identify in advance required stages and actions to complete tasks and projects *Schedule realistic timelines, objectives and milestones for tasks and projects *Produce clear, detailed and comprehensive plans to achieve institutional objectives *Identify possible risk factors and design and implement appropriate contingency plans *Adapt plans in light of changing circumstances *Prioritise tasks and projects according to their relevant urgency and importance	*Focus on broad strategies and initiatives when developing plans and actions *Able to project and forecast short, medium and long term requirements of the institution and local government *Translate policy into relevant projects to facilitate the achievement of institutional objectives

JR

Kouga Municipality

Cluster		Core Competencies	
Competency name		Analysis and Innovation	
Competency Definition		Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand the basic operation problem solving of analysis, but lack detail and thoroughness *Able to balance independent analysis with requesting assistance from others *Recommend new ways to perform tasks within own function *Propose simple remedial interventions that marginally challenges the status quo *Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	*Demonstrate Logical techniques and approaches and provide rationale for recommendations *Demonstrate objectivity, insight, and thoroughness when analysing problems *Able to break down complex problems into manageable parts and identify solutions *Consult internal and external stakeholders on opportunities to improve processes and service delivery *Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders *Continuously identify opportunities to enhance internal processes *Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	*Coaches team members on analytical and innovative approaches and techniques *Engage with appropriate individuals in analysing and resolving complex problems *Identify solutions on various areas in the institution *Formulate and implement new ideas throughout the institution *Able to gain approval and buy- in for proposed interventions from relevant stakeholders *Identify trends and best practices in process and service delivery and propose institutional application *Continuously engage in research to identify client needs	*Demonstrate complex analytical and problem solving approaches and techniques *Create an environment conducive to analytical and fact-based problem-solving *Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence *Create an environment that fosters innovative thinking and follows a learning organisation approach *Be a thought leader on innovative customer service delivery, and process optimisation *Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Kouga Municipality

Cluster	Core Competencies		
Competency name	Knowledge and Information Management		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Collect, categorise and track relevant information required for specific tasks and projects *Analyse and interpret information to draw conclusions *Seek new sources of information to increase the knowledge base *Regularly share information and knowledge with internal stakeholders and team members	*Use appropriate information systems and technology to manage institutional knowledge and information sharing *Evaluate data from various sources and use information effectively to influence decisions and provide solutions *Actively create mechanisms and structures for sharing of information *Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	*Effectively predict future information and knowledge management requirements and systems *Develop standards and processes to meet future knowledge management needs *Share and promote best-practice knowledge management across various institutions *Establish accurate measures and monitoring systems for knowledge and information management *Create a culture conducive of learning and knowledge sharing *Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	*Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information *Establish partnerships across local government to facilitate knowledge management *Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach *Recognise and exploit knowledge points in interactions with internal and external stakeholders

Kouga Municipality

Cluster	Core Competencies		
Competency name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focussed and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools *Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration *Disseminate and convey information and knowledge adequately	*Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating *Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs *Adapt communication content and style to suit the audience and facilitate optimal information transfer *Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders *Compile clear, focused, concise and well-structured written documents	*Effectively communicate high-risk and sensitive matters to relevant stakeholders *Develop a well-defined communication strategy *Balance political perspectives with institutional needs when communicating viewpoints on complex issues *Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles *Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution *Able to communicate with the media with high levels of moral competence and discipline	*Regarded as a specialist in negotiations and representing the institution *Able to inspire and motivate others through positive communication that is impactful and relevant *Creates an environment conducive to transparent and productive communication and critical and appreciative conversations *Able to coordinate negotiations at different levels within local government and externally

JR

Cluster		Core Competencies	
Competency name		Results and Quality Focus	
Competency Definition		Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand quality of work but requires guidance in attending to important matters *Show a basic commitment to achieving the correct results *Produce the minimum level of results required in the role *Produce outcomes that is of a good standard *Focus on the quantity of output but requires development in incorporating the quality of work *Produce quality work in general circumstances, but fails to meet expectation when under pressure	*Focus on high-priority actions and does not become distracted by lower-priority activities *Display firm commitment and pride in achieving the correct results *Set quality standards and design processes and tasks around achieving set standards *Produce output of high quality *Able to balance the quantity and quality of results in order to achieve objectives *Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	*Consistently verify own standards and outcomes to ensure quality output *Focus on the end result and avoids being distracted *Demonstrate a determined and committed approach to achieving results and quality standards *Follow task and projects through to completion *Set challenging goals and objectives to self and team and display commitment to achieving expectations *Maintain a focus on quality outputs when placed under pressure *Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	*Coach and guide others to exceed quality standards and results *Develop challenging, client-focused goals and sets high standards for personal performance *Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required *Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations *Take appropriate risks to accomplish goals *Overcome setbacks and adjust action plans to realise goals *Focus people on critical activities that yield a high impact

7. PERFORMANCE EVALUATIONS

7.1 The Performance Plan annexed to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCR's

7.5.2.1. Each CCR should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCR.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the score and calculate a final CCR score.

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

7.6 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 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.					
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

JR

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.	

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

7.7.1 Executive Mayor;

7.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.7.3 Member of the Mayoral Committee or Executive Committee or in respect of a plenary type municipality, another member of council; and

7.7.4 Mayor and/or Municipal Manager from another Municipality.

7.7.5 Member of a Ward Committee as nominated by the Executive Mayor.

JR

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First Quarter	:	**July- September 2020**
Submission of evidence	:	23 October 2020
Review	:	6 November 2020
Second Quarter	:	**October – December 2020**
Submission of evidence	:	29 January 2021
Review	:	12 February 2021
Third quarter	:	**January-March 2021**
Submission of evidence	:	23 April 2021
Review	:	30 April 2021
Fourth quarter	:	**April-June 2021**
Submission of evidence	:	30 July 2021
Review	:	13 August 2021

Annual Performance Evaluation: December 2021 after receipt of the AG report on the audit of the 2019/20 financial statements.

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

JR

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 reasonably require from time to time, assisting 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 of the Employer will have amongst others-

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

10.1.2 Commit the Employee to implement or to give effect to a legitimate decision made by the Employer; and

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practically possible 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 between 5% to 14% of the Employee's inclusive annual remuneration package as detailed in the relevant policy, may be paid to the Employee in recognition

JR

of outstanding performance subject to the provisions of applicable legislation in this regard.

11.3 Whereas the Employee's contract of employment provides in clause 2.4 that the appointment is subject to the conclusion of a performance agreement annually within one (1) month after the commencement of the new financial year and whereas the parties to this agreement agrees that performance reporting is an indispensable component of the management of Kouga Municipality;

11.3.1 It is herewith specifically agreed that the Employee shall utilize the performance management system of the Municipality on a continuous basis and the Employee shall ensure that performance reporting is completed within a period of 14 (fourteen) working days immediately following any performance reporting period, unless otherwise stated herein, with the provision that where any performance information is subject to Audit, provisional performance reporting shall be completed within the stipulated reporting period.

11.5 The Employee herewith acknowledge and agree that failure to comply with performance reporting periods and time frames shall impact on the ability of the Employer to comply with legislated and stipulated performance reporting and as such may non-compliance with completion of performance reports by the Employee result in any performance reward that may be due or may become due may be forfeited in part or in full at the discretion of the Employer.

12. DISPUTE RESOLUTION

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

12.1.1 The MEC for Local Government in the Province, or any person designated by the MEC within thirty (30) days of receipt of a formal written dispute from the Employee, whose decision shall be final and binding.

JR

13. GENERAL

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

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

14. PERSONAL DEVELOPMENT PLAN

14.1 The personal development plan of the Employee is attached hereto.

Thus, done and signed at JEFFREYS BAY on this the 30 day JULY of 2020.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

_____
MUNICIPAL MANAGER

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE EXECUTIVE MAYOR

CLLR. HORATIO HENDRICKS

AND

CHARL DU PLESSIS
THE EMPLOYEE OF THE MUNICIPALITY
MUNICIPAL MANAGER
PERIOD: 1 JULY 2020 TO 30 JUNE 2021

1. PURPOSE

The performance plan 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.

2. KEY RESPONSIBILITIES

It is expressly agreed that while certain key responsibilities of the Municipal Manager shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Municipal Manager shall not be restricted to the measured responsibilities only.

3. PERFORMANCE REPORTING

3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.

3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Executive Mayor detailing the following:

- Key Performance Indicator and target for the reporting period;
- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;

- Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.

- The Employee shall at all times attach the Memorandum directed to the Executive Mayor to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
1	Financial Viability and Management	20
2	Good Governance and Public Participation	20
3	Institutional Development and Transformation	20
4	Infrastructure and basic Service Delivery	20
5	Local Economic Development	20
	Total	100

5. KEY PERFORMANCE INDICATORS

5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

JR

5.2 INSTITUTIONAL SERVICE DELIVERY IMPLEMENTATION PLAN TARGETS

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	Procure 3 laptops and 1 printer	Number of laptops and printers procured	85 000	n/a	Procure Service Provider for 3 laptops and 1 printer	Procure Service Provider for 3 laptops and 1 printer	3 Laptops and 1 printer procured	10
IDP12	PC_65	1	Ward Development	To provide wards with sustainable projects	Ward Councillors' Capital Projects	100% Completion of Ward Councillors Capital Projects	% completion of Ward Councillors Capital Projects	750 000	Commence with Ward Councillors Capital Projects needs analysis	Finalize Ward Councillors Capital Projects needs analysis	Procure Service providers for Ward Councillors Capital Projects	100% Completion of Ward Councillors Capital Projects	90
													100

5.3 OPERATIONAL SERVICE DELIVERY TARGETS

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	Vacancy rate for approved Budgeted posts	2%		2%		2%		2%		2%				5
Keep Kouga Growing	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	Number of new appointments as per Equity plan Employed in 3 highest categories of employment													4
Keep Kouga Smart	Institutional Development and Transformation		% expenditure of Skills Dev Budget	95%		10%		40%		40%		5%				5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds	% Reduction in staff overtime compared to previous year	10%		10%		10%		10%		10%		New	New	5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
		by promoting accuracy and transparency.														
Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk mitigation measures	100%		100%		100%		100%		100%		New	New	5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the development of a completion of Revenue Plan	31/12/2(		-		31/12/2(		-		-		New	New	5
Keep Kouga Serviced	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving	% electricity losses against electricity purchased and electricity sold	13%												5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Serviced	Infrastructure and Basic Service Delivery	the needs of the people of Kouga.	% expenditure on DOE grant	95%		10%		45%		35%		5%				5
Keep Kouga Serviced	Infrastructure and Basic Service Delivery	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% water losses against water purchased/ produced and water sold	30%		30%		30%		30%		30%				5
Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% expenditure on MIG grant	100%		10%		45%		35%		10%				5
Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% expenditure of Budget for LED Programs and Projects	95%		10%		10%		70%		5%				5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Local Economic Development		Number of jobs created through capital projects and LED initiatives	800		100		400		200		100				4
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% of registered food suppliers inspected for compliance with relevant legislation	100%		100%		100%		100%		100%				3
Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Average number of working days for the processing of business licenses	5		5		5		5		5				3
Keep Kouga Green	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Blue Flag Beach status awarded	1		-		1		1		-		1	1	1

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Revenue collected against revenue raised	85%		85%		85%		85%		85%				5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with National Treasury reporting calendar	100%		100%		100%		100%		100%				3
Keep Kouga Growing	Financial Viability and Management		Liquidity Ratio (Months cost coverage)	1:087										1:0.75	1: 0.87	5
Keep Kouga Growing	Financial Viability and Management		Number of unqualified audit opinions by the AG	1		-		1		-		-		1	1	5
Keep Kouga Growing	Financial Viability and Management		% of creditors paid within 30 Days of receipt of Invoice	100%		100%		100%		100%		100%				5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Infrastructure and basic service delivery	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% of indigent residents as per Indigent register with access to free basic services	100%		100%		100%		100%		100%				2
Keep Kouga Growing	Financial Viability and Management		Current Ratio	1.58:1										1.58:1	1.44:1	5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Completion of Asset Register	100%		-		10%		40%		100%		New	New	5
																100

Thus, done and signed on this 30th day of July 2020 in the presence of the undersigned witnesses

EMPLOYEE **EXECUTIVE MAYOR**

WITNESSES:

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOUGA MUNICIPALITY
HEREIN REPRESENTED BY

MR C DU PLESSIS

AND

MR R LORGAT
EMPLOYED BY KOUGA MUNICIPALITY AS
CHIEF FINANCIAL OFFICER

FOR THE

FINANCIAL YEAR: 1 JULY 2020 TO 30 JUNE 2021

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Kouga herein represented by Mr C du Plessis in his capacity as Municipal Manager (hereinafter referred to as the Employer)

and

Mr R Lorgat an Employee of the Municipality of Kouga (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 as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will ensure the achievement of local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities.

2.3 Specify accountabilities as set out in the Performance Plan.

2.4 Monitor and measure performance against set targeted outputs.

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his job.

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

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

3. DELIVERY

3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021, where after a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement, at least once a year by not later than 31 July of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan attached to this Agreement 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 the Performance Plan are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be performed. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The Employee undertakes to submit performance evidence in a format the Employer may require at times and intervals as set out herein in order to enable the Employer to evaluate the performance of the Employee.

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 (KPA's) and the Core Competencies Requirements (CCR's) respectively.

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

6.3.3 KPA's covering the main areas of work will account for 80% and CCR's 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.

6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational awareness	8
People Management	• Human Capital Planning and Development • Diversity Management • Employee relations management • Negotiation and dispute management	8
Program and Project Management	• Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	8
Financial Management	• Budget Planning and execution • Financial Strategy and delivery • Financial Reporting and Monitoring	12
Change Leadership	• Change Vision Strategy • Progress design and improvement • Change impact monitoring and evaluation	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative governance	8
CORE COMPETENCIES		
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
		100

6.4.2 Core Competency Descriptions and Achievement Levels

The following defines/describes and sets out achievement levels for the above CCR's:

Cluster		Leading Competencies	
Competency name		Strategic Direction and Leadership	
Competency Definition		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate *Describe how specific tasks link to institutional strategies but has limited influence in directing strategy *Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole *Demonstrate a basic understanding of key-decision makers	*Give direction to a team in realising the institutions strategic mandate and set objectives *Has positive impact and influence on the morale, engagement and participation of team members *Develop action plans to execute and guide strategy implementation *Assist in defining performance measures to monitor the progress and effectiveness of the institution *Displays an awareness of institutional structures and political factors *Effectively communicate barriers to execution to relevant parties *Provide guidance to all stakeholders in the achievement of the strategic mandate *Understand the aim and objectives of the institution and relate it to own work	*Evaluate all activities to determine value and alignment to strategic intent *Displays an in-depth knowledge and understanding of strategic planning *Align strategy and goals across all functional areas *Actively define performance measures to monitor the progress and effectiveness of the institution *Consistently challenge strategic plans to ensure relevance * Understand institutional structures and political factors, and consequences of actions * Empower others to follow strategic direction and deal with complex situations *Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	*Structure and position the institution to local government priorities *Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework * Hold self-accountable for strategy execution and results *Provide impact and influence through building and maintaining strategic relationships * Create an environment that facilitates loyalty and innovation *Display a superior level of self-discipline and integrity actions *Integrate various systems into a collective whole to optimize institutional performance management *Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

Cluster	Leading Competencies		
Competency name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Participate in team goal-setting and problem solving *Interact and collaborate with people of diverse backgrounds *Aware of guidelines for employee development, but requires support in implementing development initiatives	*Seek opportunities to increase team contribution and responsibility *Respect and support the diverse nature of others and be aware of the benefits of a diverse approach *Effectively delegate tasks and empower others to increase contribution and execute functions optimally *Apply relevant employee legislation fairly and consistently *Facilitate team goal-setting and problem-solving * Effectively identify capacity requirements to fulfil the strategic mandate	*Identify ineffective team and work processes and recommend remedial interventions *Recognise and reward effective and desired behaviour *Provide mentoring and guidance to others in order to increase personal effectiveness *Identify development and learning needs within the team *Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism *Inspire a culture of performance excellence by giving positive and constructive feedback to the team *Achieve agreement or consensus in adversarial environments *Lead and unite diverse teams across divisions to achieve institutional objectives	*Develop and incorporate best practice people management processes, approaches and tools across the institution *Foster a culture of discipline, responsibility and accountability *Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution *Develop comprehensive integrated strategies and approaches to human capital development and management *Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

Cluster	Leading Competencies		
Competency name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Initiate projects after approval from higher authorities *Understand procedures of program and project management methodology, implications and stakeholder involvement *Understand the rational of projects in relation to the institution's strategic objectives *Document and communicate factors and risk associated with own work *Use results and approaches of successful project implementation as guide	*Establish broad stakeholder involvement and communicate the project status and key milestones *Define the roles and responsibilities of the project team and create clarity around expectations *Find a balance between project deadline and the quality of deliverables *Identify appropriate project resources to facilitate the effective completion of the deliverables *Comply with statutory requirements and apply policies in a consistent manner *Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	*Manage multiple programs and balance priorities and conflicts according to institutional goals *Apply effective risk management strategies through impact assessment and resource requirements *Modify project scope and budget when required without compromising the quality and objectives of the project *Involve top-level authorities and relevant stakeholders in seeking project buy-in *Identify and apply contemporary project management methodology *Influence and motivate project team to deliver exceptional results *Monitor policy implementation and apply procedures to manage risks	*Understand and conceptualise the long-term implications of desired project outcomes *Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives *Consider and initiate projects that focus on achievement of the long-term objectives *Influence people in positions of authority to implement outcomes of projects *Lead and direct translation of policy into workable actions plans *Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

Cluster	Leading Competencies		
Competency name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand basic financial concepts and methods as they relate to institutional processes and activities *Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems *Understand the importance of financial accountability *Understand the importance of asset control	*Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate *Assess, identify and manage financial risks *Assume a cost-saving approach to financial management *Prepare financial reports based on specified formats *Consider and understand the financial implications of decisions and suggestions *Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated *Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	*Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility *Prepare budgets that are aligned to the strategic objectives of the institution *Address complex budgeting and financial management concerns *Put systems and processes in place to enhance the quality and integrity of financial management practices *Advise on policies and procedures regarding asset control *Promote National Treasury's regulatory framework for Financial Management	*Develop planning tools to assist in evaluating and monitoring future expenditure trends *Set budget frameworks for the institution *Set strategic direction for the institution on expenditure and other financial processes *Build and nurture partnerships to improve financial management and achieve financial savings *Actively identify and implement new methods to improve asset control *Display professionalism in dealing with financial data and processes

Cluster	Leading Competencies		
Competency name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display an awareness of change interventions, and the benefits of transformation initiatives *Able to identify basic needs for change *Identify gaps between the current and desired state *Identify potential risk and challenges to transformation, including resistance to change factors *Participate in change programs and piloting change interventions *Understand the impact of change interventions on the institution within the broader scope of Local government	*Perform an analysis of the change impact on the social, political and economic environment *Maintain calm and focus during change *Able to assist team members during change and keep them focused on the deliverables *Volunteer to lead change efforts outside of own work team *Able to gain buy-in and approval for change from relevant stakeholders *Identify change readiness levels and assist in resolving resistance to change factors *Design change interventions that are aligned with the institution's strategic objectives and goals	*Actively monitor change impact and results and convey progress to relevant stakeholders *Secure buy-in and sponsorship for change initiatives *Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness *Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change *Take the lead in impactful change programs * Benchmark change interventions against best change practices *Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation *Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	*Sponsor change agents and create a network of change leaders who support the interventions *Actively adapt current structures and processes to incorporate the change interventions *Mentor and guide team members on the effects of change, resistance factors and how to integrate change *Motivate and inspire others around change initiatives

Cluster	Leading Competencies		
Competency name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements *Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders *Provide input into policy formulation	*Display a thorough understanding of governance and risk and compliance factors and implement plans to address these *Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution *Actively drive policy formulation within the institution to ensure the achievement of objectives	*Able to link risk initiatives into key institutional objectives and drivers *Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles *Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives *Demonstrate a thorough understanding of risk retention plans *Identify and implement comprehensive risk management systems and processes *Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	*Demonstrate a high level of commitment in complying with governance requirements *Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework *Able to advise Local Government on risk management strategies, best practice interventions and compliance management *Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government *Able to shape, direct and drive the formulation of policies on a macro level

Cluster	Core Competencies		
Competency name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
Realise the impact of acting with integrity, but requires guidance and development in implementing principles *Follow the basic rules and regulations of the institution *Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	*Conduct self in alignment with the values of Local Government and the institution *Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver *Actively report fraudulent activity and corruption within local government *Understand and honour the confidential nature of matters without seeking personal gain *Able to deal with situations of conflict of interest promptly and in the best interest of local government	*Identify, develop, and apply measures of self-correction *Able to gain trust and respect through aligning actions with commitments *Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders *Present values, beliefs and ideas that are congruent with the institution's rules and regulations *Takes an active stance against corruption and dishonesty when noted *Actively promote the value of the institution to internal and external stakeholders *Able to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to achieve moral decisions	*Create an environment conducive of moral practices *Actively develop and implement measures to combat fraud and corruption *Set integrity standards and shared accountability measures across the institution to support the objectives of local government *Take responsibility for own actions and decisions, even if the consequences are unfavourable

Cluster	Core Competencies		
Competency name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Able to follow basic plans and organise tasks around set objectives *Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans *Able to follow existing plans and ensure that objectives are met *Focus on short-term objectives in developing plans and actions *Arrange information and resources required for a task, but require further structure and organisation	*Actively and appropriately organise information and resources required for a task *Recognise the urgency and importance of tasks *Balance short and long-term plans and goals and incorporate into the team's performance objectives *Schedule tasks to ensure they are performed within budget and with efficient use of time and resources *Measures progress and monitor performance results	*Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation *Identify in advance required stages and actions to complete tasks and projects *Schedule realistic timelines, objectives and milestones for tasks and projects *Produce clear, detailed and comprehensive plans to achieve institutional objectives *Identify possible risk factors and design and implement appropriate contingency plans *Adapt plans in light of changing circumstances *Prioritise tasks and projects according to their relevant urgency and importance	*Focus on broad strategies and initiatives when developing plans and actions *Able to project and forecast short, medium and long term requirements of the institution and local government *Translate policy into relevant projects to facilitate the achievement of institutional objectives

Cluster	Core Competencies		
Competency name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand the basic operation problem solving of analysis, but lack detail and thoroughness *Able to balance independent analysis with requesting assistance from others *Recommend new ways to perform tasks within own function *Propose simple remedial interventions that marginally challenges the status quo *Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	*Demonstrate Logical techniques and approaches and provide rationale for recommendations *Demonstrate objectivity, insight, and thoroughness when analysing problems *Able to break down complex problems into manageable parts and identify solutions *Consult internal and external stakeholders on opportunities to improve processes and service delivery *Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders *Continuously identify opportunities to enhance internal processes *Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	*Coaches team members on analytical and innovative approaches and techniques *Engage with appropriate individuals in analysing and resolving complex problems *Identify solutions on various areas in the institution *Formulate and implement new ideas throughout the institution *Able to gain approval and buy- in for proposed interventions from relevant stakeholders *Identify trends and best practices in process and service delivery and propose institutional application *Continuously engage in research to identify client needs	*Demonstrate complex analytical and problem solving approaches and techniques *Create an environment conducive to analytical and fact-based problem-solving *Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence *Create an environment that fosters innovative thinking and follows a learning organisation approach *Be a thought leader on innovative customer service delivery, and process optimisation *Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies		
Competency name	Knowledge and Information Management		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Collect, categorise and track relevant information required for specific tasks and projects *Analyse and interpret information to draw conclusions *Seek new sources of information to increase the knowledge base *Regularly share information and knowledge with internal stakeholders and team members	*Use appropriate information systems and technology to manage institutional knowledge and information sharing *Evaluate data from various sources and use information effectively to influence decisions and provide solutions *Actively create mechanisms and structures for sharing of information *Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	*Effectively predict future information and knowledge management requirements and systems *Develop standards and processes to meet future knowledge management needs *Share and promote best-practice knowledge management across various institutions *Establish accurate measures and monitoring systems for knowledge and information management *Create a culture conducive of learning and knowledge sharing *Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	*Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information *Establish partnerships across local government to facilitate knowledge management *Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach *Recognise and exploit knowledge points in interactions with internal and external stakeholders

Cluster	Core Competencies		
Competency name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focussed and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools *Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration *Disseminate and convey information and knowledge adequately	*Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating *Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs *Adapt communication content and style to suit the audience and facilitate optimal information transfer *Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders *Compile clear, focused, concise and well-structured written documents	*Effectively communicate high-risk and sensitive matters to relevant stakeholders *Develop a well-defined communication strategy *Balance political perspectives with institutional needs when communicating viewpoints on complex issues *Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles *Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution *Able to communicate with the media with high levels of moral competence and discipline	*Regarded as a specialist in negotiations and representing the institution *Able to inspire and motivate others through positive communication that is impactful and relevant *Creates an environment conducive to transparent and productive communication and critical and appreciative conversations *Able to coordinate negotiations at different levels within local government and externally

Cluster	Core Competencies		
Competency name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand quality of work but requires guidance in attending to important matters *Show a basic commitment to achieving the correct results *Produce the minimum level of results required in the role *Produce outcomes that is of a good standard *Focus on the quantity of output but requires development in incorporating the quality of work *Produce quality work in general circumstances, but fails to meet expectation when under pressure	*Focus on high-priority actions and does not become distracted by lower-priority activities *Display firm commitment and pride in achieving the correct results *Set quality standards and design processes and tasks around achieving set standards *Produce output of high quality *Able to balance the quantity and quality of results in order to achieve objectives *Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	*Consistently verify own standards and outcomes to ensure quality output *Focus on the end result and avoids being distracted *Demonstrate a determined and committed approach to achieving results and quality standards *Follow task and projects through to completion *Set challenging goals and objectives to self and team and display commitment to achieving expectations *Maintain a focus on quality outputs when placed under pressure *Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	*Coach and guide others to exceed quality standards and results *Develop challenging, client-focused goals and sets high standards for personal performance *Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required *Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations *Take appropriate risks to accomplish goals *Overcome setbacks and adjust action plans to realise goals *Focus people on critical activities that yield a high impact

7. PERFORMANCE EVALUATIONS

7.1 The Performance Plan annexed to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCR's

7.5.2.1. Each CCR should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCR.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the score and calculate a final CCR score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. 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 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.					
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the 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.	

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

7.6.1 Municipal Manager;

7.6.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.6.3 Member of the Mayoral Committee or Executive Committee or in respect of a plenary type municipality, another member of council; and

7.6.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First Quarter	:	**July- September 2020**
Submission of evidence	:	12 October 2020
Review	:	23 October 2020
Second Quarter	:	**October – December 2020**
Submission of evidence	:	18 January 2021
Review	:	29 January 2021
Third quarter	:	**January-March 2021**
Submission of evidence	:	12 April 2021
Review	:	23 April 2021
Fourth quarter	:	**April-June 2021**
Submission of evidence	:	16 July 2021
Review	:	30 July 2021

Annual Performance Evaluation: December 2021 after receipt of the AG Report on the Audit of the Financial Statements for the period 1 July 2020 to 30 June 2021.

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

9. 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 reasonably require from time to time, assisting 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 of the Employer will have amongst others-

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

10.1.2 Commit the Employee to implement or to give effect to a legitimate decision made by the Employer; and

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practically possible 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 between 5% to 14% of the Employee's inclusive annual remuneration package as detailed in the relevant policy, may be paid to the Employee in recognition of outstanding performance subject to the provisions of applicable legislation in this regard.

11.3 Whereas the Employee's contract of employment provides in clause 2.4 that the appointment is subject to the conclusion of a performance agreement annually within one (1) month after the commencement of the new financial year and whereas the parties to this agreement agrees that performance reporting by Directorates is an indispensable component of the management of Kouga Municipality;

11.3.1 It is herewith specifically agreed that the Employee shall utilize the performance management system of the Municipality on a continuous basis and the Employee shall ensure that performance reporting is completed within a period of eleven (11) working days immediately following any performance reporting period, unless otherwise stated herein, with the provision that where any performance information is subject to Audit, provisional performance reporting shall be completed within the stipulated reporting period.

11.3.2 The Employee herewith acknowledge and agree that failure to comply with performance reporting periods and time frames shall impact on the ability of the Employer to comply with legislated and stipulated performance reporting and as such may non-compliance with completion of performance reports by the Employee result in any performance reward that may be due or may become due may be forfeited in part or in full at the discretion of the Employer.

12. DISPUTE RESOLUTION

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

12.1.1 The Mayor of the Employer within thirty (30) days of receipt of a formal written dispute from the Employee provided that where the dispute relates to the outcome of the performance evaluation the Mayor shall appoint a member of Council to consider submissions on performance whose decision shall be final and binding.

12.2 Any disputes about the outcome of the Performance Evaluations shall within thirty (30) days of receipt of a formal written dispute from the Employee be mediated by a member of the Kouga Municipal Council, provided that such Councillor was not part of the evaluation panel contemplated in paragraph 7 herein, whose decision shall be final and binding on both parties.

12.3 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

13. GENERAL

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

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

14. PERSONAL DEVELOPMENT PLAN

14.1 The personal development plan of the Employee is attached hereto.

Kouga Municipality

Thus done and signed at JEFFREYS BAY on this the 31st day of JULY 2020.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

_____
MUNICIPAL MANAGER

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR C DU PLESSIS

AND

RIAAZ LORGAT

THE EMPLOYEE OF THE MUNICIPALITY

CHIEF FINANCIAL OFFICER

PERIOD: 1 JULY 2020 TO 30 JUNE 2021

1. PURPOSE

The performance plan defines the Council's expectations of the Chief Financial Officer'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.

2. KEY RESPONSIBILITIES

It is expressly agreed that while certain key responsibilities of the Chief Financial Officer shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Chief Financial Officer shall not be restricted to the measured responsibilities only.

3. PERFORMANCE REPORTING

3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.

3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Municipal Manager detailing the following:

Key Performance Indicator and target for the reporting period;

- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;
- Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.

Only where the Municipal Manager has approved the reasons for the non-achievement of a target shall the Employee report the non-achievement of the target

as part of the performance reporting cycle and the Employee shall at all times attach the Memorandum directed to the Municipal Manager as well as the approval of the Municipal Manager to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
3.	Municipal Financial Viability and Management	90
1.	Infrastructure and Basic Service Delivery	5
2.	Institutional Development and Transformation	5
	Total	100

5. KEY PERFORMANCE INDICATORS

5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

5.1 INSTITUTIONAL SERVICE DELIVERY IMPLEMENTATION PLAN TARGETS

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP11	CP_075	3	ICT upgrade	To improve and integrate IT systems of the municipality	Cibex Software	Implementation of 150 Cibecs Endpoint Cloud licenses to seamlessly manage, backup, protect & migrate distributed endpoint data	Number of licences implemented	600 000	n/a	Implement 75 Cibecs licences to devices	Implement 75 Cibecs licences to devices	n/a	60
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	100% completion of procurement of computer equipment	% completion of procurement of computer equipment	200 000	Appoint service provider for the procurement of computer equipment	100% completion of procurement of computer equipment	N/a	N/a	40
TOTAL													100

5.2 OPERATIONAL SERVICE DELIVERY TARGETS

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Revenue collected against revenue raised	85%		85%		85%		85%		85%				5
			% compliance with National Treasury reporting calendar	95%		95%		95%		95%		95%				5
			Liquidity Ratio (Months cost coverage)	1:087										1:0.75	1: 0.87	5
			Number of unqualified audit opinions by the AG	1		-		1		-		-		1	1	5
			% of creditors paid within 30 Days of receipt of Invoice	100%		100%		100%		100%		100%				5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Infrastructure and basic service delivery	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% of indigent residents as per Indigent register with access to free basic services	100%		100%		100%		100%		100%				5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Current Ratio	1.58:1										1.58:1	1.44:1	5
			% Reduction in staff overtime compared to previous year	10%		10%		10%		10%		10%		New	New	5
			% Completion of Asset Register	100%		-		10%		40%		100%		New	New	5
Keep Kouga Smart	Institutional Development and Transformati on	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed,	% Compliance with the implementation of Covid-19 risk departmental workplan	90%		90%		90%		90%		90%		New	New	5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
		equitable and efficient local government services to Kouga citizens														
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the completion of an implementation plan on Completion of Revenue	31/12/20		-		31/12/20		-		-		New	New	5
			Due date compliance with the appointment of the Manager ICT	28/2/21		-		-		28/2/21		-		New	New	5
			Due date compliance with ensuring that an annual auction is held by not later than 31 December 2020	31/12/20		-		31/12/20		-		-		New	New	5
			Due date compliance with the preparation and submission of a report to Council on the sale of municipal	31/12/20		-		31/12/20		-		-		New	New	5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets								Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
			properties currently rented													
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the completion and submission of a report to Council on the viability assessment for the establishment of a Kouga Development Agency	31/12/20		-		31/12/20		-		-		New	New	5
			Due date compliance with the preparation of the draft budget for approval by 31/3/21	31/3/21		N/a		N/a		31/3/21		N/a		New	New	5
			Due date compliance with the preparation of the final budget for adoption by 31 May 2021	31/5/21		N/a		N/a		31/5/21		N/a		New	New	5
			Due date compliance with the submission of Tariff Review proposals	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets								Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
			for the Directorate for consideration with the budget preparations													
Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5
			% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%		95%		95%		95%		New	New	5.

Thus, done and signed on this 31st day of July 2020 in the presence of the undersigned witnesses

EMPLOYEE **EMPLOYER**

WITNESSES: _____

_____

KOUGA
local municipality
Good Governance through Service Excellence

PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

KOUGA MUNICIPALITY

HEREIN REPRESENTED MR C DU PLESSIS IN HIS CAPACITY AND MUNICIPAL MANAGER (Duly authorized by Kouga Municipality and hereinafter referred to as the **"Employer"**)

AND

R LORGAT

(Hereinafter referred to as the **"Employee"**)

Whereas the Employee has been appointed on a fixed term contract as the Chief Financial Officer by the Employer and whereas the Employee has entered into a performance agreement with the Employer and whereas the Employer is committed to the continuous development of employees to improve service delivery, the Employee herewith identifies the following the following training needs:

1. Performance/ Skills gap *(In order of priority)*	2. Outcomes Expected *(measurable indicators: quantity, quality and time frames)*	3. Suggested training and/or development activity	4. Suggested mode of delivery	5. Suggested time frames	6. Work opportunity created to practice skill/ development area	7. Support person
Detailed process of PPP Contract	Competence in PPP processes	PPP Training	Contact sessions	28 February 2021	Compliance in successfully implementing catalytic projects within the Municipality	DBSA / National Treasury

Thus done and signed at Jeffreys Bay on this 30 day of JULY 2020

EMPLOYEE

MUNICIPAL MANAGER

Kouga Municipality

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOUGA MUNICIPALITY
HEREIN REPRESENTED BY

MR C DU PLESSIS

AND

ME K MOODLEY
EMPLOYED BY KOUGA MUNICIPALITY AS
DIRECTOR CORPORATE SERVICES

FOR THE

FINANCIAL YEAR: 1 JULY 2020 TO 30 JUNE 2021

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 as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will ensure the achievement of local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities.

2.3 Specify accountabilities as set out in the Performance Plan.

2.4 Monitor and measure performance against set targeted outputs.

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his job.

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

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

3. DELIVERY

3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021, where after a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement, at least once a year by not later than 31 July of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan attached to this Agreement 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 the Performance Plan are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be performed. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including

special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The Employee undertakes to submit performance evidence in a format the Employer may require at times and intervals as set out herein in order to enable the Employer to evaluate the performance of the Employee.

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 (KPA's) and the Core Competencies Requirements (CCR's) respectively.

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

6.3.3 KPA's covering the main areas of work will account for 80% and CCR's 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:

Kpa No	Key Performance Area	Weight
2	Financial Viability and Management	10
3	Good Governance and Public Participation	50
4	Institutional Development and Transformation	40
	Total	100

6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:

Kouga Municipality

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational awareness	8
People Management	• Human Capital Planning and Development • Diversity Management • Employee relations management • Negotiation and dispute management	8
Program and Project Management	• Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	8
Financial Management	• Budget Planning and execution • Financial Strategy and delivery • Financial Reporting and Monitoring	12
Change Leadership	• Change Vision Strategy • Progress design and improvement • Change impact monitoring and evaluation	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative governance	8
CORE COMPETENCIES		
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
		100

6.4.2 Core Competency Descriptions and Achievement Levels

The following defines/describes and sets out achievement levels for the above CCR's:

Cluster	Leading Competencies		
Competency name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate *Describe how specific tasks link to institutional strategies but has limited influence in directing strategy *Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole *Demonstrate a basic understanding of key-decision makers	*Give direction to a team in realising the institutions strategic mandate and set objectives *Has positive impact and influence on the morale, engagement and participation of team members *Develop action plans to execute and guide strategy implementation *Assist in defining performance measures to monitor the progress and effectiveness of the institution *Displays an awareness of institutional structures and political factors *Effectively communicate barriers to execution to relevant parties *Provide guidance to all stakeholders in the achievement of the strategic mandate *Understand the aim and objectives of the institution and relate it to own work	*Evaluate all activities to determine value and alignment to strategic intent *Displays an in-depth knowledge and understanding of strategic planning *Align strategy and goals across all functional areas *Actively define performance measures to monitor the progress and effectiveness of the institution *Consistently challenge strategic plans to ensure relevance * Understand institutional structures and political factors, and consequences of actions * Empower others to follow strategic direction and deal with complex situations *Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	*Structure and position the institution to local government priorities *Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework * Hold self-accountable for strategy execution and results *Provide impact and influence through building and maintaining strategic relationships * Create an environment that facilitates loyalty and innovation *Display a superior level of self-discipline and integrity actions *Integrate various systems into a collective whole to optimize institutional performance management *Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

Cluster	Leading Competencies		
Competency name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Participate in team goal-setting and problem solving *Interact and collaborate with people of diverse backgrounds *Aware of guidelines for employee development, but requires support in implementing development initiatives	*Seek opportunities to increase team contribution and responsibility *Respect and support the diverse nature of others and be aware of the benefits of a diverse approach *Effectively delegate tasks and empower others to increase contribution and execute functions optimally *Apply relevant employee legislation fairly and consistently *Facilitate team goal-setting and problem-solving * Effectively identify capacity requirements to fulfil the strategic mandate	*Identify ineffective team and work processes and recommend remedial interventions *Recognise and reward effective and desired behaviour *Provide mentoring and guidance to others in order to increase personal effectiveness *Identify development and learning needs within the team *Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism *Inspire a culture of performance excellence by giving positive and constructive feedback to the team *Achieve agreement or consensus in adversarial environments *Lead and unite diverse teams across divisions to achieve institutional objectives	*Develop and incorporate best practice people management processes, approaches and tools across the institution *Foster a culture of discipline, responsibility and accountability *Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution *Develop comprehensive integrated strategies and approaches to human capital development and management *Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

Kouga Municipality

Cluster	Leading Competencies		
Competency name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Initiate projects after approval from higher authorities *Understand procedures of program and project management methodology, implications and stakeholder involvement *Understand the rational of projects in relation to the institution's strategic objectives *Document and communicate factors and risk associated with own work *Use results and approaches of successful project implementation as guide	*Establish broad stakeholder involvement and communicate the project status and key milestones *Define the roles and responsibilities of the project team and create clarity around expectations *Find a balance between project deadline and the quality of deliverables *Identify appropriate project resources to facilitate the effective completion of the deliverables *Comply with statutory requirements and apply policies in a consistent manner *Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	*Manage multiple programs and balance priorities and conflicts according to institutional goals *Apply effective risk management strategies through impact assessment and resource requirements *Modify project scope and budget when required without compromising the quality and objectives of the project *Involve top-level authorities and relevant stakeholders in seeking project buy-in *Identify and apply contemporary project management methodology *Influence and motivate project team to deliver exceptional results *Monitor policy implementation and apply procedures to manage risks	*Understand and conceptualise the long-term implications of desired project outcomes *Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives *Consider and initiate projects that focus on achievement of the long-term objectives *Influence people in positions of authority to implement outcomes of projects *Lead and direct translation of policy into workable actions plans *Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

Cluster	Leading Competencies		
Competency name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand basic financial concepts and methods as they relate to institutional processes and activities *Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems *Understand the importance of financial accountability *Understand the importance of asset control	*Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate *Assess, identify and manage financial risks *Assume a cost-saving approach to financial management *Prepare financial reports based on specified formats *Consider and understand the financial implications of decisions and suggestions *Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated *Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	*Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility *Prepare budgets that are aligned to the strategic objectives of the institution *Address complex budgeting and financial management concerns *Put systems and processes in place to enhance the quality and integrity of financial management practices *Advise on policies and procedures regarding asset control *Promote National Treasury's regulatory framework for Financial Management	*Develop planning tools to assist in evaluating and monitoring future expenditure trends *Set budget frameworks for the institution *Set strategic direction for the institution on expenditure and other financial processes *Build and nurture partnerships to improve financial management and achieve financial savings *Actively identify and implement new methods to improve asset control *Display professionalism in dealing with financial data and processes

Cluster	Leading Competencies		
Competency name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display an awareness of change interventions, and the benefits of transformation initiatives *Able to identify basic needs for change *Identify gaps between the current and desired state *Identify potential risk and challenges to transformation, including resistance to change factors *Participate in change programs and piloting change interventions *Understand the impact of change interventions on the institution within the broader scope of Local government	*Perform an analysis of the change impact on the social, political and economic environment *Maintain calm and focus during change *Able to assist team members during change and keep them focused on the deliverables *Volunteer to lead change efforts outside of own work team *Able to gain buy-in and approval for change from relevant stakeholders *Identify change readiness levels and assist in resolving resistance to change factors *Design change interventions that are aligned with the institution's strategic objectives and goals	*Actively monitor change impact and results and convey progress to relevant stakeholders *Secure buy-in and sponsorship for change initiatives *Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness *Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change *Take the lead in impactful change programs * Benchmark change interventions against best change practices *Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation *Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	*Sponsor change agents and create a network of change leaders who support the interventions *Actively adapt current structures and processes to incorporate the change interventions *Mentor and guide team members on the effects of change, resistance factors and how to integrate change *Motivate and inspire others around change initiatives

Kouga Municipality

Cluster	Leading Competencies		
Competency name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements *Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders *Provide input into policy formulation	*Display a thorough understanding of governance and risk and compliance factors and implement plans to address these *Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution *Actively drive policy formulation within the institution to ensure the achievement of objectives	*Able to link risk initiatives into key institutional objectives and drivers *Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles *Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives *Demonstrate a thorough understanding of risk retention plans *Identify and implement comprehensive risk management systems and processes *Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	*Demonstrate a high level of commitment in complying with governance requirements *Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework *Able to advise Local Government on risk management strategies, best practice interventions and compliance management *Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government *Able to shape, direct and drive the formulation of policies on a macro level

Cluster	Core Competencies		
Competency name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
Realise the impact of acting with integrity, but requires guidance and development in implementing principles *Follow the basic rules and regulations of the institution *Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	*Conduct self in alignment with the values of Local Government and the institution *Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver *Actively report fraudulent activity and corruption within local government *Understand and honour the confidential nature of matters without seeking personal gain *Able to deal with situations of conflict of interest promptly and in the best interest of local government	*Identify, develop, and apply measures of self-correction *Able to gain trust and respect through aligning actions with commitments *Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders *Present values, beliefs and ideas that are congruent with the institution's rules and regulations *Takes an active stance against corruption and dishonesty when noted *Actively promote the value of the institution to internal and external stakeholders *Able to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to achieve moral decisions	*Create an environment conducive of moral practices *Actively develop and implement measures to combat fraud and corruption *Set integrity standards and shared accountability measures across the institution to support the objectives of local government *Take responsibility for own actions and decisions, even if the consequences are unfavourable

Kouga Municipality

Cluster	Core Competencies		
Competency name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Able to follow basic plans and organise tasks around set objectives *Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans *Able to follow existing plans and ensure that objectives are met *Focus on short-term objectives in developing plans and actions *Arrange information and resources required for a task, but require further structure and organisation	*Actively and appropriately organise information and resources required for a task *Recognise the urgency and importance of tasks *Balance short and long-term plans and goals and incorporate into the team's performance objectives *Schedule tasks to ensure they are performed within budget and with efficient use of time and resources *Measures progress and monitor performance results	*Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation *Identify in advance required stages and actions to complete tasks and projects *Schedule realistic timelines, objectives and milestones for tasks and projects *Produce clear, detailed and comprehensive plans to achieve institutional objectives *Identify possible risk factors and design and implement appropriate contingency plans *Adapt plans in light of changing circumstances *Prioritise tasks and projects according to their relevant urgency and importance	*Focus on broad strategies and initiatives when developing plans and actions *Able to project and forecast short, medium and long term requirements of the institution and local government *Translate policy into relevant projects to facilitate the achievement of institutional objectives

Kouga Municipality

Cluster		Core Competencies	
Competency name		Analysis and Innovation	
Competency Definition		Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand the basic operation problem solving of analysis, but lack detail and thoroughness *Able to balance independent analysis with requesting assistance from others *Recommend new ways to perform tasks within own function *Propose simple remedial interventions that marginally challenges the status quo *Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	*Demonstrate Logical techniques and approaches and provide rationale for recommendations *Demonstrate objectivity, insight, and thoroughness when analysing problems *Able to break down complex problems into manageable parts and identify solutions *Consult internal and external stakeholders on opportunities to improve processes and service delivery *Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders *Continuously identify opportunities to enhance internal processes *Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	*Coaches team members on analytical and innovative approaches and techniques *Engage with appropriate individuals in analysing and resolving complex problems *Identify solutions on various areas in the institution *Formulate and implement new ideas throughout the institution *Able to gain approval and buy- in for proposed interventions from relevant stakeholders *Identify trends and best practices in process and service delivery and propose institutional application *Continuously engage in research to identify client needs	*Demonstrate complex analytical and problem solving approaches and techniques *Create an environment conducive to analytical and fact-based problem-solving *Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence *Create an environment that fosters innovative thinking and follows a learning organisation approach *Be a thought leader on innovative customer service delivery, and process optimisation *Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Kouga Municipality

Cluster	Core Competencies		
Competency name	Knowledge and Information Management		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Collect, categorise and track relevant information required for specific tasks and projects *Analyse and interpret information to draw conclusions *Seek new sources of information to increase the knowledge base *Regularly share information and knowledge with internal stakeholders and team members	*Use appropriate information systems and technology to manage institutional knowledge and information sharing *Evaluate data from various sources and use information effectively to influence decisions and provide solutions *Actively create mechanisms and structures for sharing of information *Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	*Effectively predict future information and knowledge management requirements and systems *Develop standards and processes to meet future knowledge management needs *Share and promote best-practice knowledge management across various institutions *Establish accurate measures and monitoring systems for knowledge and information management *Create a culture conducive of learning and knowledge sharing *Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	*Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information *Establish partnerships across local government to facilitate knowledge management *Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach *Recognise and exploit knowledge points in interactions with internal and external stakeholders

Kouga Municipality

Cluster		Core Competencies	
Competency name		Communication	
Competency Definition		Able to share information, knowledge and ideas in a clear, focussed and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
*Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools *Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration *Disseminate and convey information and knowledge adequately	*Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating *Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs *Adapt communication content and style to suit the audience and facilitate optimal information transfer *Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders *Compile clear, focused, concise and well-structured written documents	*Effectively communicate high-risk and sensitive matters to relevant stakeholders *Develop a well-defined communication strategy *Balance political perspectives with institutional needs when communicating viewpoints on complex issues *Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles *Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution *Able to communicate with the media with high levels of moral competence and discipline	*Regarded as a specialist in negotiations and representing the institution *Able to inspire and motivate others through positive communication that is impactful and relevant *Creates an environment conducive to transparent and productive communication and critical and appreciative conversations *Able to coordinate negotiations at different levels within local government and externally

Kouga Municipality

Cluster	Core Competencies		
Competency name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand quality of work but requires guidance in attending to important matters *Show a basic commitment to achieving the correct results *Produce the minimum level of results required in the role *Produce outcomes that is of a good standard *Focus on the quantity of output but requires development in incorporating the quality of work *Produce quality work in general circumstances, but fails to meet expectation when under pressure	*Focus on high-priority actions and does not become distracted by lower-priority activities *Display firm commitment and pride in achieving the correct results *Set quality standards and design processes and tasks around achieving set standards *Produce output of high quality *Able to balance the quantity and quality of results in order to achieve objectives *Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	*Consistently verify own standards and outcomes to ensure quality output *Focus on the end result and avoids being distracted *Demonstrate a determined and committed approach to achieving results and quality standards *Follow task and projects through to completion *Set challenging goals and objectives to self and team and display commitment to achieving expectations *Maintain a focus on quality outputs when placed under pressure *Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	*Coach and guide others to exceed quality standards and results *Develop challenging, client-focused goals and sets high standards for personal performance *Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required *Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations *Take appropriate risks to accomplish goals *Overcome setbacks and adjust action plans to realise goals *Focus people on critical activities that yield a high impact

7. PERFORMANCE EVALUATIONS

7.1 The Performance Plan annexed to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCR's

7.5.2.1. Each CCR should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCR.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the score and calculate a final CCR score.

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

3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the 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.	

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

7.6.1 Municipal Manager;

7.6.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.6.3 Member of the Mayoral Committee or Executive Committee or in respect of a plenary type municipality, another member of council; and

7.6.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First Quarter	:	**July- September 2020**
Submission of evidence	:	12 October 2020
Review	:	23 October 2020
Second Quarter	:	**October – December 2020**
Submission of evidence	:	18 January 2021
Review	:	29 January 2021
Third quarter	:	**January-March 2021**
Submission of evidence	:	12 April 2021
Review	:	23 April 2021
Fourth quarter	:	**April-June 2021**
Submission of evidence	:	16 July 2021
Review	:	30 July 2021

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

9. 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 reasonably require from time to time, assisting 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 of the Employer will have amongst others-

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

10.1.2 Commit the Employee to implement or to give effect to a legitimate decision made by the Employer; and

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practically possible 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 between 5% to 14% of the Employee's inclusive annual remuneration package as detailed in the relevant policy, may be paid to the Employee in recognition of outstanding performance subject to the provisions of applicable legislation in this regard.

11.3 Whereas the Employee's contract of employment provides in clause 2.4 that the appointment is subject to the conclusion of a performance agreement annually within one (1) month after the commencement of the new financial year and whereas the parties to this agreement agrees that performance reporting by Directorates is an indispensable component of the management of Kouga Municipality;

11.3.1 It is herewith specifically agreed that the Employee shall utilize the performance management system of the Municipality on a continuous basis and the Employee shall ensure that performance reporting is completed within a period of eleven (11) working days immediately following any performance reporting period, unless otherwise stated herein, with the provision that where any performance information is subject to Audit, provisional performance reporting shall be completed within the stipulated reporting period.

11.3.2 The Employee herewith acknowledge and agree that failure to comply with performance reporting periods and time frames shall impact on the ability of the Employer to comply with legislated and stipulated performance reporting and as such may non-compliance with completion of performance reports by the Employee result in any performance reward that may be due or may become due may be forfeited in part or in full at the discretion of the Employer.

12. DISPUTE RESOLUTION

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

12.1.1 The Mayor of the Employer within thirty (30) days of receipt of a formal written dispute from the Employee provided that where the dispute relates to the outcome of the performance evaluation the Mayor shall appoint a member of Council to consider submissions on performance whose decision shall be final and binding.

12.2 Any disputes about the outcome of the Performance Evaluations shall within thirty (30) days of receipt of a formal written dispute from the Employee be mediated by a member of the Kouga Municipal Council, provided that such Councillor was not part of the evaluation panel contemplated in paragraph 7 herein, whose decision shall be final and binding on both parties.

12.3 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

13. GENERAL

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

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

14. PERSONAL DEVELOPMENT PLAN

14.1 The personal development plan of the Employee is attached hereto.

Thus done and signed at Jeffreys Bay on this the 31 day July of 2020.

AS WITNESSES:

1. Nimakupula

2.

EMPLOYEE

MUNICIPAL MANAGER

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR C DU PLESSIS

AND

KRISHENTHRIE SELVERAJ MOODLEY
THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR CORPORATE SERVICES
PERIOD: 1 JULY 2020 TO 30 JUNE 2021

JR VC

1. PURPOSE

The performance plan defines the Council's expectations of the Director Corporate Service'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.

2. KEY RESPONSIBILITIES

It is expressly agreed that while certain key responsibilities of the Director Corporate Services shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Director Corporate Services shall not be restricted to the measured responsibilities only.

3. PERFORMANCE REPORTING

3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.

3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Municipal Manager detailing the following:

- Key Performance Indicator and target for the reporting period;
- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;

JR VC

- Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.

- Only where the Municipal Manager has approved the reasons for the non-achievement of a target shall the Employee report the non-achievement of the target as part of the performance reporting cycle and the Employee shall at all times attach the Memorandum directed to the Municipal Manager as well as the approval of the Municipal Manager to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
2.	Financial Viability and Management	10
3.	Good Governance and Public Participation	50
4.	Institutional Development and Transformation	40
	Total	100

5. KEY PERFORMANCE INDICATORS

5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

5.2 INSTITUTIONAL SERVICE DELIVERY IMPLEMENTATION PLAN TARGETS

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP5	CP_60	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Biometric Systems	Installation of a Biometric System	% completion in the installation of a biometric system	200 000	N/a	N/a	20% completion in the installation of a biometric system	100% completion in the installation of a biometric system	20
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	Procure Desk Top Computers	% Completion of the procurement of desk top computers	200 000	N/a	N/a	50% Completion of the procurement of desk top computers	100% Completion of the procurement of desk top computers	20
IDP11	CP_60	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Software and Applications	Procure IP Phones	% completion of the procurement of IP Phones	50 000	N/a	N/a	50% completion of the procurement of IP Phones	100% completion of the procurement of IP Phones	20
IDP11	PC_201	3	ICT upgrade	To improve and integrate IT systems of the municipality	EDMS	Install and commission EDMS system	% completion of the installation and commissioning of an EDMS system	799 455	N/a	N/a	25% completion of the installation of an EDMS system	100% completion of installation and commissioning of EDMS system	20
IDP5	PC_1023	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Fencing of municipal buildings	Fencing of Hankey Municipal Offices	% completion of fencing of Hankey municipal office	100 000	N/a	N/a	N/a	100% Completion of fencing of Hankey Municipal Offices	20
													100

5.3 OPERATIONAL SERVICE DELIVERY TARGETS

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centered human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	Vacancy rate for approved Budgeted posts	4%		4%		4%		4%		4%				5
			% expenditure of Skills Dev Budget	90%		N/a		40%		45%		5%				20
			Number of new appointments as per Equity plan Employed in 3 highest categories of employment below section 56/57	1 AM 1AF		N/a		1 AF		N/a		1 AM		AF 1 AM 1	AF 2 AM 2	5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency	% Reduction in staff overtime compared to previous year	10%		10%		10%		10%		10%		New	New	20
Keep Kouga Smart	Good Governance and Public participation	KG 3. Provide professional, efficient, people centered human resources and administrative services to Kouga citizens, staff and	% Expenditure of budget for urgent and high priority repairs to Councilor Offices (List as approved by	90%		N/a		10%		40%		90%		New	New	10

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
		council for a transformed, equitable and efficient local government services to Kouga citizens	MM within R300 000 budget)													
Keep Kouga Smart	Good Governance and Public Participation	KG 3. Provide professional, efficient, people centered human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Implementation of urgent and high priority outcomes of the work-study and change management plan as determined by the MM for the 2020/21 year	80%		N/a		10%		30%		40%		New	New	10
			% Implementation of Phase 1 of the Job Evaluation Results	90%		-		90%		-		-		New	New	10
			% Compliance with the implementation of Covid-19 risk Departmental workplan	90%		90%		90%		90%		90%		New	New	5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate	90%		90%		90%		90%		90%		New	New	5

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5
			% compliance with due dates as set out in the procurement plan relevant to the directorate	90%		90%		90%		90%		90%		New	New	5
TOTAL																**100**

624

JR

7

VC

Thus, done and signed on this 31 day of July 2020 in the presence of the following witnesses

EMPLOYEE

EMPLOYER

WITNESSES:

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOUGA MUNICIPALITY
HEREIN REPRESENTED BY

MR C DU PLESSIS

AND

MR V FELTON
EMPLOYED BY KOUGA MUNICIPALITY AS
DIRECTOR INFRASTRUCTURE AND ENGINEERING

FOR THE

FINANCIAL YEAR: 1 JULY 2020 TO 30 JUNE 2021

Kouga Municipality

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Kouga herein represented by Mr C du Plessis in his capacity as Municipal Manager (hereinafter referred to as the Employer)

and

Mr V Felton an Employee of the Municipality of Kouga (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 as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will ensure the achievement of local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities.

2.3 Specify accountabilities as set out in the Performance Plan.

2.4 Monitor and measure performance against set targeted outputs.

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his job.

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

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

3. DELIVERY

3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021, where after a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement, at least once a year by not later than 31 July of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan attached to this Agreement 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 the Performance Plan are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be performed. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The Employee undertakes to submit performance evidence in a format the Employer may require at times and intervals as set out herein in order to enable the Employer to evaluate the performance of the Employee.

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 (KPA's) and the Core Competencies Requirements (CCR's) respectively.

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

6.3.3 KPA's covering the main areas of work will account for 80% and CCR's 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:

Kpa No	Key Performance Area	Weight

1	Financial Viability and Management (Procurement Plan)	20
2	Financial Viability and Management	80
	Total	100

6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational awareness	8
People Management	• Human Capital Planning and Development • Diversity Management • Employee relations management • Negotiation and dispute management	8
Program and Project Management	• Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	8
Financial Management	• Budget Planning and execution • Financial Strategy and delivery • Financial Reporting and Monitoring	12
Change Leadership	• Change Vision Strategy • Progress design and improvement • Change impact monitoring and evaluation	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative governance	8
CORE COMPETENCIES		
Moral Competence		8

Planning and Organising	8
Analysis and Innovation	8
Knowledge and Information Management	8
Communication	8
Results and Quality Focus	8
	100

6.4.2 Core Competency Descriptions and Achievement Levels

The following defines/describes and sets out achievement levels for the above CCR's:

Cluster	Leading Competencies		
Competency name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate *Describe how specific tasks link to institutional strategies but has limited influence in directing strategy *Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole *Demonstrate a basic understanding of key-decision makers	*Give direction to a team in realising the institutions strategic mandate and set objectives *Has positive impact and influence on the morale, engagement and participation of team members *Develop action plans to execute and guide strategy implementation *Assist in defining performance measures to monitor the progress and effectiveness of the institution *Displays an awareness of institutional structures and political factors *Effectively communicate barriers to execution to relevant parties	*Evaluate all activities to determine value and alignment to strategic intent *Displays an in-depth knowledge and understanding of strategic planning *Align strategy and goals across all functional areas *Actively define performance measures to monitor the progress and effectiveness of the institution *Consistently challenge strategic plans to ensure relevance * Understand institutional structures and political factors, and consequences of actions * Empower others to follow strategic direction and deal with complex situations	*Structure and position the institution to local government priorities *Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework * Hold self-accountable for strategy execution and results *Provide impact and influence through building and maintaining strategic relationships * Create an environment that facilitates loyalty and innovation *Display a superior level of self-discipline and integrity actions *Integrate various systems into a collective whole to optimize institutional performance management

	*Provide guidance to all stakeholders in the achievement of the strategic mandate *Understand the aim and objectives of the institution and relate it to own work	*Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	*Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

Cluster	Leading Competencies		
Competency name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Participate in team goal-setting and problem solving *Interact and collaborate with people of diverse backgrounds *Aware of guidelines for employee development, but requires support in implementing development initiatives	*Seek opportunities to increase team contribution and responsibility *Respect and support the diverse nature of others and be aware of the benefits of a diverse approach *Effectively delegate tasks and empower others to increase contribution and execute functions optimally *Apply relevant employee legislation fairly and consistently *Facilitate team goal-setting and problem-solving * Effectively identify capacity requirements to fulfil the strategic mandate	*Identify ineffective team and work processes and recommend remedial interventions *Recognise and reward effective and desired behaviour *Provide mentoring and guidance to others in order to increase personal effectiveness *Identify development and learning needs within the team *Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism *Inspire a culture of performance excellence by giving positive and constructive feedback to the team *Achieve agreement or consensus in adversarial environments *Lead and unite diverse teams across divisions to achieve institutional objectives	*Develop and incorporate best practice people management processes, approaches and tools across the institution *Foster a culture of discipline, responsibility and accountability *Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution *Develop comprehensive integrated strategies and approaches to human capital development and management *Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

Cluster		Leading Competencies	
Competency name		Program and Project Management	
Competency Definition		Able to understand program and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Initiate projects after approval from higher authorities *Understand procedures of program and project management methodology, implications and stakeholder involvement *Understand the rational of projects in relation to the institution's strategic objectives *Document and communicate factors and risk associated with own work *Use results and approaches of successful project implementation as guide	*Establish broad stakeholder involvement and communicate the project status and key milestones *Define the roles and responsibilities of the project team and create clarity around expectations *Find a balance between project deadline and the quality of deliverables *Identify appropriate project resources to facilitate the effective completion of the deliverables *Comply with statutory requirements and apply policies in a consistent manner *Monitor progress and use of resources and make needed adjustments to	*Manage multiple programs and balance priorities and conflicts according to institutional goals *Apply effective risk management strategies through impact assessment and resource requirements *Modify project scope and budget when required without compromising the quality and objectives of the project *Involve top-level authorities and relevant stakeholders in seeking project buy-in *Identify and apply contemporary project management methodology *Influence and motivate project team to deliver exceptional results *Monitor policy implementation and apply procedures to manage risks	*Understand and conceptualise the long-term implications of desired project outcomes *Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives *Consider and initiate projects that focus on achievement of the long-term objectives *Influence people in positions of authority to implement outcomes of projects *Lead and direct translation of policy into workable actions plans *Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

	timelines, steps, and resource allocation		

Cluster		Leading Competencies	
Competency name		Financial Management	
Competency Definition		Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further ensure that all financial transactions are managed in an ethical manner	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand basic financial concepts and methods as they relate to institutional processes and activities *Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems *Understand the importance of financial accountability *Understand the importance of asset control	*Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate *Assess, identify and manage financial risks *Assume a cost-saving approach to financial management *Prepare financial reports based on specified formats *Consider and understand the financial implications of decisions and suggestions *Ensure that delegation and	*Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility *Prepare budgets that are aligned to the strategic objectives of the institution *Address complex budgeting and financial management concerns *Put systems and processes in place to enhance the quality and integrity of financial management practices *Advise on policies and procedures regarding asset control *Promote National Treasury's regulatory	*Develop planning tools to assist in evaluating and monitoring future expenditure trends *Set budget frameworks for the institution *Set strategic direction for the institution on expenditure and other financial processes *Build and nurture partnerships to improve financial management and achieve financial savings *Actively identify and implement new methods to improve asset control *Display professionalism in dealing with financial data and processes

	instructions as required by National Treasury guidelines are reviewed and updated *Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	framework for Financial Management	

Cluster		Leading Competencies	
Competency name		Change Leadership	
Competency Definition		Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display an awareness of change interventions, and the benefits of transformation initiatives *Able to identify basic needs for change *Identify gaps between the current and desired state *Identify potential risk and challenges to transformation, including resistance to change factors *Participate in change programs and piloting change interventions *Understand the impact of change	*Perform an analysis of the change impact on the social, political and economic environment *Maintain calm and focus during change *Able to assist team members during change and keep them focused on the deliverables *Volunteer to lead change efforts outside of own work team *Able to gain buy-in and approval for change from relevant stakeholders *Identify change readiness levels and assist in resolving	*Actively monitor change impact and results and convey progress to relevant stakeholders *Secure buy-in and sponsorship for change initiatives *Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness *Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change *Take the lead in impactful change programs	*Sponsor change agents and create a network of change leaders who support the interventions *Actively adapt current structures and processes to incorporate the change interventions *Mentor and guide team members on the effects of change, resistance factors and how to integrate change *Motivate and inspire others around change initiatives

interventions on the institution within the broader scope of Local government	resistance to change factors *Design change interventions that are aligned with the institution's strategic objectives and goals	* Benchmark change interventions against best change practices *Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation *Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	

Cluster	Leading Competencies		
Competency name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements *Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders *Provide input into policy formulation	*Display a thorough understanding of governance and risk and compliance factors and implement plans to address these *Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution *Actively drive policy formulation within the institution to ensure the achievement of objectives	*Able to link risk initiatives into key institutional objectives and drivers *Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles *Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives *Demonstrate a thorough understanding of risk retention plans *Identify and implement comprehensive risk management systems and processes	*Demonstrate a high level of commitment in complying with governance requirements *Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework *Able to advise Local Government on risk management strategies, best practice interventions and compliance management *Able to forge positive relationships on cooperative governance level to enhance the

		*Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	effectiveness of local government *Able to shape, direct and drive the formulation of policies on a macro level

Cluster		Core Competencies	
Competency name		Moral Competence	
Competency Definition		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
Realise the impact of acting with integrity, but requires guidance and development in implementing principles *Follow the basic rules and regulations of the institution *Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	*Conduct self in alignment with the values of Local Government and the institution *Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver *Actively report fraudulent activity and corruption within local government *Understand and honour the confidential nature of matters without seeking personal gain *Able to deal with situations of conflict of interest promptly and	*Identify, develop, and apply measures of self-correction *Able to gain trust and respect through aligning actions with commitments *Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders *Present values, beliefs and ideas that are congruent with the institution's rules and regulations *Takes an active stance against corruption and dishonesty when noted *Actively promote the value of the institution to	*Create an environment conducive of moral practices *Actively develop and implement measures to combat fraud and corruption *Set integrity standards and shared accountability measures across the institution to support the objectives of local government *Take responsibility for own actions and decisions, even if the consequences are unfavourable

	in the best interest of local government	internal and external stakeholders *Able to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to achieve moral decisions	

Cluster		Core Competencies	
Competency name		Planning and Organising	
Competency Definition		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Able to follow basic plans and organise tasks around set objectives *Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans *Able to follow existing plans and ensure that objectives are met *Focus on short-term objectives in developing plans and actions	*Actively and appropriately organise information and resources required for a task *Recognise the urgency and importance of tasks *Balance short and long-term plans and goals and incorporate into the team's performance objectives *Schedule tasks to ensure they are performed within budget and with efficient use of time and resources	*Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation *Identify in advance required stages and actions to complete tasks and projects *Schedule realistic timelines, objectives and milestones for tasks and projects *Produce clear, detailed and comprehensive plans to achieve institutional objectives *Identify possible risk factors and design and	*Focus on broad strategies and initiatives when developing plans and actions *Able to project and forecast short, medium and long term requirements of the institution and local government *Translate policy into relevant projects to facilitate the achievement of institutional objectives

*Arrange information and resources required for a task, but require further structure and organisation	*Measures progress and monitor performance results	implement appropriate contingency plans *Adapt plans in light of changing circumstances *Prioritise tasks and projects according to their relevant urgency and importance	

Cluster	Core Competencies		
Competency name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand the basic operation problem solving of analysis, but lack detail and thoroughness *Able to balance independent analysis with requesting assistance from others *Recommend new ways to perform tasks within own function *Propose simple remedial interventions that marginally	*Demonstrate Logical techniques and approaches and provide rationale for recommendations *Demonstrate objectivity, insight, and thoroughness when analysing problems *Able to break down complex problems into manageable parts and identify solutions *Consult internal and external stakeholders on opportunities to	*Coaches team members on analytical and innovative approaches and techniques *Engage with appropriate individuals in analysing and resolving complex problems *Identify solutions on various areas in the institution *Formulate and implement new ideas throughout the institution *Able to gain approval and buy- in for proposed interventions from relevant stakeholders	*Demonstrate complex analytical and problem solving approaches and techniques *Create an environment conducive to analytical and fact-based problem-solving *Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence *Create an environment that fosters innovative thinking and follows a learning organisation approach

challenges the status quo *Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	improve processes and service delivery *Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders *Continuously identify opportunities to enhance internal processes *Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	*Identify trends and best practices in process and service delivery and propose institutional application *Continuously engage in research to identify client needs	*Be a thought leader on innovative customer service delivery, and process optimisation *Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies		
Competency name	Knowledge and Information Management		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Collect, categorise and track relevant information required for specific tasks and projects *Analyse and interpret information to draw conclusions *Seek new sources of information to increase the knowledge base *Regularly share information and knowledge with	*Use appropriate information systems and technology to manage institutional knowledge and information sharing *Evaluate data from various sources and use information effectively to influence decisions and provide solutions *Actively create mechanisms and structures for sharing of information	*Effectively predict future information and knowledge management requirements and systems *Develop standards and processes to meet future knowledge management needs *Share and promote best-practice knowledge management across various institutions *Establish accurate measures and monitoring systems for knowledge	*Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information *Establish partnerships across local government to facilitate knowledge management *Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach

internal stakeholders and team members	*Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	and information management *Create a culture conducive of learning and knowledge sharing *Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	*Recognise and exploit knowledge points in interactions with internal and external stakeholders

Cluster		Core Competencies	
Competency name		Communication	
Competency Definition		Able to share information, knowledge and ideas in a clear, focussed and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools *Express ideas in a clear and focused manner, but does not always take the needs of the	*Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating *Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs	*Effectively communicate high-risk and sensitive matters to relevant stakeholders *Develop a well-defined communication strategy *Balance political perspectives with institutional needs when communicating viewpoints on complex issues	*Regarded as a specialist in negotiations and representing the institution *Able to inspire and motivate others through positive communication that is impactful and relevant *Creates an environment conducive to transparent and productive communication and critical

audience into consideration *Disseminate and convey information and knowledge adequately	*Adapt communication content and style to suit the audience and facilitate optimal information transfer *Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders *Compile clear, focused, concise and well-structured written documents	*Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles *Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution *Able to communicate with the media with high levels of moral competence and discipline	and appreciative conversations *Able to coordinate negotiations at different levels within local government and externally

Cluster	Core Competencies		
Competency name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand quality of work but requires guidance in attending to important matters *Show a basic commitment to achieving the correct results *Produce the minimum level of	*Focus on high-priority actions and does not become distracted by lower-priority activities *Display firm commitment and pride in achieving the correct results	*Consistently verify own standards and outcomes to ensure quality output *Focus on the end result and avoids being distracted *Demonstrate a determined and committed approach to achieving	*Coach and guide others to exceed quality standards and results *Develop challenging, client-focused goals and sets high standards for personal performance *Commit to exceed the results and quality standards, monitor own

results required in the role *Produce outcomes that is of a good standard *Focus on the quantity of output but requires development in incorporating the quality of work *Produce quality work in general circumstances, but fails to meet expectation when under pressure	*Set quality standards and design processes and tasks around achieving set standards *Produce output of high quality *Able to balance the quantity and quality of results in order to achieve objectives *Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	results and quality standards *Follow task and projects through to completion *Set challenging goals and objectives to self and team and display commitment to achieving expectations *Maintain a focus on quality outputs when placed under pressure *Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	performance and implement remedial interventions when required *Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations *Take appropriate risks to accomplish goals *Overcome setbacks and adjust action plans to realise goals *Focus people on critical activities that yield a high impact

7. PERFORMANCE EVALUATIONS

7.1 The Performance Plan annexed to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCR's

7.5.2.1. Each CCR should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCR.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the score and calculate a final CCR score.

7.5.3 Overall rating
An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. 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 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.	
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the 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.	

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

7.6.1 Municipal Manager;

7.6.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.6.3 Member of the Mayoral Committee or Executive Committee or in respect of a plenary type municipality, another member of council; and

7.6.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First Quarter	:	**July- September 2020**
Submission of evidence	:	12 October 2020
Review	:	23 October 2020
Second Quarter	:	**October – December 2020**
Submission of evidence	:	18 January 2021
Review	:	29 January 2021
Third quarter	:	**January-March 2021**
Submission of evidence	:	12 April 2021
Review	:	23 April 2021
Fourth quarter	:	**April-June 2021**
Submission of evidence	:	16 July 2021

Review : 30 July 2021

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

9. 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 reasonably require from time to time, assisting 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 of the Employer will have amongst others-

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

10.1.2 Commit the Employee to implement or to give effect to a legitimate decision made by the Employer; and

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practically possible 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 between 5% to 14% of the Employee's inclusive annual remuneration package as detailed in the relevant policy, may be paid to the Employee in recognition of outstanding performance subject to the provisions of applicable legislation in this regard.

11.3 Whereas the Employee's contract of employment provides in clause 2.4 that the appointment is subject to the conclusion of a performance agreement annually within one (1) month after the commencement of the new financial year and whereas the parties to this agreement agrees that performance reporting by Directorates is an indispensable component of the management of Kouga Municipality;

11.3.1 It is herewith specifically agreed that the Employee shall utilize the performance management system of the Municipality on a continuous basis and the Employee shall ensure that performance reporting is completed within a period of eleven (11) working days immediately following any performance reporting period, unless otherwise stated herein, with the provision that where any performance information is subject to Audit, provisional performance reporting shall be completed within the stipulated reporting period.

11.3.2 The Employee herewith acknowledge and agree that failure to comply with performance reporting periods and time frames shall impact on the ability of the Employer to comply with legislated and stipulated performance reporting and as such may non-compliance with completion of performance reports by the Employee result in any performance reward that may be due or may become due may be forfeited in part or in full at the discretion of the Employer.

12. DISPUTE RESOLUTION

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

12.1.1 The Mayor of the Employer within thirty (30) days of receipt of a formal written dispute from the Employee provided that where the dispute relates to the outcome of the performance evaluation the Mayor shall appoint a member of Council to consider submissions on performance whose decision shall be final and binding.

12.2 Any disputes about the outcome of the Performance Evaluations shall within thirty (30) days of receipt of a formal written dispute from the Employee be mediated by a member of the Kouga Municipal Council, provided that such

Councillor was not part of the evaluation panel contemplated in paragraph 7 herein, whose decision shall be final and binding on both parties.

12.3 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

13. GENERAL

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

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

14. PERSONAL DEVELOPMENT PLAN

14.1 The personal development plan of the Employee is attached hereto.

Thus done and signed at JEFFREYS BAY on this the 31 day July of 2020.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

_____
MUNICIPAL MANAGER

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR C DU PLESSIS

AND

VICTOR FELTON
THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR INFRASTRUCTURE AND ENGINEERING
PERIOD: 1 JULY 2020 TO 30 JUNE 2021

1. PURPOSE

The performance plan defines the Council's expectations of the Director Infrastructure and Engineering'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.

2. KEY RESPONSIBILITIES

It is expressly agreed that while certain key responsibilities of the Director Infrastructure and Engineering shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Director Infrastructure and Engineering shall not be restricted to the measured responsibilities only.

3. PERFORMANCE REPORTING

3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.

3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Municipal Manager detailing the following:

- Key Performance Indicator and target for the reporting period;
- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;
    - Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target

prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.

- Only where the Municipal Manager has approved the reasons for the non-achievement of a target shall the Employee report the non-achievement of the target as part of the performance reporting cycle and the Employee shall at all times attach the Memorandum directed to the Municipal Manager as well as the approval of the Municipal Manager to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
1	Financial Viability and Management	20
2	Infrastructure and Basic Service Delivery	70
3	Institutional Development and Transformation	10
	Total	100

5. KEY PERFORMANCE INDICATORS

5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

5.2 INSTITUTIONAL SERVICE DELIVERY IMPLEMENTATION PLAN TARGETS

JR

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP1	CP_3SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Construct emergency overflow pond Koraal Sewer pump station	100% completion of design for the emergency overflow pond Koraal Sewer Pump Station and construction tender documentation	% completion of emergency overflow pond Koraal Sewer Pump Station and construction tender documentation	1 300 000	Commence ToR process of consultant for the design of emergency overflow pond Koraal Sewer Pump Station.	~~Appoint~~ Submit ToR for consultant for the design of emergency overflow pond Koraal Sewer Pump Station to SCM	N/a	100% completion of design for the emergency overflow pond Koraal Sewer Pump Station and construction tender documentation if tender award is done in Q2	4
IDP1	CP6_SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Fencing Kruisfontein wastewater treatment plant	100% completion of Fencing Kruisfontein wastewater treatment plant	% completion of Fencing Kruisfontein wastewater treatment plant	800 000	N/a	25% completion of Fencing Kruisfontein wastewater treatment plant	25% completion of Fencing Kruisfontein wastewater treatment plant	100% completion of Fencing Kruisfontein wastewater treatment plant	4
IDP5	CP9_ELC	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Fencing Main Substation Jeffrey's Bay		% completion of Fencing Main Substation Jeffrey's Bay	500 000	N/a	10% completion of fencing Main Substation Jeffreys Bay	70% completion of fencing Main Substation Jeffreys Bay	100% completion of fencing Main Substation Jeffreys Bay	4

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP3	CP8_ELC	1	Electrical	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)	Generator	Purchase 1 Back-up Generator	Number of back-up generators purchased	500 000	N/a	Submit specifications and tender documents to SCM for the purchase of a back-up generator	N/a	1 Generator purchased	4
IDP3	PC_003	1	Electrical	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)	Humansdorp, Kruisfontein and Ocean View Electrification	100% completion of Humansdorp, Kruisfontein and Ocean View Electrification	% completion of Humansdorp, Kruisfontein and Ocean View Electrification	4 521 739	Submit specifications and tender document to SCM for the electrification of Humansdorp, Kruisfontein and Ocean View	25% completion of Humansdorp, Kruisfontein and Ocean View Electrification if tender awarded in Q2	70% completion of Humansdorp, Kruisfontein and Ocean View Electrification if tender awarded in Q2	100% completion of Humansdorp, Kruisfontein and Ocean View Electrification if tender awarded in Q2	4
IDP1	CP_10SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Machinery and Equipment	100% completion of the purchase of machinery and equipment	% completion of the purchase of machinery and equipment	300 000	Appoint service provider for the purchase of machinery and equipment	30% completion of the purchase of machinery and equipment if tender awarded in Q1	70% completion of the purchase of machinery and equipment if tender awarded in Q1	100% completion of the purchase of machinery and equipment if tender awarded in Q1	4

656

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
4IDP1	CP5_SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	New by-pass sewer rising main and pump stations Jbay	100% completion of design for the New by-pass sewer rising main and pump stations Jbay and construction tender documents	% completion design for New by-pass sewer rising main and pump stations Jbay and construction tender documents	1 000 000	Commence ToR process of consultant for the design of New by-pass sewer rising main and pump stations Jbay and construction tender documents	Submit ToR to SCM of consultant for the design of New by-pass sewer rising main and pump stations Jbay and construction tender documents	N/a	100% completion design and construction tender documents for the New by-pass sewer rising main and pump stations Jbay if tender is awarded in Q2	4
IDP3	PC_1008	1	Electrical	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)	New overhead lines 66kv overhead lines (J-bay to Melk	100% Completion of New 66kV Overhead Lines (JBay to Melkhout)	% completion of New overhead lines 66 kv overhead lines (J-bay to Melkhout)	1 300 000	Commence ToR of service provider for New 66Kv Overhead Lines (Jbay to Melkhout)	Submit ToR to SCM of New overhead lines 66kv overhead lines(J-bay to Melkhout)	55% completion of New overhead lines 66kv overhead lines(J-bay to Melkhout) if tender awarded Q2	100% completion of New overhead lines 66kv overhead lines(J-bay to Melkhout) if tender awarded Q2	4
IDP1	PC_011	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Patensie Sewage Package Plant	100% completion of Patensie Sewage Package Plant	% completion of Patensie Sewage Package Plant	6 379 942	10% completion of Patensie Sewage Package Plant	40% completion of Patensie Sewage Package Plant	80% completion of Patensie Sewage Package Plant	100% completion of Patensie Sewage Package Plant	4
IDP1	CP7_SEW	1	Sanitation	To provide all residents in the Kouga area with access to high	Piped Reticulation in St Francis	100% completion of design and construction	% completion of planned Piped	1 500 000	Commence ToR process of consultant	N/a	N/a	100% completion of design and	4

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
				quality sanitation services.		tender document for Piped Reticulation in St Francis	Reticulation in St Francis		for the design and construction tender document for Piped Reticulation in St Francis			construction tender document for Piped Reticulation in St Francis if tender awarded Q 2	
IDP4	CP_4WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	Repair leaking concrete water tower Paradise Beach	100% completion of the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	% completion of the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	300 000	Commence ToR process for the appointment of consultant for the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	Sumit ToR to SCM to Appoint consultant for the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	N/a	100% completion of the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach if tender awarded Q2	4
IDP4	CP5_WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	Replace 250mm Watermain Canal Rd, St Francis	100% completion design and construction tender document for 250mm Watermain replacement, Canal Rd, St Francis	% completion design and construction tender document for 250mm Watermain replacement, Canal Rd, St Francis	1 000 000	Commence ToR process of consultant for the design and construction tender document for 250mm Watermain replacement, Canal	Submit ToR to SCM for consultant for the design and construction tender document for 250mm Watermain replacement, Canal	N/a	100% completion design and construction tender document for 250mm Watermain replacement, Canal Rd, St Francis if tender is	4

658

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
									Rd, St Francis	Rd, St Francis t		awarded Q2	
IDP4	CP6_WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	Replace 250mm Watermain Mimosa Str Jbay	100% completion of design and construction tender document completion for the 250mm Watermain replacement Mimosa Str Jbay	% completion of design and constructio n tender document completion for the 250mm Watermain replaceme nt Mimosa Str Jbay	330 000	Commence ToR process for the appointme nt of a consultant for the design and constructio n tender document completion for the 250mm Watermain replaceme nt Mimosa Str Jbay	Submit ToR to SCM for consultant for the design and constructio n tender document completion for the 250mm Watermain replaceme nt Mimosa Str Jbay	N/a	100% completion of design and constructio n tender document completion for the 250mm Watermain replaceme nt Mimosa Str Jbay if tender is awarded Q2	4
IDP1	CP4_SW	1	Water	To provide all residents in the Kouga area with access to high quality sanitation services.	Replace main waterline Sand Rivier bridge crossing St Francis Bay	100% completion the design and construction tender document for the main waterline replacement Sand Rivier bridge crossing St Francis Bay	% completion the design and constructio n tender document for the main waterline replaceme nt Sand Rivier bridge crossing St Francis Bay	1 000 000	Commence ToR process for the appointme nt of consultant for the design and constructio n tender document for the main waterline replaceme nt Sand Rivier bridge crossing St	Submit ToR to SCM to Appoint consultant for the design and constructio n tender document for the main waterline replaceme nt Sand Rivier bridge crossing St Francis Bay	N/a	100% completion the design and constructio n tender document for the main waterline replaceme nt Sand Rivier bridge crossing St Francis Bay if tender awarded Q2	4

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
									Francis Bay				
IDP3	CP7_ELC	1	Electrical	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)	Saffery Substation	100% completion of planned upgrades to Saffery Substation	% completion of planned upgrades to Saffery Substation	1 000 000	Commence specification and tender document to Appoint service provider for upgrades to Saffery Substation	Submit specification and tender document to SCM to appoint service provider for upgrades to Saffery Substation. 50% completion of planned upgrades to Saffery Substation	50% completion of planned upgrades to Saffery Substation if tender awarded Q2	100% completion of planned upgrades to Saffery Substation if tender awarded Q2	4
IDP5	CP_1901	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Security Cameras & Substation Security	100% completion of the planned installation of Cameras and Substation security	% completion of the planned installation of Cameras and Substation security	200 000	Compile specifications and tender document of Service provider for the installation of security cameras and sub station security	Submit specifications and tender document of Service Provider to SCM of the planned installation of Cameras and Substation security	50% completion of the planned installation of Cameras and Substation security if tender is awarded Q2	100% completion of the planned installation of Cameras and Substation security if tender is awarded Q2	4
IDP4	CP8_WAT	1	Water	To provide formal residential built up areas with a	Upgrade Hankey water	100% completion of design and	% completion of design	600 000	Compile specifications and	Submit specifications and	N/a	100% completion of design	4

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
				sustainable potable water source and supply to the residents of Kouga	treatment works	construction tender document for upgrades to Hankey Water Treatment Works	and constructio n tender document for upgrades to Hankey Water Treatment Works		tender document for appointme nt of consultant for the design and constructio n tender document for upgrades to Hankey Water	tender document to SCM for the design and constructio n tender document for upgrades to Hankey Water		and constructio n tender document for upgrades to Hankey Water if tender is awarded Q2	
IDP1	CP_2SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Upgrade Loerie sewer pump station	100% completion of design and construction tender document for upgrades to Loerie sewer pump station	% completion of design and constructio n tender document for upgrades to Loerie sewer pump station	1 600 000	Commence ToR process for appointme nt of consultant for the design and constructio n tender document for upgrades to Loerie sewer pump station	Submit ToR to SCM to Appoint consultant for the design and constructio n tender document for upgrades to Loerie sewer pump station	N/a	100% completion of design and constructio n tender document for upgrades to Loerie sewer pump station if tender is awarded Q2	4
IDP1	PC_012	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Upgrade Sanitation System Old Hankey	100% completion of upgrading Sanitation System Old Hankey	% completion of upgrading Sanitation System Old Hankey	7 902 794	Pre-Planning up to Tender documenta tion	Submit specificatio n to SCm to Appoint Service Provider for Phase 1 of project	50% completion of upgrading Sanitation System Old Hankey if tender is awarded Q2	100% completion of upgrading Sanitation System Old Hankey if tender is awarded Q2	4

661

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP1	CP7_WAT	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Upgrade sewer rising mains Jbay (La Mer-4A-4B) Prep	100% completion design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	% completion design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	1 000 000	Commence ToR process of appointment of consultant for the design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	Submit ToR for consultant for the design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	N/a	100% completion design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep if tender is awarded Q2	4
IDP2	PC_075	1	Roads	To provide residents and visitors with high quality road networks under Kouga's jurisdiction	Upgrading of Gravel Roads in Humansdorp	100% Completion of planned Upgrading of Gravel Roads in Humansdorp	% completion of Planned Upgrading of Gravel Roads in Humansdorp	7 890 511	Submit Re-advertise tender to SCM for PSP	N/a	Finalize appointment of contractor 30% Completion of Planned Upgrading of Gravel Roads in Humansdorp if tender is awarded Q2	100% Completion of Planned Upgrading of Gravel Roads in Humansdorp if tender is awarded Q2	4
IDP2	OP ?	1	Roads	To provide residents and visitors with high quality road networks under Kouga's jurisdiction	Resealing of roads in Kouga	Reseal total 2,5km of roads including prep work	Kilometres roads in Kouga resealed	5 000 000	Appoint service provide for the resealing of roads	0.5Km roads resealed	1Km roads resealed	1 Km Roads resealed	4
IDP8	CP_74	1	Public Amenities	To ensure that residents and visitors have decent	Upgrading of Sports Facilities	100% Completion of Planned Upgrading of	% completion of Planned Upgrading	3 912 926	Compile specifications and tender	Submit specifications and tender	50% Completion of Planned	100% Completion of Planned	4

662

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
				facilities for sporting games		Sports Facilities	of Sports Facilities		document for contractor appointment	document to SCM for appointment of contractor	Upgrading of Sports Facilities if tender is awarded Q2	Upgrading of Sports Facilities if tender is awarded Q2	
IDP 1	080701	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Install mobile Container Toilet facilities	Install 17 Mobile Container Toilet Facilities	Number of Mobile Container Toilet Facilities installed	1 100 000	Compile ToR for Appointment of Service provider for the installation of mobile container toilet facilities	N/a	7 Mobile toilet facilities installed if tender is awarded Q2	10 Mobile Toilet facilities installed if tender is awarded Q2	4
IDP 1	CP5-SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Install New bypass Sewer Rising Main and Pump Stations Jbay	100% Completion of design and construction tender document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay	% Completion of design and construction tender document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay	1 000 000	Compile ToR for the appointment of a consultant for the design and construction tender document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay	Submit ToR to SCM for Appointment of a consultant for the design and construction tender document for the installation Install New bypass Sewer Rising Main and Pump Stations Jbay	N/a	100% Completion of design and construction tender document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay if tender is awarded Q2	4
													100

663

5.3 OPERATIONAL SERVICE DELIVERY TARGETS

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Serviced	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% electricity losses against electricity purchased and electricity sold	17%		17%		17%		17%		17%		13%	15%	10
			% expenditure or DOE grant	95%		10%		45%		35%		5%				10
			% water losses against water purchased/ produced and water sold	35%		35%		35%		35%		35%			25	10
			% expenditure or MIG grant	95%		10%		35%		45%		10%				5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		10%		10%		10%		10%		New	New	10

Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk Departmental Workplan	90%		90%		90%		90%		90%		New	New	5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance wi the 5-day turnaround target for the certificatic of invoices for payment and resubmission to finance calculated from date of rece by the Directorat	90%		90%		90%		90%		90%		New	New	5
Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of street lights converted t LED luminaires	250		-		150		100		-		New	New	5
			Due date compliance with the establishment of a municipal vehicle park Hanley	31/3/21		-		-		31/3/21		-		New	New	5
			% Fleet kept in operational condition	95%		95%		95%		95%		95%		New	New	5

999

			Due date compliance with the repairs to the workshop store roof. (Leak and paint)	30/6/21		-		-		-		30/6/21		New	New	5
Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Due date compliance with the submission of a report on measures to be taken to address electricity outages in Ocean View and Aston Bay	31/12/20		-		31/12/2(		-		-		New	New	5
			Due date compliance with the submission of motivations for budgetary provisions for measures to reduce electricity outages in Ocean View and Aston Bay	31/1/21		-		-		31/1/21		-		New	New	5

JR

667

Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5
			Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5
			% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%		95%		95%		95%		New	New	5
TOTAL																**100**

668

Thus, done and signed on this 31 day of AUGUST 2020 in the presence of the undersigned witnesses

EMPLOYEE

EMPLOYER

WITNESSES:

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOUGA MUNICIPALITY
HEREIN REPRESENTED BY

MR C DU PLESSIS

AND

ME. N MACHELESI
EMPLOYED BY KOUGA MUNICIPALITY AS
DIRECTOR COMMUNITY SERVICES

FOR THE

FINANCIAL YEAR: 1 JULY 2020 TO 30 JUNE 2021

JR

NM

Kouga Municipality

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Kouga herein represented by Mr C du Plessis in his capacity as Municipal Manager (hereinafter referred to as the Employer)

and

Me. N Machelesi an Employee of the Municipality of Kouga (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 as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will ensure the achievement of local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities.

JR NM

2.3 Specify accountabilities as set out in the Performance Plan.

2.4 Monitor and measure performance against set targeted outputs.

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his job.

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

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

3. DELIVERY

3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021, where after a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement, at least once a year by not later than 31 July of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

JR NM

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan attached to this Agreement 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 the Performance Plan are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be performed. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

NM JR

5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The Employee undertakes to submit performance evidence in a format the Employer may require at times and intervals as set out herein in order to enable the Employer to evaluate the performance of the Employee.

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 (KPA's) and the Core Competencies Requirements (CCR's) respectively.

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

6.3.3 KPA's covering the main areas of work will account for 80% and CCR's 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:

Kpa No	Key Performance Area	Weight

NM

JR

1	Financial Viability and Management (Procurement Plan)	20
2	Financial Viability and Management	80
	Total	100

6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational awareness	8
People Management	• Human Capital Planning and Development • Diversity Management • Employee relations management • Negotiation and dispute management	8
Program and Project Management	• Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	8
Financial Management	• Budget Planning and execution • Financial Strategy and delivery • Financial Reporting and Monitoring	12
Change Leadership	• Change Vision Strategy • Progress design and improvement • Change impact monitoring and evaluation	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative governance	8
CORE COMPETENCIES		
Moral Competence		8

NM

JR

Planning and Organising	8
Analysis and Innovation	8
Knowledge and Information Management	8
Communication	8
Results and Quality Focus	8
	100

6.4.2 Core Competency Descriptions and Achievement Levels

The following defines/describes and sets out achievement levels for the above CCR's:

Cluster	Leading Competencies		
Competency name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate *Describe how specific tasks link to institutional strategies but has limited influence in directing strategy *Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole *Demonstrate a basic understanding of key-decision makers	*Give direction to a team in realising the institutions strategic mandate and set objectives *Has positive impact and influence on the morale, engagement and participation of team members *Develop action plans to execute and guide strategy implementation *Assist in defining performance measures to monitor the progress and effectiveness of the institution *Displays an awareness of institutional structures and political factors *Effectively communicate barriers to execution to relevant parties	*Evaluate all activities to determine value and alignment to strategic intent *Displays an in-depth knowledge and understanding of strategic planning *Align strategy and goals across all functional areas *Actively define performance measures to monitor the progress and effectiveness of the institution *Consistently challenge strategic plans to ensure relevance * Understand institutional structures and political factors, and consequences of actions * Empower others to follow strategic direction and deal with complex situations	*Structure and position the institution to local government priorities *Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework * Hold self-accountable for strategy execution and results *Provide impact and influence through building and maintaining strategic relationships * Create an environment that facilitates loyalty and innovation *Display a superior level of self-discipline and integrity actions *Integrate various systems into a collective whole to optimize institutional performance management

NM JR

	*Provide guidance to all stakeholders in the achievement of the strategic mandate *Understand the aim and objectives of the institution and relate it to own work	*Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	*Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

Cluster	Leading Competencies		
Competency name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Participate in team goal-setting and problem solving *Interact and collaborate with people of diverse backgrounds *Aware of guidelines for employee development, but requires support in implementing development initiatives	*Seek opportunities to increase team contribution and responsibility *Respect and support the diverse nature of others and be aware of the benefits of a diverse approach *Effectively delegate tasks and empower others to increase contribution and execute functions optimally *Apply relevant employee legislation fairly and consistently *Facilitate team goal-setting and problem-solving * Effectively identify capacity requirements to fulfil the strategic mandate	*Identify ineffective team and work processes and recommend remedial interventions *Recognise and reward effective and desired behaviour *Provide mentoring and guidance to others in order to increase personal effectiveness *Identify development and learning needs within the team *Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism *Inspire a culture of performance excellence by giving positive and constructive feedback to the team *Achieve agreement or consensus in adversarial environments *Lead and unite diverse teams across divisions to achieve institutional objectives	*Develop and incorporate best practice people management processes, approaches and tools across the institution *Foster a culture of discipline, responsibility and accountability *Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution *Develop comprehensive integrated strategies and approaches to human capital development and management *Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

NM JR

Cluster		Leading Competencies	
Competency name		Program and Project Management	
Competency Definition		Able to understand program and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Initiate projects after approval from higher authorities *Understand procedures of program and project management methodology, implications and stakeholder involvement *Understand the rational of projects in relation to the institution's strategic objectives *Document and communicate factors and risk associated with own work *Use results and approaches of successful project implementation as guide	*Establish broad stakeholder involvement and communicate the project status and key milestones *Define the roles and responsibilities of the project team and create clarity around expectations *Find a balance between project deadline and the quality of deliverables *Identify appropriate project resources to facilitate the effective completion of the deliverables *Comply with statutory requirements and apply policies in a consistent manner *Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	*Manage multiple programs and balance priorities and conflicts according to institutional goals *Apply effective risk management strategies through impact assessment and resource requirements *Modify project scope and budget when required without compromising the quality and objectives of the project *Involve top-level authorities and relevant stakeholders in seeking project buy-in *Identify and apply contemporary project management methodology *Influence and motivate project team to deliver exceptional results *Monitor policy implementation and apply procedures to manage risks	*Understand and conceptualise the long-term implications of desired project outcomes *Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives *Consider and initiate projects that focus on achievement of the long-term objectives *Influence people in positions of authority to implement outcomes of projects *Lead and direct translation of policy into workable actions plans *Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

Cluster	Leading Competencies		
Competency name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand basic financial concepts and methods as they relate to institutional processes and activities *Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems *Understand the importance of financial accountability *Understand the importance of asset control	*Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate *Assess, identify and manage financial risks *Assume a cost-saving approach to financial management *Prepare financial reports based on specified formats *Consider and understand the financial implications of decisions and suggestions *Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated *Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	*Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility *Prepare budgets that are aligned to the strategic objectives of the institution *Address complex budgeting and financial management concerns *Put systems and processes in place to enhance the quality and integrity of financial management practices *Advise on policies and procedures regarding asset control *Promote National Treasury's regulatory framework for Financial Management	*Develop planning tools to assist in evaluating and monitoring future expenditure trends *Set budget frameworks for the institution *Set strategic direction for the institution on expenditure and other financial processes *Build and nurture partnerships to improve financial management and achieve financial savings *Actively identify and implement new methods to improve asset control *Display professionalism in dealing with financial data and processes

NM JR

Cluster	Leading Competencies		
Competency name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display an awareness of change interventions, and the benefits of transformation initiatives *Able to identify basic needs for change *Identify gaps between the current and desired state *Identify potential risk and challenges to transformation, including resistance to change factors *Participate in change programs and piloting change interventions *Understand the impact of change interventions on the institution within the broader scope of Local government	*Perform an analysis of the change impact on the social, political and economic environment *Maintain calm and focus during change *Able to assist team members during change and keep them focused on the deliverables *Volunteer to lead change efforts outside of own work team *Able to gain buy-in and approval for change from relevant stakeholders *Identify change readiness levels and assist in resolving resistance to change factors *Design change interventions that are aligned with the institution's strategic objectives and goals	*Actively monitor change impact and results and convey progress to relevant stakeholders *Secure buy-in and sponsorship for change initiatives *Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness *Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change *Take the lead in impactful change programs * Benchmark change interventions against best change practices *Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation *Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	*Sponsor change agents and create a network of change leaders who support the interventions *Actively adapt current structures and processes to incorporate the change interventions *Mentor and guide team members on the effects of change, resistance factors and how to integrate change *Motivate and inspire others around change initiatives

NM JR

Cluster		Leading Competencies	
Competency name		Governance Leadership	
Competency Definition		Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements *Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders *Provide input into policy formulation	*Display a thorough understanding of governance and risk and compliance factors and implement plans to address these *Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution *Actively drive policy formulation within the institution to ensure the achievement of objectives	*Able to link risk initiatives into key institutional objectives and drivers *Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles *Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives *Demonstrate a thorough understanding of risk retention plans *Identify and implement comprehensive risk management systems and processes *Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	*Demonstrate a high level of commitment in complying with governance requirements *Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework *Able to advise Local Government on risk management strategies, best practice interventions and compliance management *Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government *Able to shape, direct and drive the formulation of policies on a macro level

NM

JR

Cluster	Core Competencies		
Competency name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
Realise the impact of acting with integrity, but requires guidance and development in implementing principles *Follow the basic rules and regulations of the institution *Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	*Conduct self in alignment with the values of Local Government and the institution *Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver *Actively report fraudulent activity and corruption within local government *Understand and honour the confidential nature of matters without seeking personal gain *Able to deal with situations of conflict of interest promptly and in the best interest of local government	*Identify, develop, and apply measures of self-correction *Able to gain trust and respect through aligning actions with commitments *Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders *Present values, beliefs and ideas that are congruent with the institution's rules and regulations *Takes an active stance against corruption and dishonesty when noted *Actively promote the value of the institution to internal and external stakeholders *Able to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to achieve moral decisions	*Create an environment conducive of moral practices *Actively develop and implement measures to combat fraud and corruption *Set integrity standards and shared accountability measures across the institution to support the objectives of local government *Take responsibility for own actions and decisions, even if the consequences are unfavourable

NM JR

Kouga Municipality

Cluster	Core Competencies		
Competency name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Able to follow basic plans and organise tasks around set objectives *Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans *Able to follow existing plans and ensure that objectives are met *Focus on short-term objectives in developing plans and actions *Arrange information and resources required for a task, but require further structure and organisation	*Actively and appropriately organise information and resources required for a task *Recognise the urgency and importance of tasks *Balance short and long-term plans and goals and incorporate into the team's performance objectives *Schedule tasks to ensure they are performed within budget and with efficient use of time and resources *Measures progress and monitor performance results	*Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation *Identify in advance required stages and actions to complete tasks and projects *Schedule realistic timelines, objectives and milestones for tasks and projects *Produce clear, detailed and comprehensive plans to achieve institutional objectives *Identify possible risk factors and design and implement appropriate contingency plans *Adapt plans in light of changing circumstances *Prioritise tasks and projects according to their relevant urgency and importance	*Focus on broad strategies and initiatives when developing plans and actions *Able to project and forecast short, medium and long term requirements of the institution and local government *Translate policy into relevant projects to facilitate the achievement of institutional objectives

Cluster	Core Competencies		
Competency name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand the basic operation problem solving of analysis, but lack detail and thoroughness *Able to balance independent analysis with requesting assistance from others *Recommend new ways to perform tasks within own function *Propose simple remedial interventions that marginally challenges the status quo *Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	*Demonstrate Logical techniques and approaches and provide rationale for recommendations *Demonstrate objectivity, insight, and thoroughness when analysing problems *Able to break down complex problems into manageable parts and identify solutions *Consult internal and external stakeholders on opportunities to improve processes and service delivery *Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders *Continuously identify opportunities to enhance internal processes *Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	*Coaches team members on analytical and innovative approaches and techniques *Engage with appropriate individuals in analysing and resolving complex problems *Identify solutions on various areas in the institution *Formulate and implement new ideas throughout the institution *Able to gain approval and buy- in for proposed interventions from relevant stakeholders *Identify trends and best practices in process and service delivery and propose institutional application *Continuously engage in research to identify client needs	*Demonstrate complex analytical and problem solving approaches and techniques *Create an environment conducive to analytical and fact-based problem-solving *Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence *Create an environment that fosters innovative thinking and follows a learning organisation approach *Be a thought leader on innovative customer service delivery, and process optimisation *Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies		
Competency name	Knowledge and Information Management		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Collect, categorise and track relevant information required for specific tasks and projects *Analyse and interpret information to draw conclusions *Seek new sources of information to increase the knowledge base *Regularly share information and knowledge with internal stakeholders and team members	*Use appropriate information systems and technology to manage institutional knowledge and information sharing *Evaluate data from various sources and use information effectively to influence decisions and provide solutions *Actively create mechanisms and structures for sharing of information *Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	*Effectively predict future information and knowledge management requirements and systems *Develop standards and processes to meet future knowledge management needs *Share and promote best-practice knowledge management across various institutions *Establish accurate measures and monitoring systems for knowledge and information management *Create a culture conducive of learning and knowledge sharing *Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	*Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information *Establish partnerships across local government to facilitate knowledge management *Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach *Recognise and exploit knowledge points in interactions with internal and external stakeholders

NM JR

Cluster		Core Competencies	
Competency name		Communication	
Competency Definition		Able to share information, knowledge and ideas in a clear, focussed and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools *Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration *Disseminate and convey information and knowledge adequately	*Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating *Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs *Adapt communication content and style to suit the audience and facilitate optimal information transfer *Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders *Compile clear, focused, concise and well-structured written documents	*Effectively communicate high-risk and sensitive matters to relevant stakeholders *Develop a well-defined communication strategy *Balance political perspectives with institutional needs when communicating viewpoints on complex issues *Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles *Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution *Able to communicate with the media with high levels of moral competence and discipline	*Regarded as a specialist in negotiations and representing the institution *Able to inspire and motivate others through positive communication that is impactful and relevant *Creates an environment conducive to transparent and productive communication and critical and appreciative conversations *Able to coordinate negotiations at different levels within local government and externally

Cluster	Core Competencies		
Competency name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand quality of work but requires guidance in attending to important matters *Show a basic commitment to achieving the correct results *Produce the minimum level of results required in the role *Produce outcomes that is of a good standard *Focus on the quantity of output but requires development in incorporating the quality of work *Produce quality work in general circumstances, but fails to meet expectation when under pressure	*Focus on high-priority actions and does not become distracted by lower-priority activities *Display firm commitment and pride in achieving the correct results *Set quality standards and design processes and tasks around achieving set standards *Produce output of high quality *Able to balance the quantity and quality of results in order to achieve objectives *Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	*Consistently verify own standards and outcomes to ensure quality output *Focus on the end result and avoids being distracted *Demonstrate a determined and committed approach to achieving results and quality standards *Follow task and projects through to completion *Set challenging goals and objectives to self and team and display commitment to achieving expectations *Maintain a focus on quality outputs when placed under pressure *Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	*Coach and guide others to exceed quality standards and results *Develop challenging, client-focused goals and sets high standards for personal performance *Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required *Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations *Take appropriate risks to accomplish goals *Overcome setbacks and adjust action plans to realise goals *Focus people on critical activities that yield a high impact

7. PERFORMANCE EVALUATIONS

7.1 The Performance Plan annexed to this Agreement sets out –

JR

NM

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCR's

JR
NM

7.5.2.1. Each CCR should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCR.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the score and calculate a final CCR score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal. 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 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.					
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates					

NM

		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.	

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

7.6.1 Municipal Manager;

7.6.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.6.3 Member of the Mayoral Committee or Executive Committee or in respect of a plenary type municipality, another member of council; and

VR

NM

7.6.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First Quarter	:	**July- September 2020**
Submission of evidence	:	12 October 2020
Review	:	23 October 2020
Second Quarter	:	**October – December 2020**
Submission of evidence	:	18 January 2021
Review	:	29 January 2021
Third quarter	:	**January-March 2021**
Submission of evidence	:	12 April 2021
Review	:	23 April 2021
Fourth quarter	:	**April-June 2021**
Submission of evidence	:	16 July 2021
Review	:	30 July 2021

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

JR
NM

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 reasonably require from time to time, assisting 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 of the Employer will have amongst others-

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

10.1.2 Commit the Employee to implement or to give effect to a legitimate decision made by the Employer; and

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practically possible to enable the Employee to take any necessary action without delay.

VR

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 between 5% to 14% of the Employee's inclusive annual remuneration package as detailed in the relevant policy, may be paid to the Employee in recognition of outstanding performance subject to the provisions of applicable legislation in this regard.

11.3 Whereas the Employee's contract of employment provides in clause 2.4 that the appointment is subject to the conclusion of a performance agreement annually within one (1) month after the commencement of the new financial year and whereas the parties to this agreement agrees that performance reporting by Directorates is an indispensable component of the management of Kouga Municipality;

11.3.1 It is herewith specifically agreed that the Employee shall utilize the performance management system of the Municipality on a continuous basis and the Employee shall ensure that performance reporting is completed within a period of eleven (11) working days immediately following any performance reporting period, unless otherwise stated herein, with the provision that where any performance information is subject to Audit, provisional performance reporting shall be completed within the stipulated reporting period.

11.3.2 The Employee herewith acknowledge and agree that failure to comply with performance reporting periods and time frames shall impact on the ability of the Employer to comply with legislated and stipulated performance reporting and as such may non-compliance with completion of performance reports by the Employee result in any performance reward that may be due or may become due may be forfeited in part or in full at the discretion of the Employer.

12. DISPUTE RESOLUTION

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

12.1.1 The Mayor of the Employer within thirty (30) days of receipt of a formal written dispute from the Employee provided that where the dispute relates to the outcome of the performance evaluation the Mayor shall appoint a member of Council to consider submissions on performance whose decision shall be final and binding.

12.2 Any disputes about the outcome of the Performance Evaluations shall within thirty (30) days of receipt of a formal written dispute from the Employee be mediated by a member of the Kouga Municipal Council, provided that such Councillor was not part of the evaluation panel contemplated in paragraph 7 herein, whose decision shall be final and binding on both parties.

12.3 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

13. GENERAL

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

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

VR

NM

14. PERSONAL DEVELOPMENT PLAN

14.1 The personal development plan of the Employee is attached hereto.

Thus done and signed at JEFFREYS BAY on this the 31st day July of 2020.

AS WITNESSES:

1. flood

2. _____

_____
EMPLOYEE

_____
MUNICIPAL MANAGER

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR C DU PLESSIS

AND

NOMVULA MACHELESI
THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR COMMUNITY SERVICES
PERIOD: 1 JULY 2020 TO 30 JUNE 2021

1. PURPOSE

The performance plan defines the Council's expectations of the Director Community Service'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.

2. KEY RESPONSIBILITIES

It is expressly agreed that while certain key responsibilities of the Director Community Services shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Director Community Services shall not be restricted to the measured responsibilities only.

3. PERFORMANCE REPORTING

3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.

3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Municipal Manager detailing the following:

- Key Performance Indicator and target for the reporting period;
- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;
    - Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target

prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.

- Only where the Municipal Manager has approved the reasons for the non-achievement of a target shall the Employee report the non-achievement of the target as part of the performance reporting cycle and the Employee shall at all times attach the Memorandum directed to the Municipal Manager as well as the approval of the Municipal Manager to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
1	Basic Service Delivery and Infrastructure	80
2	Local Economic Development	10
3.	Municipal Financial Viability and Management	10
	Total	100

5. KEY PERFORMANCE INDICATORS

5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

5.2 INSTITUTIONAL SERVICE DELIVERY TARGETS

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	Procure 1 boardroom projector and screen	Number of boardroom projectors and screens procured	30 000	Complete procurement process	-	1 boardroom projector and screen procured -	-	2
IDP8	CP_32	1	Public Amenities	To provide high quality recreational facilities to residents and visitors to Kouga	Fencing of Yellow Woods	Fence Yellow Woods	% completion of fencing at Yellow Woods	200 000	Complete procurement process	-	100% completion of fencing of Yellow Woods	-	10
IDP8	CP1_FS	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Humansdorp Fire Station , Fencing	Fence Humansdorp Fire Station	% completion of fencing of Fire Station Humansdorp	200 000	Complete procurement process	-	100% completion of fencing of Humansdorp Fire Station	-	10
IDP8	CP_1PP	1	Public Amenities	To provide high quality recreational facilities to residents and visitors to Kouga	Jack Hammer and water pump	Procure 2 Jack hammers and 2 water pumps	Number of Jack Hammers and water pumps procured	350 000	Commence procurement processes	Complete procurement processes	-	2 Jack hammers and 2 water pumps procured	5
IDP8	PC_1003	1	Public Amenities	To provide high quality recreational facilities to residents and visitors to Kouga	Machinery and Equipment	Procure 1 Chipper	Number of chippers procured	278 500	Commence procurement processes	Complete procurement processes	-	1 Chipper Procured	5
IDP5	PC_1004	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Security Cameras	100% completion of Security and related infrastructure planned for the year	% completion of Security and related infrastructure planned for the year	750 000	Commence procurement processes	-	-	100% completion of Security and related infrastructure planned for the year	5

699

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP7	CP4_EMF	1	Refuse	To provide residents of Kouga with proper waste removal services	skip bins	Procure 10 X 6m3 Skip Bins	Number of skip bins acquired	200 000	Complete procurement processes	-	10 X 6m3 Skip Bins Procured	-	8
IDP7	PC_A001	1	Refuse	To provide residents of Kouga with proper waste removal services	Upgrading of Pellsrus, Kabeljous, Cape St Francis – state what you will be doing	100% completion of project for installation of play equipment, outdoor benches and bins planned for the year	% completion of project for installation of play equipment, outdoor benches and bins planned for the year	150 000	Complete procurement processes as above	-	100% completion of project for installation of play equipment, outdoor benches and bins planned for the year	-	10
IDP7	CP_23	1	Fire and Disaster	To provide emergency management services to all Kouga Areas	Vehicles	1 Rescue Vehicle procured	Number of Rescue Vehicles procured	1 325 000	-	Commence procurement processes	Complete procurement processes	1 Rescue Vehicle Procured	5
IDP7	CP_23	1	Fire and Disaster	To provide emergency management services to all Kouga Areas	Vehicles	1 Mini Pumper procured	Number of Mini Pumpers procured	1 965 100	-	Commence procurement processes	Complete procurement processes	1 Mini Pumper procured	5
IDP7	PC_203	1	Refuse	To provide residents of Kouga with proper waste removal services	Wheelie Bins	Procure 2000 Wheelie Bins	Number of wheelie bins acquired	1 036 522	Complete procurement processes	-	2000 Wheelie Bins Procured	-	10
IDP?	CP?OP?	i	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	St Francis bay Spit Protection	100% Completion of planned spit protective measures	% Completion of planned spit protective measures	3 000 000	Appoint service provide for St Francis Bay Spit protection	100% Completion of planned spit protective measures	N/a	N/a	25
													100

5.3 OPERATIONAL SERVICE DELIVERY TARGETS

700

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		2.5%		5%		7,5%		10%		New	New	3
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate	90%		90%		90%		90%		90%		New	New	2

701

Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a		N/a		28/2/21		N/a		New	New	2
Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a		N/a		28/2/21		N/a		New	New	2
Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%		95%		95%		95%		New	New	2

Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of registered food premises inspected for compliance with relevant legislation	2300		575		575		575		575				3
Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Average number of working days for the processing of business licenses	5		5		5		5		5		New	New	2
Keep Kouga Clean	Infrastructure and Basic Service Delivery	SOD 4.6 To ensure clean and safe environment that is well maintained and managed	Number of illegal dumping sites to be rehabilitated and cleared	30		3		9		9		9		New	New	4
Keep Kouga Green	Infrastructure and Basic Service Delivery	SOD 4.6 To ensure clean and safe environment that is well maintained and managed	Installation of weighbridge at Humansdorp landfill	1		-		-		-		1		New	New	4
Keep Kouga Green	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of trees planted to reduce impact of climate change and to green Kouga	1000		250		250		250		250			1000	4

Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of road blocks to be conducted to keep Kouga safe	16		4		4		4		4				3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of joint operations to be conducted to keep Kouga safe	16		4		4		4		4				3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of fines issued	3000		300		700		1000		1000				3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Establishment of a public complaints desk to improve service delivery	1		-		1		-		-		New	New	3

Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Due date compliance with the operational and relocation of the Shoprite taxi rank to Bureau street	Number of meetings to be held to ensure that the Shoprite taxi rank relocate to Bureau street Taxi rank and is operational by 30 June 2021	4	1		1		1		1				2
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Stray animals impounded on Kouga roads	140		30		30		40		40				3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Inspections of road marking and signs	120		30		30		30		30		New	New	2
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of kilometers covered for Road marking	180km		45km		45km		45km		45km		New	New	2

Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk departmental workplan	100%		100%		100%		100%		100%		New	New	
			To conduct Disaster Management Joint Operations Committee/Workstream meetings (COVID-19)	16		4		4		4		4				3
			To conduct Education and awareness campaigns (COVID-19)	4		1		1		1		1				4
			To conduct Workstream meetings / audits (COVID-19 Departmental Task team)	4		1		1		1		1				4

706

Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga	To achieve a response time within 15 minutes from leaving the station to the scene	70%		70%		70%		70%		70%		New	New	3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To provide 4 fire awareness campaigns at schools	4		1		1		1		1				3
			To provide 4 fire awareness campaigns at wards	4		1		1		1		1				3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To provide 8 lifesaving awareness campaigns	8		2		2		2		2				3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To conduct quarterly lifesaving meetings with NSIR, Other Lifesaving bodies	4		1		1		1		1				3
Keep Kouga Green	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Blue Flag Beach status awarded	1		-		1		1		-		1	1	3

Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Clubhouse upgraded (Tokyo Sport field Q 2 & Patensie Sportfield Q3)	2		-		1		1		-		2		3
Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of community halls upgraded (Pellsrus Hall Q3 + Loerie Hall Q4)	2		-		-		1		1		2		3
Keep Kouga Clean	Infrastructure and Basic Service Delivery	SOD 4.6 To ensure clean and safe environment that is well maintained and managed	Number of public ablution facilities upgraded (Kabeljouws Q2, Pellsrus Q3 ,Cape St Francis Q3)	3		-		1		1		1		3		3
Keep Kouga Clean	Infrastructure and Basic Service Delivery	SOD 4.6 To ensure clean and safe environment that is well maintained and managed	Number of caravan parks upgraded (Yellow woods Q2, Pellsrus Caravan Park Q4)	2		-		1		-		1		2		3

Keep Kouga Green	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of entrances identified and beautified in partnership with the Local businesses	4		-		2		-		2		New	New	4
Keep Kouga Green	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Public Open Spaces to be cleared	40		5		5		15		15		New	New	3
			Number of overgrown Private Plots to be cleared (Health and Fire hazard)	472		-		-		236		236		New	New	3
																100

709

Thus, done and signed on this 31st day of 2020 in the presence of the undersigned witnesses

EMPLOYEE

EMPLOYER

WITNESSES:

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOUGA MUNICIPALITY
HEREIN REPRESENTED BY

MR C DU PLESSIS

AND

ME F MABUSELA
EMPLOYED BY KOUGA MUNICIPALITY AS
DIRECTOR PLANNING, DEVELOPMENT AND TOURISM

FOR THE

FINANCIAL YEAR: 1 JULY 2020 TO 30 JUNE 2021

JR FFM

Kouga Municipality

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Kouga herein represented by Mr C du Plessis in his capacity as Municipal Manager (hereinafter referred to as the Employer)

and

Me F Mabusela an Employee of the Municipality of Kouga (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 as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will ensure the achievement of local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

2.1 Comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities.

JR FPM

2.3 Specify accountabilities as set out in the Performance Plan.

2.4 Monitor and measure performance against set targeted outputs.

2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to his job.

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

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

3. DELIVERY

3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021, where after a new Performance Agreement and Performance Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June of each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement, at least once a year by not later than 31 July of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

JR

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan attached to this Agreement 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 the Performance Plan are set by the Employer in consultation with the Employee and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be performed. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

5.3 The Employer will consult with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

6.1 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The Employee undertakes to submit performance evidence in a format the Employer may require at times and intervals as set out herein in order to enable the Employer to evaluate the performance of the Employee.

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 (KPA's) and the Core Competencies Requirements (CCR's) respectively.

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

6.3.3 KPA's covering the main areas of work will account for 80% and CCR's 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:

Kpa No	Key Performance Area	Weight

JR

1	Financial Viability and Management (Procurement Plan)	20
2	Financial Viability and Management	80
	Total	100

6.4.1 The CCR's as prescribed in terms of the provisions of the Local Government: Regulations on Appointment and Conditions of Employment Senior Managers, Notice 21 dated 17 January 2014 as listed hereunder will make up the other 20% of the Employee's assessment score:

LEADING COMPETENCIES		WEIGHT
Strategic Direction and Leadership	• Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational awareness	8
People Management	• Human Capital Planning and Development • Diversity Management • Employee relations management • Negotiation and dispute management	8
Program and Project Management	• Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	8
Financial Management	• Budget Planning and execution • Financial Strategy and delivery • Financial Reporting and Monitoring	12
Change Leadership	• Change Vision Strategy • Progress design and improvement • Change impact monitoring and evaluation	8
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative governance	8
CORE COMPETENCIES		
Moral Competence		8

JR FPM

Planning and Organising	8
Analysis and Innovation	8
Knowledge and Information Management	8
Communication	8
Results and Quality Focus	8
	100

6.4.2 Core Competency Descriptions and Achievement Levels

The following defines/describes and sets out achievement levels for the above CCR's:

Cluster	Leading Competencies		
Competency name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate *Describe how specific tasks link to institutional strategies but has limited influence in directing strategy *Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole *Demonstrate a basic understanding of key-decision makers	*Give direction to a team in realising the institutions strategic mandate and set objectives *Has positive impact and influence on the morale, engagement and participation of team members *Develop action plans to execute and guide strategy implementation *Assist in defining performance measures to monitor the progress and effectiveness of the institution *Displays an awareness of institutional structures and political factors *Effectively communicate barriers to execution to relevant parties	*Evaluate all activities to determine value and alignment to strategic intent *Displays an in-depth knowledge and understanding of strategic planning *Align strategy and goals across all functional areas *Actively define performance measures to monitor the progress and effectiveness of the institution *Consistently challenge strategic plans to ensure relevance * Understand institutional structures and political factors, and consequences of actions * Empower others to follow strategic direction and deal with complex situations	*Structure and position the institution to local government priorities *Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework * Hold self-accountable for strategy execution and results *Provide impact and influence through building and maintaining strategic relationships * Create an environment that facilitates loyalty and innovation *Display a superior level of self-discipline and integrity actions *Integrate various systems into a collective whole to optimize institutional performance management

JR TPM

	*Provide guidance to all stakeholders in the achievement of the strategic mandate *Understand the aim and objectives of the institution and relate it to own work	*Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	*Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

Cluster	Leading Competencies		
Competency name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Participate in team goal-setting and problem solving *Interact and collaborate with people of diverse backgrounds *Aware of guidelines for employee development, but requires support in implementing development initiatives	*Seek opportunities to increase team contribution and responsibility *Respect and support the diverse nature of others and be aware of the benefits of a diverse approach *Effectively delegate tasks and empower others to increase contribution and execute functions optimally *Apply relevant employee legislation fairly and consistently *Facilitate team goal-setting and problem-solving * Effectively identify capacity requirements to fulfil the strategic mandate	*Identify ineffective team and work processes and recommend remedial interventions *Recognise and reward effective and desired behaviour *Provide mentoring and guidance to others in order to increase personal effectiveness *Identify development and learning needs within the team *Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism *Inspire a culture of performance excellence by giving positive and constructive feedback to the team *Achieve agreement or consensus in adversarial environments *Lead and unite diverse teams across divisions to achieve institutional objectives	*Develop and incorporate best practice people management processes, approaches and tools across the institution *Foster a culture of discipline, responsibility and accountability *Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution *Develop comprehensive integrated strategies and approaches to human capital development and management *Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

JR FPM

Cluster	Leading Competencies		
Competency name	Program and Project Management		
Competency Definition	Able to understand program and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Initiate projects after approval from higher authorities *Understand procedures of program and project management methodology, implications and stakeholder involvement *Understand the rational of projects in relation to the institution's strategic objectives *Document and communicate factors and risk associated with own work *Use results and approaches of successful project implementation as guide	*Establish broad stakeholder involvement and communicate the project status and key milestones *Define the roles and responsibilities of the project team and create clarity around expectations *Find a balance between project deadline and the quality of deliverables *Identify appropriate project resources to facilitate the effective completion of the deliverables *Comply with statutory requirements and apply policies in a consistent manner *Monitor progress and use of resources and make needed adjustments to	*Manage multiple programs and balance priorities and conflicts according to institutional goals *Apply effective risk management strategies through impact assessment and resource requirements *Modify project scope and budget when required without compromising the quality and objectives of the project *Involve top-level authorities and relevant stakeholders in seeking project buy-in *Identify and apply contemporary project management methodology *Influence and motivate project team to deliver exceptional results *Monitor policy implementation and apply procedures to manage risks	*Understand and conceptualise the long-term implications of desired project outcomes *Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives *Consider and initiate projects that focus on achievement of the long-term objectives *Influence people in positions of authority to implement outcomes of projects *Lead and direct translation of policy into workable actions plans *Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

JR

PPM

	timelines, steps, and resource allocation		

Cluster	Leading Competencies		
Competency name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand basic financial concepts and methods as they relate to institutional processes and activities *Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems *Understand the importance of financial accountability *Understand the importance of asset control	*Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate *Assess, identify and manage financial risks *Assume a cost-saving approach to financial management *Prepare financial reports based on specified formats *Consider and understand the financial implications of decisions and suggestions *Ensure that delegation and	*Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility *Prepare budgets that are aligned to the strategic objectives of the institution *Address complex budgeting and financial management concerns *Put systems and processes in place to enhance the quality and integrity of financial management practices *Advise on policies and procedures regarding asset control *Promote National Treasury's regulatory	*Develop planning tools to assist in evaluating and monitoring future expenditure trends *Set budget frameworks for the institution *Set strategic direction for the institution on expenditure and other financial processes *Build and nurture partnerships to improve financial management and achieve financial savings *Actively identify and implement new methods to improve asset control *Display professionalism in dealing with financial data and processes

JR FPM

	instructions as required by National Treasury guidelines are reviewed and updated *Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	framework for Financial Management	

Cluster	Leading Competencies		
Competency name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display an awareness of change interventions, and the benefits of transformation initiatives *Able to identify basic needs for change *Identify gaps between the current and desired state *Identify potential risk and challenges to transformation, including resistance to change factors *Participate in change programs and piloting change interventions *Understand the impact of change	*Perform an analysis of the change impact on the social, political and economic environment *Maintain calm and focus during change *Able to assist team members during change and keep them focused on the deliverables *Volunteer to lead change efforts outside of own work team *Able to gain buy-in and approval for change from relevant stakeholders *Identify change readiness levels and assist in resolving	*Actively monitor change impact and results and convey progress to relevant stakeholders *Secure buy-in and sponsorship for change initiatives *Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness *Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change *Take the lead in impactful change programs	*Sponsor change agents and create a network of change leaders who support the interventions *Actively adapt current structures and processes to incorporate the change interventions *Mentor and guide team members on the effects of change, resistance factors and how to integrate change *Motivate and inspire others around change initiatives

VR PFM

interventions on the institution within the broader scope of Local government	resistance to change factors *Design change interventions that are aligned with the institution's strategic objectives and goals	* Benchmark change interventions against best change practices *Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation *Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	

Cluster	Leading Competencies		
Competency name	Governance Leadership		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements *Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders *Provide input into policy formulation	*Display a thorough understanding of governance and risk and compliance factors and implement plans to address these *Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution *Actively drive policy formulation within the institution to ensure the achievement of objectives	*Able to link risk initiatives into key institutional objectives and drivers *Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles *Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives *Demonstrate a thorough understanding of risk retention plans *Identify and implement comprehensive risk management systems and processes	*Demonstrate a high level of commitment in complying with governance requirements *Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework *Able to advise Local Government on risk management strategies, best practice interventions and compliance management *Able to forge positive relationships on cooperative governance level to enhance the

JR FPM

		*Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	effectiveness of local government *Able to shape, direct and drive the formulation of policies on a macro level

Cluster	Core Competencies		
Competency name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
Realise the impact of acting with integrity, but requires guidance and development in implementing principles *Follow the basic rules and regulations of the institution *Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	*Conduct self in alignment with the values of Local Government and the institution *Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver *Actively report fraudulent activity and corruption within local government *Understand and honour the confidential nature of matters without seeking personal gain *Able to deal with situations of conflict of interest promptly and	*Identify, develop, and apply measures of self-correction *Able to gain trust and respect through aligning actions with commitments *Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders *Present values, beliefs and ideas that are congruent with the institution's rules and regulations *Takes an active stance against corruption and dishonesty when noted *Actively promote the value of the institution to	*Create an environment conducive of moral practices *Actively develop and implement measures to combat fraud and corruption *Set integrity standards and shared accountability measures across the institution to support the objectives of local government *Take responsibility for own actions and decisions, even if the consequences are unfavourable

JR PTM

	in the best interest of local government	internal and external stakeholders *Able to work in unity with a team and not seek personal gain * Apply universal moral principles consistently to achieve moral decisions	

Cluster	Core Competencies		
Competency name	Planning and Organising		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Able to follow basic plans and organise tasks around set objectives *Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans *Able to follow existing plans and ensure that objectives are met *Focus on short-term objectives in developing plans and actions	*Actively and appropriately organise information and resources required for a task *Recognise the urgency and importance of tasks *Balance short and long-term plans and goals and incorporate into the team's performance objectives *Schedule tasks to ensure they are performed within budget and with efficient use of time and resources	*Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation *Identify in advance required stages and actions to complete tasks and projects *Schedule realistic timelines, objectives and milestones for tasks and projects *Produce clear, detailed and comprehensive plans to achieve institutional objectives *Identify possible risk factors and design and	*Focus on broad strategies and initiatives when developing plans and actions *Able to project and forecast short, medium and long term requirements of the institution and local government *Translate policy into relevant projects to facilitate the achievement of institutional objectives

JR PTM

*Arrange information and resources required for a task, but require further structure and organisation	*Measures progress and monitor performance results	implement appropriate contingency plans *Adapt plans in light of changing circumstances *Prioritise tasks and projects according to their relevant urgency and importance	

Cluster	Core Competencies		
Competency name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand the basic operation problem solving of analysis, but lack detail and thoroughness *Able to balance independent analysis with requesting assistance from others *Recommend new ways to perform tasks within own function *Propose simple remedial interventions that marginally	*Demonstrate Logical techniques and approaches and provide rationale for recommendations *Demonstrate objectivity, insight, and thoroughness when analysing problems *Able to break down complex problems into manageable parts and identify solutions *Consult internal and external stakeholders on opportunities to	*Coaches team members on analytical and innovative approaches and techniques *Engage with appropriate individuals in analysing and resolving complex problems *Identify solutions on various areas in the institution *Formulate and implement new ideas throughout the institution *Able to gain approval and buy- in for proposed interventions from relevant stakeholders	*Demonstrate complex analytical and problem solving approaches and techniques *Create an environment conducive to analytical and fact-based problem-solving *Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence *Create an environment that fosters innovative thinking and follows a learning organisation approach

JR FPM

challenges the status quo *Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	improve processes and service delivery *Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders *Continuously identify opportunities to enhance internal processes *Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	*Identify trends and best practices in process and service delivery and propose institutional application *Continuously engage in research to identify client needs	*Be a thought leader on innovative customer service delivery, and process optimisation *Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies		
Competency name	Knowledge and Information Management		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Collect, categorise and track relevant information required for specific tasks and projects *Analyse and interpret information to draw conclusions *Seek new sources of information to increase the knowledge base *Regularly share information and knowledge with	*Use appropriate information systems and technology to manage institutional knowledge and information sharing *Evaluate data from various sources and use information effectively to influence decisions and provide solutions *Actively create mechanisms and structures for sharing of information	*Effectively predict future information and knowledge management requirements and systems *Develop standards and processes to meet future knowledge management needs *Share and promote best-practice knowledge management across various institutions *Establish accurate measures and monitoring systems for knowledge	*Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information *Establish partnerships across local government to facilitate knowledge management *Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach

JR FPM

internal stakeholders and team members	*Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	and information management *Create a culture conducive of learning and knowledge sharing *Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	*Recognise and exploit knowledge points in interactions with internal and external stakeholders

Cluster	Core Competencies		
Competency name	Communication		
Competency Definition	Able to share information, knowledge and ideas in a clear, focussed and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools *Express ideas in a clear and focused manner, but does not always take the needs of the	*Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating *Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs	*Effectively communicate high-risk and sensitive matters to relevant stakeholders *Develop a well-defined communication strategy *Balance political perspectives with institutional needs when communicating viewpoints on complex issues	*Regarded as a specialist in negotiations and representing the institution *Able to inspire and motivate others through positive communication that is impactful and relevant *Creates an environment conducive to transparent and productive communication and critical

UR FPM

audience into consideration *Disseminate and convey information and knowledge adequately	*Adapt communication content and style to suit the audience and facilitate optimal information transfer *Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders *Compile clear, focused, concise and well-structured written documents	*Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles *Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution *Able to communicate with the media with high levels of moral competence and discipline	and appreciative conversations *Able to coordinate negotiations at different levels within local government and externally

Cluster	Core Competencies		
Competency name	Results and Quality Focus		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
*Understand quality of work but requires guidance in attending to important matters *Show a basic commitment to achieving the correct results *Produce the minimum level of	*Focus on high-priority actions and does not become distracted by lower-priority activities *Display firm commitment and pride in achieving the correct results	*Consistently verify own standards and outcomes to ensure quality output *Focus on the end result and avoids being distracted *Demonstrate a determined and committed approach to achieving	*Coach and guide others to exceed quality standards and results *Develop challenging, client-focused goals and sets high standards for personal performance *Commit to exceed the results and quality standards, monitor own

JR FPM

results required in the role *Produce outcomes that is of a good standard *Focus on the quantity of output but requires development in incorporating the quality of work *Produce quality work in general circumstances, but fails to meet expectation when under pressure	*Set quality standards and design processes and tasks around achieving set standards *Produce output of high quality *Able to balance the quantity and quality of results in order to achieve objectives *Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	results and quality standards *Follow task and projects through to completion *Set challenging goals and objectives to self and team and display commitment to achieving expectations *Maintain a focus on quality outputs when placed under pressure *Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	performance and implement remedial interventions when required *Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations *Take appropriate risks to accomplish goals *Overcome setbacks and adjust action plans to realise goals *Focus people on critical activities that yield a high impact

7. PERFORMANCE EVALUATIONS

7.1 The Performance Plan annexed to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.5 The annual performance appraisal will involve:

JR FPM

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

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCR's

7.5.2.1. Each CCR should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCR.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.3) must then be used to add the score and calculate a final CCR score.

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

JR FPM

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.	
3	**Fully effective**	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the 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	

JR FPM

		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.	

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

7.6.1 Municipal Manager;

7.6.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;

7.6.3 Member of the Mayoral Committee or Executive Committee or in respect of a plenary type municipality, another member of council; and

7.6.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

First Quarter	:	**July- September 2020**
Submission of evidence	:	12 October 2020
Review	:	23 October 2020
Second Quarter	:	**October – December 2020**
Submission of evidence	:	18 January 2021
Review	:	29 January 2021
Third quarter	:	**January-March 2021**
Submission of evidence	:	12 April 2021
Review	:	23 April 2021
Fourth quarter	:	**April-June 2021**
Submission of evidence	:	16 July 2021

JR FPM

Review : 30 July 2021

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

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

9. 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

JR FPM

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time, assisting 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 of the Employer will have amongst others-

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

10.1.2 Commit the Employee to implement or to give effect to a legitimate decision made by the Employer; and

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practically possible 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 between 5% to 14% of the Employee's inclusive annual remuneration package as detailed in the relevant policy, may be paid to the Employee in recognition of outstanding performance subject to the provisions of applicable legislation in this regard.

11.3 Whereas the Employee's contract of employment provides in clause 2.4 that the appointment is subject to the conclusion of a performance agreement annually within one (1) month after the commencement of the new financial year and whereas the parties to this agreement agrees that performance reporting by Directorates is an indispensable component of the management of Kouga Municipality;

JR FPM

11.3.1 It is herewith specifically agreed that the Employee shall utilize the performance management system of the Municipality on a continuous basis and the Employee shall ensure that performance reporting is completed within a period of eleven (11) working days immediately following any performance reporting period, unless otherwise stated herein, with the provision that where any performance information is subject to Audit, provisional performance reporting shall be completed within the stipulated reporting period.

11.3.2 The Employee herewith acknowledge and agree that failure to comply with performance reporting periods and time frames shall impact on the ability of the Employer to comply with legislated and stipulated performance reporting and as such may non-compliance with completion of performance reports by the Employee result in any performance reward that may be due or may become due may be forfeited in part or in full at the discretion of the Employer.

12. DISPUTE RESOLUTION

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

12.1.1 The Mayor of the Employer within thirty (30) days of receipt of a formal written dispute from the Employee provided that where the dispute relates to the outcome of the performance evaluation the Mayor shall appoint a member of Council to consider submissions on performance whose decision shall be final and binding.

12.2 Any disputes about the outcome of the Performance Evaluations shall within thirty (30) days of receipt of a formal written dispute from the Employee be mediated by a member of the Kouga Municipal Council, provided that such

JR FPM

Councillor was not part of the evaluation panel contemplated in paragraph 7 herein, whose decision shall be final and binding on both parties.

12.3 In the event that the mediation process contemplated above fails, clause 16 of the Contract of Employment shall apply.

13. GENERAL

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

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

14. PERSONAL DEVELOPMENT PLAN

14.1 The personal development plan of the Employee is attached hereto.

Thus done and signed at Jeffreys Bay on this the 01 day July of 2020.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

_____
MUNICIPAL MANAGER

Kouga Municipality

Annexure A

KOUGA
local municipality
Good Governance through Service Excellence

PERFORMANCE PLAN

Entered into by and between

THE MUNICIPALITY OF KOUGA

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR C DU PLESSIS

AND

FEZEKA MABUSELA
THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR PLANNING, DEVELOPMENT AND TOURISM
PERIOD: 1 JULY 2020 TO 30 JUNE 2021

JR

1. PURPOSE

The performance plan defines the Council's expectations of the Director Planning, Development and Tourism 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.

2. KEY RESPONSIBILITIES

It is expressly agreed that while certain key responsibilities of the Director Planning, Development and Tourism shall be measured in terms of the Performance Agreement and the Performance plan, the duties of the Director Planning, Development and Tourism shall not be restricted to the measured responsibilities only.

3. PERFORMANCE REPORTING

3.2 The provision of the Performance Agreement relative to performance reporting time frames is herewith re-confirmed.

3.3 Whereas Section 57 of the Local Government Municipal Systems Act, 2000 provides that the appointment of the Employee is subject to participation in the performance management system of the Employer, the Parties herewith agree that the non-submission of performance information, on the electronic performance management systems and/or manually, on due dates as set out in the Performance Agreement may result therein that any possible performance reward due to the Employee may be forfeited at the discretion of the Employer.

3.4 It is herewith agreed that in instances where it becomes clear that any set target in respect of any reporting period cannot/shall not be achieved and/or has not been achieved, the Employee shall prepare a Memorandum addressed to the Municipal Manager detailing the following:

- Key Performance Indicator and target for the reporting period;
- Actual achievements on the target in accordance with the Key Performance Indicator;
- Reasons why the target could not be fully achieved;
- Proposals on corrective actions to be implemented to ensure that the target shall be achieved at a date and time indicated in the corrective actions which shall be prior to the end of the reporting year;

JR FFM

- Provided that were the non-achievement becomes evident at such a late stage that corrective actions shall not result in achievement of the target prior to the year end, corrective actions must indicate how the matter shall be dealt with to ensure achievement in the shortest possible time after year end.

- Only where the Municipal Manager has approved the reasons for the non-achievement of a target shall the Employee report the non-achievement of the target as part of the performance reporting cycle and the Employee shall at all times attach the Memorandum directed to the Municipal Manager as well as the approval of the Municipal Manager to such reporting on the electronic performance management system.

4. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as set in consultation with the employee inform the strategic objectives, listed in the table below:

KPA No	Key Performance Area	Weight
1	Financial Viability and Management	10
2	Infrastructure and Basic Service Delivery	15
3.	Local Economic Development	70
4.	Institutional Development and Transformation	5
	Total	100

5. KEY PERFORMANCE INDICATORS

5.1 The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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.

JR

FFM

5.2 INSTITUTIONAL SERVICE DELIVERY TARGETS

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	100% completion of procurement of computer equipment	% completion of Procurement of Computer Equipment	30 000	Appoint Service Provider	100% completion of procurement of computer equipment	N/a	N/a	5
IDP11	CP_60	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Software and Applications	100% completion of procurement of Computer software applications	% completion of procurement of Computer software applications	315 000	N/a	N/a	n/a	100% completion of procurement of Computer software applications	5
IDP6	PC_505	**1**	Human Settlements	To upgrade and provide access to basic services for residents in Kouga To provide affordable housing opportunities to middle income	Land acquisition	Offer to purchase and final approval item submitted to Council by 31 December 2020	Due date compliance with submission of final approval item and offer to purchase to Council	360 000	Item to Council on the identified site.	Offer to Purchase to purchase and final approval item to Council by 31 December 2020	N/a	. N/a	10
IDP9	CP1_EDB	1	LED	To ensure efficient development of urban nodes in Kouga.	LED Project: Establishment of Business Support Centre (Ocean View)	100% completion of Establishment of Business Support Centre (Ocean View)	% completion of Establishment of Business Support Centre (Ocean View)	300 000	Project plan and site identified. Item to Council	Appointed Contractors/ Award Tender	N/a	100% completion of Establishment of Business Support Centre (Ocean View)	20
IDP9	CP2_EDT	1	LED	To provide recreational	Tourism: Restoration of	100% completion of	% completion	100 000	N/a	Appointed Contractor	100% completion	N/a	15

741

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	WEIGHT
				facilities to residents and visitors to Kouga	Fisherman Gravesite	restoration of Fishermen Grave Site	of restoration of Fishermen Grave Site			s/ Award Tender	of restoration of Fishermen Grave Site.		
IDP9	CP_21	1	LED	To ensure efficient development of urban nodes in Kouga.	Vehicles	Procure 1 Vehicle for Human Settlements	Number of vehicles procured for Human Settlements	400 000	n/a	1 Vehicle procured for Human Settlements	N/a	N/a	10
IDP6	PC_505	1	Planning & Development	To ensure efficient development of urban nodes in Kouga.	Spatial Development Framework	Adoption of Spatial Development Framework review by 30 June 2021	Due date compliance with the adoption of the Spatial Development Framework review		Finalise the Public participation process for SDF	Table the final SDF with comments from public participation	Adopt Spatial Development Frameo6ork Review by 30 June 2021	n/a	20
TOTAL													100

5.3 OPERATIONAL SERVICE DELIVERY TARGETS

Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline		WEIGHT
				Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual			
Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% expenditure of Budget for LED Programs and Projects	95%		10%		30%		50%		95%				5
			Number of jobs created through capital projects and LED initiatives	250		25		75		75		75				5
			Number of days for the approval of compliant building plans for structures less than 500M2	30		30		30		30		30		20	30	5
			Number of days for the processing of land use applications	60 days		60		60		60		60		90	90	5
Keep Kouga Growing	Planning & Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% Expenditure of the budget allocation for the development of the Humansdorp Precinct Plan	95%		-		25%		25%		40%		New	New	5

6 FFM JR

			% reduction in old building plans where occupation certificates are not on record	15%		-		5%		15%		15%		New	New	5
			% conversion to electronic submissions of building plans	90%		-		-		40%		90%		New	New	5
			% Customer queries responded to within 14 days	90%		10%		40%		50%		90%		New	New	5
Keep Kouga Growing	Planning & Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% of outstanding Council resolutions on land implemented.	50%		5%		20%		45%		50%		New	New	5
			% Completion of the disposal of erven 2078, 2079, 2081 ,2081, 3296 and 3297 HUMANSDORP	100%		50%		70%		80%		100%		New	New	5

			Number of Immovable Property Adjudicating Committee meetings convened	4		1		1		1		1		New	New	5
			% of lease Agreements reviewed/revise d	90%		25%		35%		60%		80%		New	New	2
			% Completion of the alienation of 98 wet erven	100%		25%		50%		75%		100%		New	New	3
Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		10%		10%		10%		10%		New	New	5
Keep Kouga Smart	Institutional Development and Transformatio n	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk departmental workplan	90%		90%		90%		90%		90%		New	New	5

JR 8 FFM

Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate	90%		90%		90%		90%		90%		New	New	5
Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Number of counts conducted of households in informal settlements	2		-		1		-		1		New	New	5
Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5

9 FFM

			Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a		N/a		28/2/21		N/a		New	New	5
			% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%		95%		95%		95%		New	New	5`
			% completion of the relocation of residents from old Stolfwolk.	95%		10%		50%		75%		100%		New	New	5
TOTAL																**100**

FFM

747

Thus, done and signed on this 01 day of July 2020 in the presence of the undersigned witnesses

EMPLOYEE

EMPLOYER

WITNESSES:

KOUGA MUNICIPALITY (EC 108)

ORDINARY COUNCIL MEETING

OFFICE OF THE MUNICIPAL MANAGER

DATE: 29 OCTOBER 2020 **ITEM NO: 20/10/MM6**

INTRODUCTION OF THE DRAFT POLICY ON LEGAL REPRESENTATION

1. Introduction

The purpose of this item is to introduce to Council the Draft Policy on Legal Representation for consideration.

2. Background

Section 109A of the Local Government: Municipal Systems Act No.32 of 2000 provides for the provision of legal representation to an Employee or Councillor of the Municipality. This Draft Policy aims at setting out the instances wherein such representation may be applied for by an Employee or Councillor and provisions in terms of which such application may be approved.

The Draft Policy, attached hereto as Annexure A, was addressed at the Policy Workshop held 13 October 2020 under item 20/10/PW-MM1, where it was recommended that the draft Policy be referred to Council.

3. Legislative provision

Section 109A of the Local Government: Municipal Systems Act No.32 of 2000 reads as follows:

109A Legal representation for employees or councillors of municipality

A municipality may, subject to such terms and conditions as it may determine, provide an employee or councillor of the municipality with legal representation where-

(a) legal proceedings have been instituted against the employee or councillor as a result of any act or omission by the employee or councillor in the exercise of his or her powers or the performance of his or her duties; or

(b) the employee or the councillor has been summoned to attend any inquest or inquiry arising from the exercise of his or her powers or the performance of his or her duties.

[S. 109A inserted by s. 43 of Act 51 of 2002.]

4. Recommendation

4.1 That Council approve Policy on Legal Representation.

4.2 That the approved Policy on Legal Representation be implemented from date of Council approval;.

4.3 That a signed copy of the approved Policy be listed on the Municipal Website as a statutory document.

Item prepared by: Manager Legal Services *L Opperman*
(signed electronically)

Item approved by: Municipal Manager

ANNEXURE A

DOCUMENT CONTROL	
POLICY TITLE	POLICY ON LEGAL REPRESENTATION
REFERENCE NUMBER	20/10/PW-MM1
PREVIOUSLY APPROVED	NEW POLICY
RESPONSIBLE DIRECTORATE	OFFICE OF THE MUNICIPAL MANAGER
VERSION	FIRST VERSION
STATUS OF THE DOCUMENT	FIRST DRAFT
REVIEW DATE	NEW POLICY
CONTACT DETAILS	MUNIICIPAL MANAGER

KOUGA LOCAL MUNICIPALITY (EC108)

POLICY ON LEGAL REPRESENTATION

INTRODUCTION

Whereas section 109A of the Local Government: Municipal Systems Act, No. 32 of 2000 provides for the provision of legal presentation to an employee or Councillor of the Municipality where:

a) legal proceedings have been instituted against the employee or Councillor as a result of any act or omission by the employee or Councillor in the exercise of his or her powers or the performance of his or her duties; or

b) the employee or the Councillor has been summoned to attend any inquest or inquiry arising from the exercise of his or her powers or the performance of his or her duties; and

Whereas such legal representation must be subject to terms and conditions determined by the Municipality.

Policy Principles

1. Matters of both a criminal and civil nature will qualify for legal representation in situations as described in a) and b) above.

2. All applications by employees for legal representation shall be submitted in writing to the Municipal Manager, all applications by Councillors and the municipal manager for legal presentation shall be submitted in writing to the Executive Mayor and all applications by the Executive Mayor for legal representation shall be submitted in writing to the Municipal Manager, in consultation with the Speaker, and which application(s) shall fully motivate the need for legal representation.

3. If, for whatever reason, it is not possible to submit the original request in writing, the Municipal Manager and /or the Executive Mayor, in consultation with the Speaker, may in his/her/their discretion(s), consider a verbal request provided that a formal written request is submitted as soon as it is practicable to do so.

4. In the event of the applicant being unable to prepare such a request, the applicant may be assisted by another person e.g. a member of the applicant's trade union or fellow Councillor.

5. Any employee who has been charged with improper conduct and against whom a disciplinary hearing has been instituted will not be eligible for legal presentation paid for the Municipality.

6. Any Councillor who has been charged with an alleged breach of the Code of Conduct for Councillors (Schedule 1 of the Systems Act) and is subject to an investigation in terms of regulation 13, will not be eligible for legal representation paid for by the Municipality.

7. A Councillor or employee charged with a criminal offence and which is not subject to an investigation contemplated in terms of items 5 and 6 above, will be entitled to legal representation subject to the undermentioned conditions:

   - an attorney and/or an advocate of the accused's choice, (excluding a senior advocate) may be appointed by the Municipal Manager and/or Executive Mayor in consultation with the Speaker;

   - the accused must provide surety in the form of a cession of his salary and/or register a bond or second bond over his/her property in favour of the Municipality for an amount equal to a pre-estimate of the legal costs to be incurred;

   - in the event of the accused insisting on the services of a senior advocate, the accused will be required to pay the difference between an advocate and the senior advocate's fees and in the event of both a senior and an advocate being appointed, the accused will be required to pay the full costs of the senior advocate;

   - in the event of the accused being acquitted, the full costs of the criminal legal process will be paid by the Municipality and no claim will be made against the accused or his/her estate;

   - in the event of the accused being found guilty, the full costs of the criminal legal process will be recovered from the accused and/or his estate and for this purpose the Municipality will be entitled to invoke the cession and/or to call up the bond registered referred to above;

   - in the event of the convicted accused's surety being inadequate to cover the taxed costs of the Municipality, the Municipality shall proceed to attain an attachment order in respect of the convicted accused's property with a view of selling off the property so attached.

8. A Councillor or employee enjoined with the Municipality as defendants in a civil matter will automatically enjoy the same level of legal assistance as the Municipality itself.

9. In the event of the civil claim succeeding, any defendant ordered by the court to personally pay the legal costs, will be obliged to pay such costs and refund any costs incurred by the Municipality on behalf of such defendant.

10. A Councillor or employee who wishes to institute a civil action in his personal capacity must do so in his/her own name and at his/her own cost.

_____

KOUGA MUNICIPALITY (EC 108)

ORDINARY COUNCIL MEETING

OFFICE OF THE MUNICIPAL MANAGER

DATE: 29 OCTOBER 2020 **ITEM NO: 20/10/MM7**

INSTITUTIONAL PERFORMANCE REPORT: 2020/21 FINANCIAL YEAR: PERIOD 1 JULY 2020 TO 30 SEPTEMBER 2020

1. Introduction

It is the purpose of this report to submit to the Council the Institutional Service Delivery and Budget Implementation Performance Report for the period 1 July 2020 to 30 September 2020.

2. Institutional Performance Report

The Institutional Performance Report reflects progress made with the implementation of the 2020/21 Institutional Service Delivery and Budget Implementation Plan over the first quarter of the 2020/21 reporting period.

The report reflects Institutional Targets as reflected in the approved SDBIP as well as operational targets.

The Institutional Performance Report is attached as Annexure "A"
The Operational Performance Report is attached as Annexure "B"

3. Comment

The Implementation Report is arranged per Directorate to allow ease of oversight per Directorate.

Performance by Directorates on 30 September 2020 is as follows:

Institutional	Community Service	11/12 = 91.7%
	Corporate Service	5/5 = 100%
	Finance	2/2 = 100%
	Infrastructure & Engineering	22/27 = 81.48%
	Planning, Development & Tourism	6/8 = 75%
Operational	Community Services	35/36 = 97.2%
	Corporate Services	11/11 = 100%
	Finance	15/19 = 78.9%
	Infrastructure & Engineering	10/16 = 62.5%
	Planning Development & Tourism	20/23 = 86.95%

The adjudicated performance results include achieved allocations for all indicators where no targets have been set for quarter 1.

It must be noted that the report does not reflect any adjustments made to the budget after the reporting period.

4. Recommendation

4.1 That the content of the Quarter 1 Institutional Performance Report on the implementation of the 2020/21 Service Delivery and Budget Implementation Plan for the period 1 July 2020 to 30 September 2020 be noted.

Item prepared by : The Manager: PMS

Item approved by : The Municipal Manager

INSTITUTIIONAL PERFORMANCE REPORT: QUARTER 1: 2020/21 **ANNEXURE "A"**

DIRECTORATE COMMUNITY SERVICES (11/12 = 91.67%)

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
COMMUNITY SERVICES												
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	Procure 1 boardroom projector and screen	Number of boardroom projectors and screens procured	30 000	Complete procurement process	-	1 boardroom projector and screen procured	-
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Third quarter target, however procurement processes commenced, Req 111926 submitted to Supply Chain											
Q2												
Q3												
Q4												
IDP8	CP_32	1	Public Amenities	To provide high quality recreational facilities to residents and visitors to Kouga	Fencing of Yellow Woods	Fence Yellow Woods	% completion of fencing at Yellow Woods	200 000	Complete procurement process	-	100% completion of fencing of Yellow Woods	-
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Third quarter target, however procurement processes commenced, Req 111927 submitted to Supply Chain											
Q2												
Q3												
Q4												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
IDP8	CP1_FS	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Humansdorp Fire Station , Fencing	Fence Humansdorp Fire Station	% completion of fencing of Fire Station Humansdorp	200 000	Complete procurement process	-	100% completion of fencing of Humansdorp Fire Station	-
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Completed, Service Provider awaiting for payment											
Q2												
Q3												
Q4												
IDP8	CP_1PP	1	Public Amenities	To provide high quality recreational facilities to residents and visitors to Kouga	Jack Hammer and water pump	Procure 2 Jack hammers and 2 water pumps	Number of Jack Hammers and water pumps procured	350 000	Commence procurement processes	Complete procurement processes	-	2 Jack hammers and 2 water pumps procured
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Fourth quarter target., however procurement processes commenced, Requisitions for the water pumps submitted to Supply Chain											
Q2												
Q3												
Q4												
IDP8	PC_1003	1	Public Amenities	To provide high quality recreational facilities to	Machinery and Equipment	Procure 1 Chipper	Number of chippers procured	278 500	Commence procureme	Complete procurement processes	-	1 Chipper Procured

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
				residents and visitors to Kouga					nt processes			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Awaiting for delivery of a Chipper, R 273 240,00, Order 207526											
Q2												
Q3												
Q4												
IDP5	PC_1004	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Security Cameras	100% completion of Security and related infrastructure planned for the year	% completion of Security and related infrastructure planned for the year	750 000	Commence procurement processes	Complete procurement processes	-	-100% completion of Security and related infrastructure planned for the year
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Fourth quarter target, however there was meeting held on the 09 September 2020 with the Service Provider and IT to determine the Wi-Fi network work strength											
Q2												
Q3												
Q4												
IDP7	CP4_EMF	1	Refuse	To provide residents of Kouga with proper waste removal services	skip bins	Procure 10 X 6m3 Skip Bins	Number of skip bins acquired	200 000	-	Complete procurement processes	10 X 6m3 Skip Bins Procured	-

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**No targets set for Q1: Service provider appointed and requisition for the procurement will be completed first week in October 2020**											
Q2												
Q3												
Q4												
IDP7	**PC_A001**	**1**	**Refuse**	**To provide residents of Kouga with proper waste removal services**	**Upgrading of Pellsrus, Kabeljous, Cape St Francis**	**100% completion of project for installation of play equipment, outdoor benches and bins planned for the year**	**% completion of project for installation of play equipment, outdoor benches and bins planned for the year**	**150 000**	**Complete procurement processes**	**-**	**100% completion of project for installation of play equipment, outdoor benches and bins planned for the year**	**-**
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**8 x Outdoor benches Order 207161 and 10 x bins Order 207147 Delivered**											
Q2												
Q3												
Q4												
IDP7	**CP_23**	**1**	**Fire and Disaster**	**To provide emergency management services to all Kouga Areas**	**Vehicles**	**1 Rescue Vehicle procured**	**Number of Rescue Vehicles procured**	**1 325 000**	**-**	**Commence procurement processes**	**Complete procurement processes**	**1 Rescue Vehicle Procured**

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Tender advertised 09 September 2020 and will close on the 16 October 2020											
Q2												
Q3												
Q4												
IDP7	CP_23	1	Fire and Disaster	To provide emergency management services to all Kouga Areas	Vehicles	1 Mini Pumper procured	Number of Mini Pumpers procured	1 965 100	-	Commence procurement processes	Complete procurement processes	1 Mini Pumper procured
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target set for Q1:, Awaiting approval of funding from Sarah Baartman District											
Q2												
Q3												
Q4												
IDP7	PC_203	1	Refuse	To provide residents of Kouga with proper waste removal services	Wheelie Bins	Procure 2000 Wheelie Bins	Number of wheelie bins acquired	1 036 522	Complete procurement processes	-	2000 Wheelie Bins Procured	-
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Funds were removed during adjustment budget											
Q2												
Q3												
Q4												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
ID1	OP 1006	i	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	St Francis bay Spit Protection	100% Completion of planned spit protective measures	% Completion of planned spit protective measures	3 000 000	Appoint service provide for St Francis Bay Spit protection	100% Completion of planned spit protective measures	N/a	N/a
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Service provider for St Francis Bay Spit protection currently busy with rock revetment											
Q2												
Q3												
Q4												

DIRECTORATE CORPORATE SERVICES (5/5 = 100%)

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
CORPORATE SERVICES												
IDP5	CP_60	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Biometric Systems	Procure Biometric System	% completion in the procurement of a biometric system	200 000	N/a	N/a	20% completion in the procurement of a biometric system	100% completion in the procurement of a biometric system
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target set for Q1: In discussion with the appointed service provider regarding alternate solutions due to COVID19 (facial readers or card system)											
Q2												
Q3												
Q4												
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	Procure Desk Top Computers	% Completion of the procurement of desk top computers	200 000	N/a	N/a	50% Completion of the procurement of desk top computers	100% Completion of the procurement of desk top computers
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target set for Q1											
Q2												
Q3												
Q4												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
IDP11	CP_60	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Software and Applications	Procure IP Phones	% completion of the procurement of IP Phones	50 000	N/a	N/a	50% completion of the procurement of IP Phones	100% completion of the procurement of IP Phones
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target set for Q1: IP phones are purchased as and when required (depending on the needs of the institution and its employees)											
Q2												
Q3												
Q4												
IDP11	PC_201	3	ICT upgrade	To improve and integrate IT systems of the municipality	EDMS	Install and commission EDMS system	% completion of the installation and commissioning of an EDMS system	799 455	N/a	N/a	25% completion of the installation of an EDMS system	100% completion of installation and commissioning of EDMS system
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target set for Q1: Several meetings have taken place with the Service Provider to prepare for the roll-out of the system; Training was held with all Section heads on 16 Sept 2020 on the EDRMS System; User rights spreadsheets was sent to each Section Head, in order to list what type of admin rights their users will have; All documents collected have been stored, sorted, imaged and scanned as per the File plan on the EDRMS System; Training on all users will be conducted and completed by end October 2020											
Q2												
Q3												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
Q4												
IDP5	PC_1023	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Fencing of municipal buildings	Fencing of Hankey Municipal Offices	% completion of fencing of Hankey municipal office	100 000	N/a	N/a	N/a	100% Completion of fencing of Hankey Municipal Offices
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target set for Q1: budget received was only R100K.											
Q2												
Q3												
Q4												

DIRECTORATE FINANCE (2/2 = 100%

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
FINANCIAL SERVICES												
IDP11	CP_075	3	ICT upgrade	To improve and integrate IT systems of the municipality	Cibex Software	Implementation of 150 Cibecs Endpoint Cloud licenses to seamlessly manage, backup, protect & migrate distributed endpoint data	Number of licences implemented	600 000	n/a	Implement 75 Cibecs licences to devices	Implement 75 Cibecs licences to devices	n/a
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	n/a											
Q2												
Q3												
Q4												
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	100% completion of procurement of computer equipment	% completion of procurement of computer equipment	200 000	Appoint service provider for the procurement of computer equipment	100% completion of procurement of computer equipment	N/a	N/a
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
Q1	Service Provider appointed 20/08/2020											
Q2												
Q3												
Q4												

DIRECTORATE INFRASTRUCTURE AND ENGINEERING (22/27 = 81.48%)

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
INFRASTRUCTURE & ENGINEERING												
IDP1	CP_3SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Construct emergency overflow pond Koraal Sewer pump station	100% completion of design for the emergency overflow pond Koraal Sewer Pump Station and construction tender documentation	% completion of emergency overflow pond Koraal Sewer Pump Station and construction tender documentation	1 300 000	Commence appointment process of consultant for the design of emergency overflow pond Koraal Sewer Pump Station	Appoint consultant for the design of emergency overflow pond Koraal Sewer Pump Station	N/a	100% completion of design for the emergency overflow pond Koraal Sewer Pump Station and construction tender documentation
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**NOTICE 80/2020 – ADVERTISED 07/08/2020 – CLOSED 07/09/2020**											
Q2												
Q3												
Q4												
IDP1	CP6_SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Fencing Kruisfontein wastewater treatment plant	100% completion of Fencing Kruisfontein wastewater treatment plant	% completion of Fencing Kruisfontein wastewater treatment plant	800 000	N/a	25% completion of Fencing Kruisfontein wastewater treatment plant	100% completion of Fencing Kruisfontein wastewater treatment plant	N/a

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**No target set for Q1: O/N 206980 – R 468198.12**											
Q2												
Q3												
Q4												
IDP5	**CP9_ELC**	**2**	**Safety and Security**	**Safeguarding municipal infrastructure in the Kouga Area**	**Fencing Main Substation Jeffrey's Bay**		**% completion of Fencing Main Substation Jeffrey's Bay**	**500 000**	**N/a**	**10% completion of fencing Main Substation Jeffreys Bay**	**70% completion of fencing Main Substation Jeffreys Bay**	**100% completion of fencing Main Substation Jeffreys Bay**
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**NO target set for Q1: R 200 000 SPENT Used fencing tender awarded for fencing in 2018.**											
Q2												
Q3												
Q4												
IDP3	**CP8_ELC**	**1**	**Electrical**	**To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)**	**Generator 2**	**Purchase 1 Back-up Generator**	**Number of back-up generators purchased**	**500 000**	**N/a**	**Appoint service provider for the purchase of a back-up generator**	**1 Generator purchased**	**N/a**

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**TO SCM 18/08/2020 – BSC 21/8/2020 -**											
Q2												
Q3												
Q4												
IDP3	**PC_003**	**1**	**Electrical**	**To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and areas serviced by ESKOM)**	**Humansdorp, Kruisfontein and Ocean View Electrification**	**100% completion of Humansdorp, Kruisfontein and Ocean View Electrification**	**% completion of Humansdorp, Kruisfontein and Ocean View Electrification**	**4 521 739**	**Appoint service provider for the electrification of Humansdorp, Kruisfontein and Ocean View**	**45% completion of Humansdorp, Kruisfontein and Ocean View Electrification**	**80% completion of Humansdorp, Kruisfontein and Ocean View Electrification**	**100% completion of Humansdorp, Kruisfontein and Ocean View Electrification**
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	**TO BSC 12/06/2020 – TO BEC 27/08/2020 – TO BAC 2,4 & 9/ 09/2020**											
Q2												
Q3												
Q4												
IDP1	**CP_10SW**	**1**	**Sanitation**	**To provide all residents in the Kouga area with access to high quality sanitation services.**	**Machinery and Equipment**	**100% completion of the purchase of machinery and equipment**	**% completion of the purchase of machinery and equipment**	**300 000**	**Appoint service provider for the purchase of machinery and equipment**	**30% completion of the purchase of machinery and equipment**	**70% completion of the purchase of machinery and equipment**	**100% completion of the purchase of machinery and equipment**

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	DONE ON QUOTATION BASIS											
Q2												
Q3												
Q4												
IDP1	CP5_SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	New by-pass sewer rising main and pump stations Jbay	100% completion of design for the New by-pass sewer rising main and pump stations Jbay and construction tender documents	% completion design for New by-pass sewer rising main and pump stations Jbay and construction tender documents	1 000 000	Commence appointment process of consultant for the design of New by-pass sewer rising main and pump stations Jbay and construction tender document	Appointment of consultant for the design of New by-pass sewer rising main and pump stations Jbay and construction tender documents	N/a	100% completion design and construction tender documents for the New by-pass sewer rising main and pump stations Jbay
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	NOTICE 141/2020 – CONTRACT NO 113/2020 – ADVERTISED 11/092020											
Q2												
Q3												
Q4												
IDP3	PC_1008	1	Electrical	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and	New overhead lines 66kv overhead lines (J-bay to Melk	100% Completion of New 66kV Overhead Lines (JBay to Melkhout)	% completion of New overhead lines 66 kv overhead	1 300 000	Appoint service provider for New 66Kv Overhead Lines	15% completion of New overhead lines 66kv overhead	75% completion of New overhead lines 66kv overhead	100% completion of New overhead lines 66kv overhead

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
				areas serviced by ESKOM)			lines (J-bay to Melkhout)		(Jbay to Melkhout)	lines(J-bay to Melkhout)	lines(J-bay to Melkhout)	lines(J-bay to Melkhout)
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TO SCM 01/09/2020 – TO BSC 04/09/2020 – TENDER CLOSES 08/10/2020											
Q2												
Q3												
Q4												
IDP1	PC_011	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Patensie Sewage Package Plant	100% completion of Patensie Sewage Package Plant	% completion of Patensie Sewage Package Plant	6 379 942	10% completion of Patensie Sewage Package Plant	40% completion of Patensie Sewage Package Plant	80% completion of Patensie Sewage Package Plant	100% completion of Patensie Sewage Package Plant
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	EXPENDITURE JULY2020 = R 1.8m = 28.2%											
Q2												
Q3												
Q4												
IDP1	CP7_SEW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Piped Reticulation in St Francis	100% completion of design and construction tender document for Piped Reticulation in St Francis	% completion of planned Piped Reticulation in St Francis	1 500 000	Commence appointment process of consultant for the design and constructi	Appoint consultant for the design and construction tender document for Piped Reticulati	N/a	100% completion of design and construction tender document for Piped Reticulati

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS									on tender document for Piped Reticulation in St Francis	on in St Francis		on in St Francis
Q1	TO SCM – 26/08/2020											
Q2												
Q3												
Q4												
IDP4	CP_4WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	Repair leaking concrete water tower Paradise Beach	100% completion of the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	% completion of the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	300 000	Commence process for the appointment of consultant for the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	Appoint consultant for the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach	N/a	100% completion of the design and construction tender document for the Repair of leaking concrete water tower Paradise Beach
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	NOTICE 116/2020 – CONTACT 82/2020 – ADVERTISED 07/08/2020 – TENDER CLOSED 07/09/2020											
Q2												
Q3												
Q4												
IDP4	CP5_WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply	Replace 250mm Watermain Canal Rd, St Francis	100% completion design and construction tender document	% completion design and construction tender	1 000 000	Commence appointment process of consultant	Appointment of consultant for the design and	N/a	100% completion design and construction tender

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
				to the residents of Kouga		for 250mm Watermain replacement, Canal Rd, St Francis	document for 250mm Watermain replacement, Canal Rd, St Francis		for the design and construction tender document for 250mm Watermain replacement, Canal Rd, St Francis consultant for the	construction tender document for 250mm Watermain replacement, Canal Rd, St Francis consultant for the		document for 250mm Watermain replacement, Canal Rd, St Francis
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	NOTICE 116/2020 – CONTACT 81/2020 – AVERTISED 07/08/2020 – CLOSED 07/09/2020											
Q2												
Q3												
Q4												
IDP4	CP6_WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	Replace 250mm Watermain Mimosa Str Jbay	100% completion of design and construction tender document completion for the 250mm Watermain replacement Mimosa Str Jbay	% completion of design and construction tender document completion for the 250mm Watermain replacement Mimosa Str Jbay	330 000	Commence process for the appointment of a consultant for the design and construction tender document completion for the 250mm Watermain replacement Mimosa Str Jbay	Appoint consultant for the design and construction tender document completion for the 250mm Watermain replacement Mimosa Str Jbay	N/a	100% completion of design and construction tender document completion for the 250mm Watermain replacement Mimosa Str Jbay
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	NOTICE 116/2020 – CONTRACT 79/2020 – ADVERTISED 07/08/2020 – CLOSED 07/08/2020											

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
Q2												
Q3												
Q4												
IDP1	CP4_SW	1	Water	To provide all residents in the Kouga area with access to high quality sanitation services.	Replace main waterline Sand Rivier bridge crossing St Francis Bay	100% completion the design and construction tender document for the main waterline replacement Sand Rivier bridge crossing St Francis Bay	% completion the design and construction tender document for the main waterline replacement Sand Rivier bridge crossing St Francis Bay	1 000 000	Commence process for the appointment of consultant for the design and construction tender document for the main waterline replacement Sout Rivier bridge crossing St Francis Bay	Appoint consultant for the design and construction tender document for the main waterline replacement Sand Rivier bridge crossing St Francis Bay	N/a	100% completion the design and construction tender document for the main waterline replacement Sand Rivier bridge crossing St Francis Bay
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TENDER TO SCM 01/09/2020											
Q2												
Q3												
Q4												
IDP3	CP7_ELC	1	Electrical	To provide residents in formal residential areas with access to electricity services (Exclusive of the Gamtoos area and	Saffery Substation	100% completion of planned upgrades to Saffery Substation	% completion of planned upgrades to Saffery	1 000 000	Appoint service provider for upgrades	50% completion of planned upgrades to Saffery	90% completion of planned upgrades to Saffery	100% completion of planned upgrades to Saffery

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
				areas serviced by ESKOM)			Substation		to Saffery Substation	Substation	Substation	Substation
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TO SCM 07/09/2020 , WITHRAWN TWICE – BSC APPROVAL 28/09/2020											
Q2												
Q3												
Q4												
IDP5	CP_1901	2	Safety and Security	Safeguarding municipal infrastructure in the Kouga Area	Security Cameras & Substation Security	100% completion of the planned installation of Cameras and Substation security	% completion of the planned installation of Cameras and Substation security	200 000	Appoint Service provider for the installation of security cameras and sub station security	10% completion of the planned installation of Cameras and Substation security	75% completion of the planned installation of Cameras and Substation security	100% completion of the planned installation of Cameras and Substation security
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1												
Q2												
Q3												
Q4												
IDP4	CP8_WAT	1	Water	To provide formal residential built up areas with a sustainable potable water source and supply to the residents of Kouga	Upgrade Hankey water treatment works	100% completion of design and construction tender document for upgrades to Hankey	% completion of design and construction tender document for	600 000	Commence process for appointment of consultant for the design and	Appoint consultant for the design and construction tender document for	N/a	100% completion of design and construction tender document for

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
						Water Treatment Works	upgrades to Hankey Water Treatment Works		construction tender document for upgrades to Hankey Water	upgrades to Hankey Water		upgrades to Hankey Water
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1												
Q2												
Q3												
Q4												
IDP1	CP_2SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Upgrade Loerie sewer pump station	100% completion of design and construction tender document for upgrades to Loerie sewer pump station	% completion of design and construction tender document for upgrades to Loerie sewer pump station	1 600 000	Commence process for appointment of consultant for the design and construction tender document for upgrades to Loerie sewer pump station	Appoint consultant for the design and construction tender document for upgrades to Loerie sewer pump station	N/a	100% completion of design and construction tender document for upgrades to Loerie sewer pump station
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TO SCM 25/09/2020											
Q2												
Q3												
Q4												
IDP1	PC_012	1	Sanitation	To provide all residents in the	Upgrade Sanitation	100% completion	% completio	7 902 794	Pre-Planning	Appoint Service	50% completio	100% completio

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
				Kouga area with access to high quality sanitation services.	System Old Hankey	of upgrading Sanitation System Old Hankey	n of upgrading Sanitation System Old Hankey		up to Tender documentation	Provider for Phase 1 of project	n of upgrading Sanitation System Old Hankey	n of upgrading Sanitation System Old Hankey
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TO SCM 12/08/2020											
Q2												
Q3												
Q4												
IDP1	CP7_WAT	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Upgrade sewer rising mains Jbay (La Mer-4A-4B) Prep	100% completion design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	% completion design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	1 000 000	Commence process of appointment of consultant for the design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	Appoint consultant for the design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep	N/a	100% completion design and construction tender document for the upgrading of sewer rising mains Jbay (La Mer-4A-4B) Prep
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	NOTICE 116/52020 – CONTRACT 80/2020 – ADVERTISED 07/08/2020 – CLOSED 07/09/2020											
Q2												
Q3												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
Q4												
IDP2	PC_075	1	Roads	To provide residents and visitors with high quality road networks under Kouga's jurisdiction	Upgrading of Gravel Roads in Humansdorp	100% Completion of planned Upgrading of Gravel Roads in Humansdorp	% completion of Planned Upgrading of Gravel Roads in Humansdorp	7 890 511	Re-advertise tender for PSP	Appoint PSP. Conclude preliminary and detailed designs	Finalize appointment of contractor	50% Completion of Planned Upgrading of Gravel Roads in Humansdorp
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	CANCELLED											
Q2												
Q3												
Q4												
IDP2	OP ?	1	Roads	To provide residents and visitors with high quality road networks under Kouga's jurisdiction	Resealing of roads in Kouga	Reseal total 2,5km of roads including prep work	Kilometres roads in Kouga resealed	5 000 000	Appoint service provide for the resealing of roads	0.5Km roads resealed	1Km roads resealed	1 Km Roads resealed
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	ADVERTISED 08/10/2019 – APPOINTMENT LETTER DATED 10/01/2020											
Q2												
Q3												
Q4												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
IDP8	CP_74	1	Public Amenities	To ensure that residents and visitors have decent facilities for sporting games	Upgrading of Sports Facilities	100% Completion of Planned Upgrading of Sports Facilities	% completion of Planned Upgrading of Sports Facilities	3 912 926	Complete Pre-Planning Stage	Complete appointment of Contractor	50% Completion of Planned Upgrading of Sports Facilities	100% Completion of Planned Upgrading of Sports Facilities
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	NOTICE 115/2020 – ADVERTISED 11/09/2020 – CLOSED 19/10/2020											
Q2												
Q3												
Q4												
IDP 1	080701	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Install mobile Container Toilet facilities	Install 17 Mobile Container Toilet Facilities	Number of Mobile Container Toilet Facilities installed	1 100 000	Appointment of Service provider for the installation of mobile container toilet facilities	N/a	10 Mobile toilet facilities installed	7 Mobile Toilet facilities installed
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TO CFO & TO DIRECTOR I&E – 23/09/2020											
Q2												
Q3												
Q4												
IDP 1	CP5-SW	1	Sanitation	To provide all residents in the Kouga area with access to high quality sanitation services.	Install New bypass Sewer Rising Main and Pump	100% Completion of design and construction tender document	% Completion of design and construction tender	1 000 000	Commence with process for the appointment of a consultant	Appoint consultant for the design and construction tender	N/a	100% Completion of design and construction tender

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
					Stations Jbay	for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay	document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay		for the design and construction tender document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay	document for the installation Install New bypass Sewer Rising Main and Pump Stations Jbay		document for the installation of Install New bypass Sewer Rising Main and Pump Stations Jbay
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	TO SCM 31/07/2020 - NOTICE 141/2020 - CONTACT 113/2020 – ADVERTISED 11/09/2020											
Q2												
Q3												
Q4												

DIRECTORATE PLANNING DEVELOPMENT AND TOURISM (6/8 = 75%)

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
PLANNING DEVELOPMENT & TOURISM												
IDP11	CP_4	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Equipment	100% completion of procurement of computer equipment	% completion of Procurement of Computer Equipment	30 000	Appoint Service Provider	100% completion of procurement of computer equipment	N/a	N/a
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Service provider appointed for IT equipment on a 3 year contract.											
Q2												
Q3												
Q4												
IDP11	CP_60	3	ICT upgrade	To improve and integrate IT systems of the municipality	Computer Software and Applications	100% completion of procurement of Computer software applications	% completion of procurement of Computer software applications	315 000	N/a	N/a	Appoint service provider	100% completion of procurement of Computer software applications
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target for Q1											
Q2												
Q3												
Q4												
IDP6	PC_505	1	Human Settlements	To upgrade and provide access to	Land acquisition	Offer to purchase and final	Due date compliance with	360 000	Item to Council on the	Offer to Purchase to	N/a	. N/a

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
				basic services for residents in Kouga To provide affordable housing opportunities to middle income	housing projects	approval item submitted to Council by 31 December 2020	submission of final approval item and offer to purchase to Council		identified site.	purchase and final approval item to Council by 31 December 2020		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	The land was identified, and item tabled at Council. A Draft OTP is in place and services of a transferring attorney secured.											
Q2												
Q3												
Q4												
IDP9	CP1_EDB	1	LED	To ensure efficient development of urban nodes in Kouga.	LED Project: Establishment of Business Support Centre (Ocean View)	100% completion of Establishment of Business Support Centre (Ocean View)	% completion of Establishment of Business Support Centre (Ocean View)	300 000	Project plan and site identified. Item to Council	Appointed Contractors/ Award Tender	N/a	100% completion of Establishment of Business Support Centre (Ocean View)
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	The site identified in Ocean view. Inspection done on site and report tabled to Council.											
Q2												
Q3												
Q4												

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
IDP9	CP2_EDT	1	LED	To provide recreational facilities to residents and visitors to Kouga	Tourism: Restoration of Fisherman Gravesite	100% completion of restoration of Fishermen Grave Site	% completion of restoration of Fishermen Grave Site	100 000	N/a	Appointed Contractors/ Award Tender	100% completion of restoration of Fishermen Grave Site.	N/a
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	No target for Q1. The project plan discussed and approved by Director											
Q2												
Q3												
Q4												
IDP9	CP_21	1	LED	To ensure efficient development of urban nodes in Kouga.	Vehicles	Procure 1 Vehicle for Human Settlements	Number of vehicles procured for Human Settlements	400 000	Appoint service provider for the procurement of a vehicle	1 Vehicle procured for Human Settlements	N/a	N/a
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	Tender notice 137/ 2020 for supply and delivery of new vehicle closes on the 23 October 2020.											
Q2												
Q3												
Q4												
IDP6	PC_505	1	Human Settlements Planning & Development	To ensure efficient development of urban nodes in Kouga.	Spatial Development Framework	Adoption of Spatial Development Framework review by 30 June 2021	Due date compliance with the adoption of the Spatial Development		Finalise the Public participation process for SDF	Table the final SDF with comments from public	N/a	Adopt Spatial Development Frameo6ork Review by

IDP	PROJECT CODE	KPA	PRIORITY	OBJECTIVE	PROJECT	ANNUAL TARGET	KPI	Annual Budget 2020/21	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET
							Framework review			participation		30 June 2021
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	The Public Participation Process for the SDF was finalised and completed 27 September 2020.											
Q2												
Q3												
Q4												
IDP7	CP 369	1	LED	To ensure efficient development of urban nodes in Kouga.	Kouga Food Market	100% Completion of the Kouga Food Market	% Completion of the Kouga Food Market	1 092 413	Appoint Service provider for the design/construction of the Kouga Food Market	10% Completion of the Kouga Food Market	50% Completion of the Kouga Food Market	100% Completion of the Kouga Food Market
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS												
Q1	As per the report by the Director Planning Development and Tourism, this matter does not resort under the director control of the Planning and Development Directorate and the matter is being attended to by the Directorate Infrastructure and Engineering.											
Q2												
Q3												
Q4												

QUARTER 1: IMPLEMENTATION OF OPERATIONAL INDICATORS **ANNEXURE "B"**

DIRECTORATE COMMUNITY SERVICES (35/36 = 97.2%)

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE COMMUNITY SERVICES																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% of registered food suppliers inspected for compliance with relevant legislation	90% (2300)		90% (575)	580	90%		90% (575)		90% (575)			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	580 registered food premises inspected for compliance with relevant legislation															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Average number of working days for the processing of business licenses	5		5	3	5		5		5			

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Average time to take is 3 days															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Green	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Maintain Blue Flag Beach status (Compliance measurement)	1		-	-	1		1		-		1	1
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No Target for Q1															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Community Services	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		2.5%	2.5%	5%		7.5%		10%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The 2.5% Reduction in staff overtime compared to previous year achieved															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from	90%		90%	90%	90%		90%		90%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			promoting accuracy and transparency.	date of receipt by the Directorate												
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	90% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate achieved. All invoices submitted to Community Services															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a	-	N/a		28/2/21		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target set for Q1															
Q2																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a	-	N/a		28/2/21		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target set for Q1															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration	% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%	95%	95%		95%		95%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			which is committed to prudent management of public funds by promoting accuracy and transparency.													
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	95% compliance with due dates as set out in the procurement plan relevant to the directorate achieved															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of illegal dumping sites to be rehabilitated and cleared	30		3	3	9		9		9		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Thirty Sites have been identified and mapped to be developed as community gardens. 15 Champions from the community have been trained to oversee the gardens, have been identified and trained in gardening at Oceanview: Ki and Oceanview. Three Sites were cleared. 1 x site in Hankey, 1 x site in Humansdorp, 1 x site in Jeffreys Bay															
Q2																
Q3																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Installation of weighbridge at Humansdorp landfill	1		-		-		-		1		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target set for Q1															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of trees planted to reduce impact of climate change and to green Kouga	1000		250	285	250		250		250			1000
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	285 Trees were planted in the first quarter, 100 in Hankey and 155 Kings College Oceanview, 10 Seashells Accommodation, 20 trees Planted by Nico Malan high School.															

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of road blocks to be conducted to keep Kouga safe	16		4	5	4		4		4		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1		5 Roadblocks conducted														
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of joint operations to be conducted to keep Kouga safe	16		4	5	4		4		4			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q1	5 Operations include SAPS, Traffic, Law Enforcement															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of fines issued	3000		300	455	700		1000		1000		New	
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	455 Traffic fines issued															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently	Establishment of a public complaints desk to improve service delivery	1		-	-	1		-		-		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			maintaining and improving the needs of the people of Kouga.													

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	No target set for Q1: Form was developed and drop point established
Q2	
Q3	
Q4	

Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of meetings to be held to ensure that the Shoprite taxi rank relocate to Bureau street Taxi rank and is operational by 30 June 2021	4	1		1		1		1			New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	Taxi rank was relocated to Bureau Street on the 26 August 2020
Q2	
Q3	
Q4	

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Stray animals impounded on Kouga roads	140		30	30	30		40		40		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	30 animals impounded.
Q2	
Q3	
Q4	

Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Inspections of road marking and signs	120		30	46	30		30		30		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	46 Inspections and erections of road marking and signs conducted
Q2	

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of kilometers covered for Road marking	180km		45km	25.3km	45km		45km		45km		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	25,301 km covered iro road markings. Weather conditions eg rain influenced painting and measuring the distance painted started in August.															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% Compliance with the implementation of Covid-19 risk departmental workplan	100%		100%	100%	100%		100%		100%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	100% Compliance															

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To conduct Disaster Management Joint Operations Committee/Workstream meetings (COVID-19)	16		4	7	4		4		4		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Seven (7) Disaster Joint Operations Committee meetings were held in Quarter 1, on 7 July 2020, 14 July 2020, 21 July 2020, 28 July 2020, 4 August 2020, 11 August 2020, 18 August 2020,															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To conduct Education and awareness campaigns (COVID-19)	4		1	1	1		1		1		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	One (1) Education and awareness campaign (COVID-19) was conducted															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To conduct Workstream meetings / audits (COVID-19 Departmental Task team)	4		1	3	1		1		1			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Three (3) Workstream meetings have been held on 4 September 2020, 14 August 2020, and 21 August 2020.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To achieve a response time within 15 minutes from leaving the station to the scene	70%		70%	71.6%	70%		70%		70%		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	A average of 71.67% was achieved for responding to a scene within 15 minutes.
Q2	
Q3	
Q4	

Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To provide 4 fire awareness campaigns at schools	4		1	1	1		1		1			

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	One (1) Fire Awareness Campaign was conducted
Q2	
Q3	

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To provide 4 fire awareness campaigns at wards	4		1	4	1		1		1		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Four (4) Fire Awareness Campaign was conducted															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To provide 8 lifesaving awareness campaigns	8		2	3	2		2		2		NEW	NEW
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Three (3) Life saving Awareness Campaign was conducted during															
Q2																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	To conduct quarterly lifesaving meetings with NSIR, Other Lifesaving bodies	4		1	1	1		1		1		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	A meeting was held with the NSRI on Thursday, 3 September 2020.															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Blue Flag Beach status awarded	1		-	-	1		1		-		1	1
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target set for Q1															

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of Clubhouse upgraded (Tokyo Sport field Q 2 & Patensie Sportfield Q3)	2		-	-	1		1		-		2	
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1		Second quarter target, however procurement processes and maintenance commenced														
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of community halls upgraded (Pellsrus Hall Q3 + Loerie Hall Q4)	2		-	-	-		1		1		2	
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q1	Third quarter target., however procurement processes and maintenance commenced															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of public ablution facilities upgraded (Kabeljouws Q2, Pellsrus Q3 ,Cape St Francis Q3)	3		-	-	1		1		1		3	
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Second quarter target, however procurement processes and maintenance commenced															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of caravan parks upgraded (Yellow woods Q2, Pellsrus Caravan Park Q4)	2		-	-	1		-		1		2	

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Second quarter target, however procurement processes and maintenance commenced															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of entrances identified and beautified in partnership with the Local businesses	4		-	-	2		-		2		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Second quarter target															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently	Number of Public Open Spaces to be cleared	40		5	5	5		15		15		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			maintaining and improving the needs of the people of Kouga.													
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	5 Open spaces were cleared															
Q2																
Q3																
Q4																
Community Services	Keep Kouga Safe	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of overgrown Private Plots to be cleared (Health and Fire hazard)	472		-	-	-		236		236		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Quarter 3 target, Planning process															
Q2																
Q3																
Q4																

DIRECTORATE CORPORATE SERVICES (11/11 = 100%)

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTOR CORPORATE SERVICES																
Corporate Services	Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	Vacancy rate for approved Budgeted posts	4%		4%	2.37%	4%		4%		4%			

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	Current Vacancy rate is 2.37% as at 30 September 2020
Q2	
Q3	
Q4	

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Corporate Services	Keep Kouga Growing	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% expenditure of Skills Dev Budget	95%		10%	24.1%	40%		40%		5%			

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	24.1% Skills development expenditure as at 30 September 2020. Exceeded Q1 tartget
Q2	
Q3	
Q4	

Corporate Services	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by	% Reduction in staff overtime compared to previous year	10%		10%	-39%	10%		10%		10%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			promoting accuracy and transparency.													
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	• **FY 2019/20 vs FY 2020/21:** ➢ July 2019 (R34 330.16) vs July 2020 (R 33 252.97): -3% reduction in overtime ➢ August 2019 (R35 400.37) vs August 2020 (R25 499.04): -39% reduction in overtime September 2019 (R24 934.80) vs September 2020 – Stats only available end October 2020, as overtime still needs to be finalised by the Expenditure Department.															
Q2																
Q3																
Q4																
Corporate Services	Keep Kouga Smart	Good Governance and Public participation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Completion of urgent and high priority repairs to Councillor Offices (List as approved by MM within R300 000 budget)	90%		90%	87 ident 23 WIP	90%		90%		90%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	87 Priorities identified. 23 priorities are WIP (work in progress)															
Q2																
Q3																
Q4																
Corporate Services	Keep Kouga Smart	Good Governance and Public Participation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Implementation of urgent and high priority outcomes of the work-study and change management plan as determined by the MM for the 2020/21 year	80%		80%	80% of quarterly target	80%		80%		80%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	3 of the 7 identified targets met in Q1															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Corporate Services	Keep Kouga Smart	Good Governance and Public participation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Implementation of Phase 1 of the Job Evaluation Results	90%		-	100%	90%		-		-		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Phase 1 Completed - All Jobs Evaluated as at 30 July 2020, and the FOR published															
Q2																
Q3																
Q4																
Corporate Services	Keep Kouga Smart	Good Governance and Public participation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk Departmental workplan	90%		90%	100%	90%		90%		90%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	100% compliance as at 30 September as no Compliance issues has been raised															
Q2																
Q3																
Q4																
Corporate Services	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate	90%		90%	90%	90%		90%		90%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	New template to be implemented, tracking the 5 day turnaround of invoices.															
Q2																
Q3																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a	N/a	N/a		28/2/21		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Not applicable to Corporate Services															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration	Due date compliance with the submission of business plans for projects relevant to the Directorate to be	28/2/21		N/a	N/a	N/a		28/2/21		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			which is committed to prudent management of public funds by promoting accuracy and transparency.	considered for inclusion in the budget												

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	No action required
Q2	
Q3	
Q4	

All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%	95%	95%		95%		95%		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	**8 Projects identified:**

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		

	1. Uniform – Staff – PPE – Due date of award (25 November 2020) – Was not necessary to complete 7 day notice tender, as quotes received were below R30K. SP to deliver 2nd Week Oct 2020 2. Cleaning Services – Due date of award (5 February 2021) – Busy drafting specifications to serve at BSC – 23 October 2020 3. Cellular Contracts– Due date of award (24 November 2020) – Busy drafting BEC report to serve at BAC on 9 October 2020 4. Supply of Painting material– Due date of award (24 November 2020) – Tender was referred back at BSC for research and amendments. Award date could possibly change but R23 547,84 has been spent on quotes obtained for painting). Further quotes will be obtained whilst awaiting award of tender. 5. Supply of tiles– Due date of award (19 October 2020) – Tender was referred back at BSC due to CIBD requirements. Corporate Services has now changed the scope of work from Supply and Installation of tiles to Supply of tiling material. Specifications will be sent to BSC 2nd week in October. R47 850.00 has been spent on quotes obtained for painting. Further quotes will be obtained whilst awaiting award of tender. 6. Supply and installation of blinds– Due date of award (17 November 20201) Was not necessary to complete 7 day notice tender, as quotes received were below R30K. SP to install 2nd Week Oct 2020 7. Supply of laminate flooring– Due date of award (16 December 2020) Tender was referred back at BSC due to CIBD requirements. Corporate Services has now changed the scope of work from Supply and Installation of laminate flooring to Supply of laminate flooring material. Specifications will be sent to BSC 2nd week in October. R23 443.48 has been spent on quotes obtained on laminate flooring. Further quotes will be obtained whilst awaiting award of tender. 8. Supply and installation of partitioning material – Due date of award (28 October 2020). Corporate Services has now changed the scope of work from Supply and Installation of partitioning material to Supply of partitioning material. Further quotes will be obtained whilst awaiting award of tender.
Q2	
Q3	
Q4	

DIRECTORATE FINANCE (15/19 = 78.9%)

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Finance / CFO Municipal Manager	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Revenue collected against revenue raised	85%		85%	78.46%	85%		85%		85%			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The Collection rate for the Quarter was 78.46%. This is mainly due to annual rates being invoiced during this Quarter. Revenue collection will be enhanced to ensure that the target is achieved.															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean	% compliance with National Treasury reporting calendar	95%		95%	100%	95%		95%		95%			

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
			administration which is committed to prudent management of public funds by promoting accuracy and transparency.													
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	100% compliance achieved															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Liquidity Ratio (Months cost coverage)	1:087			1:1.11							1:0.75	1: 0.87
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Q1	Liquidity ratio of 1:1.11 achieved in this Quarter															
Q2																
Q3																
Q4																
Finance CFO/ Municipal Manager	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Number of unqualified audit opinions by the AG	1		-	n/a	1		-		-		1	1
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	n/a in this Quarter															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Finance /All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% of creditors paid within 30 Days of receipt of Invoice	100%		100%		100%		100%		100%			

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	
Q2	
Q3	
Q4	

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Finance	Keep Kouga Growing	Infrastructure and basic service delivery	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% of indigent residents as per Indigent register with access to free basic services	100%		100%	100%	100%		100%		100%			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	100% achieved															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance	Current Ratio	1.58:1			1.99:1							1.58:1	1.44:1

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
			and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.													
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	1:1.99 achieved in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		10%	15.54%	10%		10%		10%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	15.54% reduction in Overtime achieved in the Municipality in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Completion of Asset Register	100%		N/a	N/a	10%		40%		100%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Q4																
Finance	Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk departmental workplan	90%		90%		90%		90%		90%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1																
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is	Due date compliance with the completion of an implementation	31/12/20		N/a	N/a	31/12/20		N/a		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
			committed to prudent management of public funds by promoting accuracy and transparency.	plan on Completion of Revenue												
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the appointment of the Manager ICT	28/2/21		N/a	N/a	N/a		28/2/21		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with ensuring that an annual auction is held by not later than 31 December 2020	31/12/20		N/a	N/a	31/12/20		N/a		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the preparation and submission of a report to Council on the sale of municipal properties currently rented	31/12/20		N/a	N/a	31/12/20		N/a		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean	Due date compliance with the completion and submission of a report to Council on	31/12/20		N/a	N/a	31/12/20		N/a		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
			administration which is committed to prudent management of public funds by promoting accuracy and transparency.	the viability assessment for the establishment of a Kouga Development Agency												
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the preparation of the draft budget for approval by 31/3/21	31/3/21		N/a	N/a	N/a		31/3/21		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
Finance	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the preparation of the final budget for adoption by 31 May 2021	31/5/21		N/a	N/a	N/a		N/a		31/5/21		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a	N/a	N/a		28/2/21		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance	Due date compliance with the submission of business plans for projects relevant to the	28/2/21		N/a	N/a	N/a		28/2/21		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
			and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Directorate to be considered for inclusion in the budget												
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	N/a in this Quarter															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%	50%	95%		95%		95%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE FINANCE																
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	50% achieved in this Quarter (6/12 Tenders) All Tenders initiated and evaluated. Most of Tenders not awarded were presented at BAC and was referred back due to various reasons (Incomplete information presented, Prices by SPs lower than market value and additional confirmation of prices required, etc.) Tenders will be considered by BAC in October 2020.															
Q2																
Q3																
Q4																

DIRECTORATE INFRASTRUCTURE AND ENGINEERING (10/16 = 62.5%)

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE INFRASTRUCTRURE AND ENGINEERING																
Infrastructure and Engineering	Keep Kouga Serviced	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% electricity losses against electricity purchased and electricity sold	17%		17%	20.33%	17%		17%		17%		13%	15%
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Income department calculate losses and only calculate once a year.															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Serviced	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% expenditure on DOE grant	95%		10%	4.5%	45%		35%		5%			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Tender was tabled at BSC 12 June 2020, Tender closed 27th July, consultant report submitted to BEC 17/08/2020, BEC 27th August, report tabled to BAC 2 September nothing wrong with technical report CFO proposed structure of the report be changed and referred back, tabled on the 9th September no quorum Dir Felton with MM, referred back to 16th September and approved.															

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Q2																
Q3																
Q4																
Infrastructure and Engineering/ Municipal Manager	Keep Kouga Serviced	Infrastructure and Basic Service Delivery	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% water losses against water purchased/ produced and water sold	35%		35%		35%		35%		35%			25
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	STILL AWAITING INFORMATION FROM TREASURY TO CACULATE AND CONFIRM IST QUARTER WATER LOSSES.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	% expenditure on MIG grant	95%		10%	10.7%	35%		45%		10%			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	EXPENDITURE TO DATE – R 3 381 811.84 OF BUDGET R 31 578 000.00															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		10%		10%		10%		10%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	BEING INVESTIGATED															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk Departmental Workplan	90%		90%		90%		90%		90%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	NO TARGET - OK															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate	90%		90%	100%	90%		90%		90%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	AS PER REQUISITION SAMPLES TAKEN FROM ASHLEY, EDDIE, THEO															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Number of street lights converted to LED luminaires	250		-	278	150		100		-		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	EEDSM grant was received in 2019/20 fin year from that 317 LED lights was installed within Kouga 39 LED lights own funding.															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Due date compliance with the establishment of a municipal vehicle park Hanley	31/3/21		-	7/8/19	-		31/3/21		-		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	HANKEY FIRE STATION AREA FENCED AS SAFE PARKING AREA FOR VEHICLES – O/N ISSUED 07/08/2019															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently	% Fleet kept in operational condition	95%		95%	96 %	95%		95%		95%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			maintaining and improving the needs of the people of Kouga.													
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	8 OF 200 VEHICLES NOT OPERATIONAL (4 %)															
Q2																
Q3																
Q4																
Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Due date compliance with the repairs to the workshop store roof. (Leak and paint)	30/6/21		-		-		-		30/6/21		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	NO TARGET - OK															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Due date compliance with the submission of a report on measures to be taken to address electricity outages in Ocean View and Aston Bay	31/12/20		-		31/12/20		-		-		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	Item was prepared for Council to move the substation from its current position in Ocean View to a more secure area to prevent vandalism. R 3mill provided in adjustment budget for the project. SENT TO CFO 19/08/2020
Q2	
Q3	
Q4	

Infrastructure and Engineering	Keep Kouga Growing	Infrastructure and Basic Service Delivery	KG 1. Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.	Due date compliance with the submission of motivations for budgetary provisions for measures to reduce electricity outages in Ocean View and Aston Bay	31/1/21		-	19/08/20	-		31/1/21		-		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	ITEM SENT TO CFO FOR COMMENT ON 19/08/2020															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a	-	N/a		28/2/21		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	NO TARGET – ONLY AT ADJUSTMENT BUDGET															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a	-	N/a		28/2/21		N/a		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	NO TARGET - OK
Q2	
Q3	
Q4	

All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by	% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%	78%	95%		95%		95%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
			promoting accuracy and transparency.													

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	14 OF 18 APPLICABLE TARGETS ON PROCUREMENT PLAN MET
Q2	
Q3	
Q4	

DIRECTORATE PLANNING AND DEVELOPMENT (20/23 = 86.95%)

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
DIRECTORATE PLANNING, DEVELOPMENT AND TOURISM																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% expenditure of Budget for LED Programs and Projects	95%		10%	2%	10%		70%		5%			
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The Grant in aid allocations were not transferred to beneficiaries pending the Council meeting to be held in October .															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Number of jobs created through capital projects and LED initiatives	800		100	133	400		200		100			

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	60 job opportunities identified by KLM for labourers and smmes in the biomass harvesting project . 48 job opportunities for labourers in smmes on stofwolk housing project. 10 smmes appointed in the tofwolk project 15 job opportunities in electrification projects.
Q2	
Q3	
Q4	

Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Number of days for the approval of compliant building plans for structures less than 500M2	30		30	30	30		30		30		20	30

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	All compliant building plans were approved in 30 days.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Number of days for the processing of land use applications	60 days		60	60	60		60		60		90	90
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The target was met.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% Expenditure of the budget allocation for the development of the Humansdorp Precinct Plan	95%		-	-	25%		25%		40%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target for Q1. The tender for H/dorp precinct plan is advertised.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% completion of subdivision of Erf 499 for future disposal	100%		25%	25%	50%		75%		100%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Erf 499 changed in the reviewed SDF to accommodate future planned development. The item prepared to Council for rezoning of erf 499.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% reduction in old building plans where occupation certificates are not on record	50%		-	-	15%		15%		20%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target for Q1															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% conversion to electronic submissions of building plans	90%		-	37%	25%		60%		90%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target set for Q1 Target exceeded. The Ovvio system fully activated for online submission of Building Plans. Notice issued on the phasing out of manual submission of Building plans by enf of FY. 37% of building plans conversion is confirmed in Q1.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% Customer queries responded to within 14 days	90%		15%	88%	30%		50%		90%		New `	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	88% of Queries received in this Q1 have been responded to.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% of outstanding Council resolutions on land implemented.	80%		25%	30%	50%		75%		100%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Target exceeded. Over 30% of outstanding council resolutions actioned .															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% Completion of the disposal of erven 2078, 2079, 2081 ,2081, 3296 and 3297 HUMANSDORP	100%		50%	70%	70%		80%		100%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The target exceeded. The erven were advertised and bids evaluated for the disposal. The award was made for the sale of land. The OTP was approved by Council. The Transferring attorneys were appointed															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Number of Immovable Property Adjudicating Committee meetings convened.	4		1	1	1		1		1		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The LEC (new name IPAC) was held on the 29 July 2020.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% of lease Agreements reviewed/revised	90%		25%	30%	35%		60%		80%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The target was exceeded with 30% of leases reviewed.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Due date compliance with the conclusion of an SLA on the operation of the Humansdorp swimming pool	31/12/20		-	-	31/12/20		-		-		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target for Q1. Letter of support for the swimming pool project as approved in principle (for 2020/21 FY funding) by the Kouga windfarm to Zemog projects issued. The MOU and SLA to Be drafted with all parties affected once the project funding is confirmed.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% Completion of the alienation of Erf 353 Humansdorp	100%		25%	25%	50%		75%		100%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Council resolution obtained for alienation of erf 353, Humansdorp. Tender published and evaluation commenced.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	% Completion of the alienation of 98 wet erven	100%		25%	0%	50%		75%		100%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Target exceeded. Survey has been conducted with residents occupying 98 erven to determine willingness to conclude OTP for the properties. The OTP has been drafted and vetted with Legal Services Department.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% Reduction in staff overtime compared to previous year	10%		10%	5%	10%		10%		10%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	The target not met. Overtime not reduced due to Homeless shelter operations and the Informal Setter															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Smart	Institutional Development and Transformation	KG 3. Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services to Kouga citizens	% Compliance with the implementation of Covid-19 risk departmental workplan	90%		90%	100%	90%		90%		90%		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	100% compliance with the covid 19 work plan.															
Q2																
Q3																
Q4																
Planning Development and Tourism	Keep Kouga Growing	Financial Viability and Management	KG 5. Build sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with the 5-day turnaround target for the certification of invoices for payment and resubmission to finance calculated from date of receipt by the Directorate	90%		90%	100%	90%		90%		90%		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	All invoices received for certification responded to in 2 days of receipt.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Planning Development and Tourism	Keep Kouga Growing	Local Economic Development	KG 2. Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.	Number of counts conducted of households in informal settlements	2		-	-	1		-		1		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	Annual Target achieved. Survey was conducted in Stofwolk to determine the number of informal households to be relocated as part of the de-densification and electrification project. The Household count To determine number of households that will be relocated for Donkerhoek electrification project.															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of Tariff Review proposals for the Directorate for consideration with the budget preparations	28/2/21		N/a	-	N/a		28/2/21		N/a		New	New

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target for Q1															
Q2																
Q3																
Q4																
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	Due date compliance with the submission of business plans for projects relevant to the Directorate to be considered for inclusion in the budget	28/2/21		N/a	-	N/a		28/2/21		N/a		New	New
PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS																
Q1	No target for Q1.															
Q2																
Q3																
Q4																

Directorate/ Program Driver	Political Focus Area	Key Performance Area	IDP Objective	Key Performance Indicator	2020/2021 Targets										Baseline	
					Annual Target	Revised Target	30/9/20		31/12/20		31/3/21		30/6/21		30 June 2018	30 June 2019
							Target	Actual	Target	Actual	Target	Actual	Target	Actual		
All Directors	Keep Kouga Growing	Financial Viability and Management	KG 5. Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.	% compliance with due dates as set out in the procurement plan relevant to the directorate	95%		95%		95%		95%		95%		New	New

PERFORMANCE ACHIEVEMENTS AND/OR CORRECTIVE ACTIONS	
Q1	Procurement plan to be revised following the adjustment budget.
Q2	
Q3	
Q4	

REPORTS BY THE PORTFOLIO CHAIRPERSON: FINANCE

KOUGA MUNICIPALITY (EC 108)

ORDINARY COUNCIL MEETING

FINANCE

DATE: 29 OCTOBER 2020 **ITEM: 20/10/F7**

REPORT ON THE IMPLEMENTATION OF THE INSTITUTIONAL PROCUREMENT PLAN

1. Purpose

The purpose of this report is to report on the Institutional Procurement and thereafter provider a summary for each department's procurement plan.

2. Background

The Institutional Procurement Plan was sign off on the 31 July 2020 by the Municipal Manager. Attached hereto is **Annexure "A"**, providing a detailed info and the projected dates for the completion of these project.

3. Comments by the relevant Directorate

None

4. Financial Implications

None

5. Legal Implications

None

6. Other Implications

None

7. Recommendations

7.1 That the summary of the Institutional Procurement Plan as approved on the 31 July 2020 be noted.

7.2 That the Chairperson, CFO and Speaker engage with Top Management to review the timing of submission of the specifications, to Bid Specification Committee and submit the amended Procurement Plan to the next Finance Portfolio Committee Meeting.

Item prepared by SCM Manager : 

Item approved by the CFO : 

Item endorsed by Municipal Manager : 

Noted by the Portfolio Councillor : _____
(no signature at the time of distribution)

SCHEDULE OF PROCUREMENT PLAN IN RESPECT OF ADVERTISED COMPETITIVE BIDS AND FORMAL WRITTEN PRICE QUOTATIONS (GOODS, PROJECTS OR SERVICES, INCLUDING ALL APPLICABLE TAXES) FOR THE 2020/2021 FINANCIAL YEAR	
Name of Municipality or Municipal Entity	Kouga Municipality
Name of Accounting Officer / Delegated Official	MR C DU PLESSIS
Signature of Accounting Officer / Delegated Official	
Telephone Number and e-mail address	042 200 2200 cduplessis@kouga.gov.za
Jul-20	

PROJECT NO	DESCRIPTION OF GOODS / SERVICES / PROJECT	END DATE: CURRENT CONTRACT	AMOUNT BUDGETED	PROJECT STATUS	ENVISAGED DATE OF OF BSC ITEM SUBMITTED TO SCM	ENVISAGED DATE OF BSC	ENVISAGED DATE OF ADVERTISEMENT IN THE WEBSITE, NEWSPAPERS OR OTHER MEDIA	ENVISAGED CLOSING DATE OF BID	ESTIMATED TIMEFRAME FOR REPORT BY LEADING DEPARTMENT/ CONSULTANT REQUIRED	ENVISAGED DATE OF BEC	ENVISAGED DATE OF BAC	ENVISAGED DATE OF AWARD	RESPONSIBLE OFFICE
	MM OFFICE												
OP_1	Legal Services - Appointment of Panel	No Contract	Operating	Awarded	n/a	n/a	n/a	22-May-20	22-Jun-20	2-Jul-20	10-Jul-20	21-Jul-20	L. Opperman
	Hotline- 3 year tender	No contract	Operational	Pre-planning	14-Aug-20	21-Aug-20	1-Sep-20	1-Oct-20	29-Oct-20	5-Nov-20	16-Nov-20	25-Nov-20	F. Jamal
PC 65?	Ward project 1-15 (Capital)	No Contract	R 750,000.00	Pre-planning	15-Jan-21	26-Jan-21	4-Feb-21	8-Mar-21	5-Apr-21	12-Apr-21	21-Apr-21	30-Apr-21	A.Jonck
	Ward project 1-15 (Operational)	No Contract	R 750,000.00	Pre-planning	15-Jan-21	26-Jan-21	4-Feb-21	8-Mar-21	5-Apr-21	12-Apr-21	21-Apr-21	30-Apr-21	A. Jonck
	Review of Annual Financial Statements- 7day Notice	No Contract	R 50,000.00	evaluation	20-Jul-20	24-Jul-20	30-Jul-20	7-Aug-20	12-Aug-20	13-Aug-20	14-Aug-20	17-Aug-20	F. Jamal

	CORPORATE SERVICES: K MOODLEY												
OP_1	Uniform- Staff- PPE	No Contract	Operational	Pre-Planning	13-Aug-20	21-Aug-20	1-Sep-20	1-Oct-20	29-Oct-20	5-Nov-20	16-Nov-20	25-Nov-20	M. Rossouw
OP_1	Cleaning Services- 3 Year Period	2-Mar-21	Operational	pre planning	23-Oct-20	3-Nov-20	12-Nov-20	14-Dec-20	11-Jan-21	18-Jan-21	27-Jan-21	5-Feb-21	M. Rossouw
	Cellular Contracts	12-Oct-20	Operational	Pre- Planning	15-Aug-20	27-Aug-20	7-Sep-20	7-Oct-20	28-Oct-20	4-Nov-20	13-Nov-20	24-Nov-20	M. Rossouw
	Building & Maintenance:Supply of Paint	No Contract	Operational	Pre-Planning	18-Aug-20	27-Aug-20	7-Sep-20	7-Oct-20	28-Oct-20	4-Nov-20	13-Nov-20	24-Nov-20	M Rossouw
	Building & Maintenance: Supply of Tiles- 7 day notice	No Contract	Operational	Pre-Planning	28-Aug-20	4-Sep-20	15-Sep-20	24-Sep-20	8-Oct-20	12-Oct-20	14-Oct-20	19-Oct-20	M. Rossouw
	Building & Maintenanc: Supply and Installation of Laminate Flooring	No Contract	Capital	Pre-Planning	1-Sep-20	11-Sep-20	22-Sep-20	22-Oct-20	19-Nov-20	26-Nov-20	7-Dec-20	16-Dec-20	M. Rossouw
	Building & Maintenanc: Supply and Installation of Blinds 7 day notice	No Contract	Operational	Pre-Planning	28-Sep-20	5-Oct-20	14-Oct-20	23-Oct-20	6-Nov-20	10-Nov-20	12-Nov-20	17-Nov-20	M. Rossouw
	Building & Maintenanc: Supply and Installation of Partitioning Boards 7 day notice	No Contract	Capital	Pre-Planning	28-Aug-20	4-Sep-20	15-Sep-20	24-Sep-20	15-Oct-20	19-Oct-20	21-Oct-20	28-Oct-20	M. Rossouw

	PLANNING & DEVELOPMENT: F. MABUSLEA												
	Precinct Plan Development	No contract	R 700,000.00	Pre-Planning	14-Aug-20	25-Aug-20	3-Sep-20	5-Oct-20	2-Nov-20	9-Nov-20	18-Nov-20	27-Nov-20	J. Marais
	Panel of Professionals	No Contract	Operational	BSC/ END USER	4-Aug-20	14-Aug-20	25-Aug-20	24-Sep-20	22-Oct-20	29-Oct-20	9-Nov-20	18-Nov-20	M. Penxa
	Agent for Land Sales	No Contract	Operational	Pre-Planning	24-Aug-20	4-Sep-20	15-Sep-20	15-Oct-20	5-Nov-20	12-Nov-20	19-Nov-20	26-Nov-20	M. Penxa
	Business Support- Centre- Oceanview to be confirmed if 7day notice	No Contract	R 300,000.00	Pre Planning	14-Aug-20	25-Aug-20	3-Sep-20	14-Sep-20	5-Oct-20	7-Oct-20	9-Oct-20	16-Oct-20	V. Blouw
	Furniture & Equipment- High Density Filing- 7 day notice	30-Jun-20	R 250,000.00	Pre Planning	14-Aug-20	21-Aug-20	1-Sep-20	10-Sep-20	1-Oct-20	5-Oct-20	7-Oct-20	14-Oct-20	K. Marais
	Fire works- End Year- 7 day notice	No Contract	R 100,000.00	Pre Planning	20-Aug-20	28-Aug-20	8-Sep-20	17-Sep-20	8-Oct-20	12-Oct-20	14-Oct-20	21-Oct-20	V. Blouw

	COMMUNITY SERVICES: N. MACHELESI												
	Fire fighting Vehicles	No Contract	R 3,290,000.00	BSC Stage	10-Jan-21	19-Jan-21	28-Jan-21	1-Mar-21	29-Mar-21	5-Apr-21	14-Apr-21	23-Apr-21	D. Barnard
	Services of Fire Hose Reels- 3 year tender-operational	No Contract	Operational	BSC Stage	5-Aug-20	14-Aug-20	25-Aug-20	24-Sep-20	22-Oct-20	29-Oct-20	9-Nov-20	18-Nov-20	D. Barnard
	Uniforms For Fire Fighting / Disaster-3 year tender Management Personnel	30-Jun-20	Operational	BSC Stage	5-Aug-20	14-Aug-20	25-Aug-20	24-Sep-20	22-Oct-20	29-Oct-20	9-Nov-20	18-Nov-20	D. Barnard
	Uniforms For Law Enforcement/ Traffic-3 year tender Management Personnel	30-Jun-20	Operational	Pre- Planning	19-Feb-21	2-Mar-21	11-Mar-21	12-Apr-21	10-May-21	17-May-21	26-May-21	4-Jun-21	R. Prinsloo
	240Wheelie Bins- 3 year tender	31-Dec-21	Capital	Pre- Planning	1-Mar-21	10-Mar-21	19-Mar-21	20-Apr-21	18-May-21	25-May-21	3-Jun-21	14-Jun-21	C Venter
	Skip bins- 7day notice	No Contract	Capital	BSC Stage	20-Jul-20	24-Jul-20	4-Aug-20	13-Aug-20	10-Sep-20	17-Sep-20	28-Sep-20	7-Oct-20	C Venter
PC 003	Grass Cutting Machines- 7 day notice	No Contract	R 100,000.00	Pre Planning	22-Jul-20	31-Jul-20	11-Aug-20	20-Aug-20	10-Sep-20	17-Sep-20	28-Sep-20	7-Oct-20	Frank Tamboer

	INFRASTRUCTURE & ENGINEERING: V. FELTON												
	Upgrade Sanitation System Old Hankey	No Contract	Capital	Pre Planning	3-Sep-20	11-Sep-20	22-Sep-20	22-Oct-20	19-Nov-20	26-Nov-20	3-Dec-20	10-Dec-20	A. Perils/ E. Oosthuizen
	Upgrading of Gravel Roads	No Contract	Capital	Pre Planning (subject to project registration)	17-Aug-20	26-Aug-20	4-Sep-20	6-Oct-20	3-Nov-20	10-Nov-20	19-Nov-20	30-Nov-20	A. Perils
	Upgrading of Sports Facilities	No Contract	Capital	Pre- Planning	3-Sep-20	11-Sep-20	22-Sep-20	22-Oct-20	19-Nov-20	26-Nov-20	3-Dec-20	10-Dec-20	A. Perils
	LED - Mini Markets	No Contract	Capital	Advertised	n/a	n/a	25-Jun-20	27-Jul-20	24-Aug-20	3-Sep-20	14-Sep-20	23-Sep-20	A. Perils
	Upgrading of Kwanomzamo Sports Facility	No contract	Capital	Advertising	15-Jul-20	24-Jul-20	4-Aug-20	3-Sep-20	1-Oct-20	8-Oct-20	19-Oct-20	28-Oct-20	A. Perils
	Consultant for Upgrading of Gravel Roads	No Contract		Cancel to be readvertised	n/a	n/a	n/a	29-May-20	23-Jul-20	30-Jul-20	10-Aug-20	19-Aug-20	A. Perils
	Supply and Delivery of various Bitumen Products	30-Sep-20	Operational	Adjudictaion	n/a	n/a	n/a	29-May-20	23-Jul-20	5-Aug-20	14-Aug-20	25-Aug-20	E. Oosthuizen
	Hire of Chemical Toilets	30-Sep-20	Operational	Awarded	n/a	n/a	n/a	29-May-20	14-Jul-20	24-Jul-20	4-Aug-20	13-Aug-20	E. Oosthuizen
	High Pressure Jetting and Vacuum Cleaning of Sewer and Storm Water Pipelines	30-Sep-20	Operational	Pre-Evaluation	n/a	n/a	n/a	29-May-20	3-Aug-20	13-Aug-20	24-Aug-20	2-Sep-20	E. Oosthuizen
	Hire of Sunction Tankers	30-Sep-20	Operational	Pre Evaluation	n/a	n/a	n/a	29-May-20	3-Aug-20	13-Aug-20	24-Aug-20	2-Sep-20	E. Oosthuizen
	Water Treatment Chemicals	30-Sep-20	Operational	Pre Evaluation	n/a	n/a	n/a	29-May-20	28-Jul-20	6-Aug-20	17-Aug-20	26-Aug-20	E. Oosthuizen
CP_	New overhead line 66kv Melkhout to Jbay	No contract	R 1,300,000.00	Pre planning	14-Aug-20	28-Aug-20	8-Sep-20	8-Oct-20	5-Nov-20	12-Nov-20	23-Nov-20	2-Dec-20	T. Madatt
PC_	Fencing Jeffrey's Bay Mainsubstation	No contract	R 500,000.00	preplanning	4-Sep-20	11-Sep-20	22-Sep-20	22-Oct-20	19-Nov-20	26-Nov-20	7-Dec-20	16-Dec-20	N. Nonghaula
PC_	Switchgear Replacement -Saffery Substation (material & Labour))	No contract	R 1,000,000.00	Pre-Planning	17-Aug-20	28-Aug-20	8-Sep-20	8-Oct-20	5-Nov-20	12-Nov-20	23-Nov-20	2-Dec-20	K du Preez
PC_	Back-up Generator	No contract	R 500,000.00	Pre- planning	1-Sep-20	11-Sep-20	22-Sep-20	22-Oct-20	12-Nov-20	19-Nov-20	26-Nov-20	3-Dec-20	B Bosch
PC_	Substation Security-7 day notice	No contract	R 200,000.00	Pre- planning	1-Oct-20	12-Oct-20	21-Oct-20	30-Oct-20	20-Nov-20	27-Nov-20	8-Dec-20	17-Dec-20	N. Nonghaula
PC_	Electrification Kruisfontein / Ocean view Humansdorp	No contract	R 4,521,739.00	Pre-Evaluation	5-Jun-20	16-Jun-20	25-Jun-20	27-Jul-20	24-Aug-20	31-Aug-20	9-Sep-20	18-Sep-20	T. Madatt

	FINANCE: R. LORGAT												
	COVID Requirements	No Contract	R 2,000,000.00	Pre Planning	24-Jul-20	31-Jul-20	11-Aug-20	10-Sep-20	1-Oct-20	8-Oct-20	19-Oct-20	28-Oct-20	L. Landu
	Computer Equipment- Institutional- Formal Tender	30-Jun-20	Capital	Pre-Planning	24-Jul-20	7-Aug-20	18-Aug-20	17-Sep-20	15-Oct-20	22-Oct-20	2-Nov-20	11-Nov-20	A. Makomo
	Anti Virus Software Solution	No Contract	Operational	Pre-Planning	24-Jul-20	7-Aug-20	18-Aug-20	17-Sep-20	15-Oct-20	22-Oct-20	2-Nov-20	11-Nov-20	A. Makomo
	MimeCast Computer software	No Contract	Operational	Pre-Planning	24-Jul-20	7-Aug-20	18-Aug-20	17-Sep-20	15-Oct-20	22-Oct-20	2-Nov-20	11-Nov-20	A. Makomo
	Printer - Expenditure	No Contract	Capital	Pre- Planning	24-Jul-20	7-Aug-20	18-Aug-20	17-Sep-20	15-Oct-20	22-Oct-20	2-Nov-20	11-Nov-20	N. Mate

	Printer - Expenditure	No Contract	Capital	Pre- Planning	24-Jul-20	7-Aug-20	18-Aug-20	17-Sep-20	15-Oct-20	22-Oct-20	2-Nov-20	11-Nov-20	N. Mate
	Banking Services	No Contract	Operational	Pre-Planning	11-Jan-21	22-Jan-21	9-Feb-21	9-Apr-21	28-May-21	4-Jun-21	24-Jun-21	14-Jul-21	S. Abrahams
	Technical Financial Support	No Contract	Operational	Pre- Planning	5-Aug-20	14-Aug-20	25-Aug-20	24-Sep-20	15-Oct-20	22-Oct-20	11-Nov-20	20-Nov-20	S. Abrahams
OP1	Short Term Insurance	31-Oct-20	Operational	Pre-Planning	22-Jul-20	31-Jul-20	11-Aug-20	10-Sep-20	8-Oct-20	15-Oct-20	4-Nov-20	13-Nov-20	A. Nicholls
OP_1	Prepaid Vending Solutions	30-Sep-20	Operational	Pre Planning	15-Jan-21	26-Jan-21	11-Feb-21	15-Mar-21	3-May-21	10-May-21	28-May-21	17-Jun-21	R. van Heerden
OP1	Cash In Transit Services	30-Sep-21	Operational	Pre-Planning	30-Apr-21	7-May-21	21-May-21	22-Jun-21	20-Jul-21	27-Jul-21	16-Aug-21	25-Aug-21	R. van Heerden
OP1	Printing and Mailing of Consumer Accounts	30-Nov-21	Operational	Pre-Planning	18-May-21	28-May-21	11-Jun-21	13-Jul-21	10-Aug-21	17-Aug-21	6-Sep-21	15-Sep-21	R. van Heerden
OP_1	Polythene Refuse Bags - Notice 1 of 2020 Contract S1	30-Sep-20	Operational	Evaluation	n/a	n/a	n/a	19-Mar-20	n/a	29-Jul-20	18-Aug-20	7-Sep-20	E. Felix
OP_1	Disinfectant Dip Notice 1 of 2020 Contract S4	30-Sep-20	Operational	Awarded	n/a	n/a	n/a	19-Mar-20	n/a	22-Jul-20	11-Aug-20	31-Aug-20	E. Felix
OP_1	Road Marking Paint Notice 1 of 2020 Contract S5	30-Sep-20	Operational	Adjudication	n/a	n/a	n/a	19-Mar-20	n/a	22-Jul-20	11-Aug-20	31-Aug-20	E. Felix
OP_1	Tyres & Tubes- refer Notice 1 of 2020 Contract S2	30-Sep-20	Operational	Awarded	n/a	n/a	n/a	25-Mar-20	n/a	17-Jul-20	6-Aug-20	17-Aug-20	E. Felix
OP_1	Valves& Pipes Notice 1 of 2020 Contract S3	30-Sep-20	Operational	Awarded	n/a	n/a	n/a	25-Mar-20	n/a	22-Jul-20	11-Aug-20	31-Aug-20	E. Felix
OP_1	Personal Protective Clothing- Notice 34 of 2020 Contract S9	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	11-Aug-20	19-Aug-20	8-Sep-20	17-Sep-20	E. Felix
OP_1	Protective Clothing: 2 piece overalls- Notice 34 of 2020 Contract S10	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	11-Aug-20	19-Aug-20	8-Sep-20	17-Sep-20	E. Felix
OP_1	Stationary and Official Books Notice 34 of 2020 Contract S7	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	19-Aug-20	26-Aug-20	15-Sep-20	24-Sep-20	E. Felix
OP_1	Consumables Notice 34 of 2020 Contract S6	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	19-Aug-20	26-Aug-20	15-Sep-20	24-Sep-20	E. Felix
OP_1	Oil and Grease Notice 34 of 2020 Contract S8	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	30-Jul-20	6-Aug-20	26-Aug-20	15-Sep-20	E. Felix
OP_1	Water Fittings Notice 34 of 2020 Contract S11	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	6-Aug-20	12-Aug-20	1-Sep-20	21-Sep-20	E. Felix

OP_1	Water Meters Notice 34 of 2020 Contract S12	30-Sep-20	Operational	Pre- Evaluation	n/a	n/a	n/a	4-Jun-20	6-Aug-20	12-Aug-20	1-Sep-20	21-Sep-20	E. Felix
OP_1	Electrical Requirements	30-Jun-21	Operational	Pre Planning	22-Jan-21	29-Jan-21	16-Feb-21	18-Mar-21	29-Apr-21	6-May-21	26-May-21	15-Jun-21	E. Felix
OP_1	Electrial Cables	30-Jun-21	Operational	Pre Planning	22-Jan-21	29-Jan-21	16-Feb-21	18-Mar-21	29-Apr-21	6-May-21	26-May-21	15-Jun-21	E. Felix
OP_1	STS Elec Prepaid Meters	30-Jun-21	Operational	Pre Planning	22-Jan-21	29-Jan-21	16-Feb-21	18-Mar-21	29-Apr-21	6-May-21	26-May-21	15-Jun-21	E. Felix
OP_1	Stationary Part 2	30-Jun-21	Operational	Pre- Planning	5-Feb-21	12-Feb-21	2-Mar-21	1-Apr-21	13-May-21	20-May-21	9-Jun-21	18-Jun-21	E. Felix
OP_1	Paper and Prepirinted Paper- Part 2	30-Jun-21	Operational	Pre- Planning	5-Feb-21	12-Feb-21	2-Mar-21	1-Apr-21	13-May-21	20-May-21	9-Jun-21	18-Jun-21	E. Felix

KOUGA MUNICIPALITY (EC108)

ORDINARY COUNCIL MEETING

FINANCE

DATE: 29 OCTOBER 2020 **ITEM NO: 20/010/F8**

MONTHLY BUDGET STATEMENTS FOR THE PERIOD OF JULY 2020 AND FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY AS AT 31 JULY 2020 (2020/21 FINANCIAL YEAR)

1. Purpose

This report is submitted in compliance with Section 71(1) of the Municipal Finance Management Act (MFMA) and the Municipal Budget and Reporting Regulations (MBRR).

2. Legislative Requirements

The Municipality is required to assess on an ongoing basis whether it collects sufficient revenue to meet its commitments, such as paying Employees, Councillors, Eskom, Nelson Mandela Bay Municipality, service providers etc.

In accordance with Section 71(1) of the MFMA, the Accounting officer must by no later than 10 working days after the end of each month, submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget.

In accordance with regulation 28 of the MBRR, the monthly budget statements of a municipality must be in the format specified in Schedule C.

3. Executive Summary

This report provides a balanced and consolidated financial performance overview to assist the Executive Mayor in his oversight role.

An analysis of the financial position and performance was undertaken to determine the relative financial strength and liquidity of the Municipality. This was complemented by analysing the cash flow position, the investment portfolio, ratios, the operating and capital budget performance for the months of July 2020, so as to facilitate an informed assessment of the relative liquidity and financial position of the Municipality.

The financial performance highlights are as follows:

- Operating revenue amounted to R 189,409 million, whilst operating expenditure amounted to R 67,039 million, resulting in an operating surplus of R 122,369 million.
- Capital expenditure constituted 0% of the 2020/21 Capital Budget.
- Overdue consumer debts increased by R 4,631 million (2.74%) since June 2020.

- An amount of R 44,711 million is owing to creditors, of which R 37,513 million (83,90%) represents current creditors. Currently all outstanding creditors are not reflected on the creditors age analysis.
- The municipality's investment portfolio has decreased by R 4,048,802 (-2.67%) since June 2020, from R 141,031,684 to R 136,982,882.

The following key financial ratios are monitored on an on-going basis:

Ratio	Actuals as at 30 June 2018	Actuals as at 30 June 2019	Actuals as at 30 June 2020	Actuals as at 31 July 2019	Actuals as at 31 July 2020	Approved Budget 2020/21
Current Ratio	1.58:1	1.31:1	1.32:1	2.15:1	1.70:1	0.96:1
Liquidity Ratio	0.75:1	0.84:1	0.85:1	1.60:1	0.94:1	0.25:1
Cost Coverage (Excluding unspent conditional grants)	1.73 months	1.97 months	2.02 months	3.74 months	1.36 months	0.69 months
Debtors Collection Rate	90.73%	97.62%	95.42%	104.33%	108.64%	85%
Capital Expenditure	72.92%	73.82%	75.33%	0.17%	0%	95%

4. Detailed Reports

In order to comply with Schedule C of the Municipal Budget and Reporting Regulations, the following detailed schedules are attached for the period, ending 31 July 2020:

Annexure "A1" – Operating Revenue and Expenditure Performance

Annexure "A2" - Capital Budget Performance

Annexure "A3"- Projected Cash Flow Statement

Annexure "A4" – Municipal Monthly Budget Tables

Annexure "A5"- Analysis of Municipality's Statement of Financial Performance

i. Overview of Outstanding Consumer Debtors
ii. Overview of Creditors position
iii. Investment portfolio
iv. Grants receipts and Expenditure
v. Councillors & Employee benefits
vi. Key performance Indicators

5. Recommendation

5.1 That the Executive Mayor notes the Municipal Manager's report on the monthly budget statements, in accordance with Section 71(1) of the Municipal Finance Management Act.

5.2 That the monthly budget statements accordingly be submitted to Provincial Treasury as stipulated in Section 71(1) of the MFMA.

Drafted by Manager Budget & Treasury: Mr S Abrahams

Approved by CFO:

Mr. R Lorgat: ……

Noted by Portfolio Councillor: ……

(no signature at the time of distribution)

Annexure "A1"

OVERVIEW OF OPERATING REVENUE AND EXPENDITURE PERFORMANCE FOR THE PERIOD OF JULY 2020.

Below is an analysis of the operating revenue and expenditure performance

Description	Budget Year 2020/21		
	Adjusted Budget	Actuals as at 31 July 2020	%
R thousands			
Revenue By Source			
Property rates	205 650	75 239	36,59%
Service charges - electricity revenue	291 625	27 047	9,27%
Service charges - water revenue	81 846	9 079	11,09%
Service charges - sanitation revenue	53 555	5 856	10,93%
Service charges - refuse revenue	54 690	6 070	11,10%
Rental of facilities and equipment	4 083	37	0,91%
Interest earned - external investments	13 013	446	3,43%
Interest earned - outstanding debtors	6 993	765	10,95%
Fines, penalties and forfeits	6 685	39	0,58%
Licences and permits	20 714	2 227	10,75%
Transfers and subsidies	145 612	62 300	42,79%
Other revenue	21 540	303	1,41%
Total Revenue (excluding capital transfers and contributions)	**906 005**	**189 409**	**20,91%**
Expenditure By Type			
Employee related costs	336 974	24 958	7,41%
Remuneration of councillors	13 651	1 059	7,76%
Debt impairment	89 573	–	0,00%
Depreciation & asset impairment	89 271	6 127	6,86%
Finance charges	1 388	143	10,32%
Bulk purchases	279 744	29 415	10,52%
Other materials	26 059	1 187	4,56%
Contracted services	60 352	456	0,76%
Transfers and subsidies	761	–	0,00%
Other expenditure	98 571	3 693	3,75%
Total Expenditure	**996 342**	**67 039**	**6,73%**
Surplus/(Deficit)	**(90 337)**	**122 369**	

The statement of financial performance indicates a surplus of R 122,369 million.

Below is a discussion of the significant revenue variations:

Revenue Variations

Property Rates

As at 31 July 2020, the Municipality has recognised 36,59% of its property rates revenue, compared to the budget. This is influenced by annual property rates raised in July 2020.

Rental of Facilities

This relates to the rental of municipal buildings, community halls and other municipal facilities. The revenue is influenced by the extent of rental agreements.

Interest earned - external investments

Interest earned on external investments is largely influenced by the municipality's investment portfolio. Currently the investment portfolio amounts to R 136,983 million.

Fines, penalties and forfeits

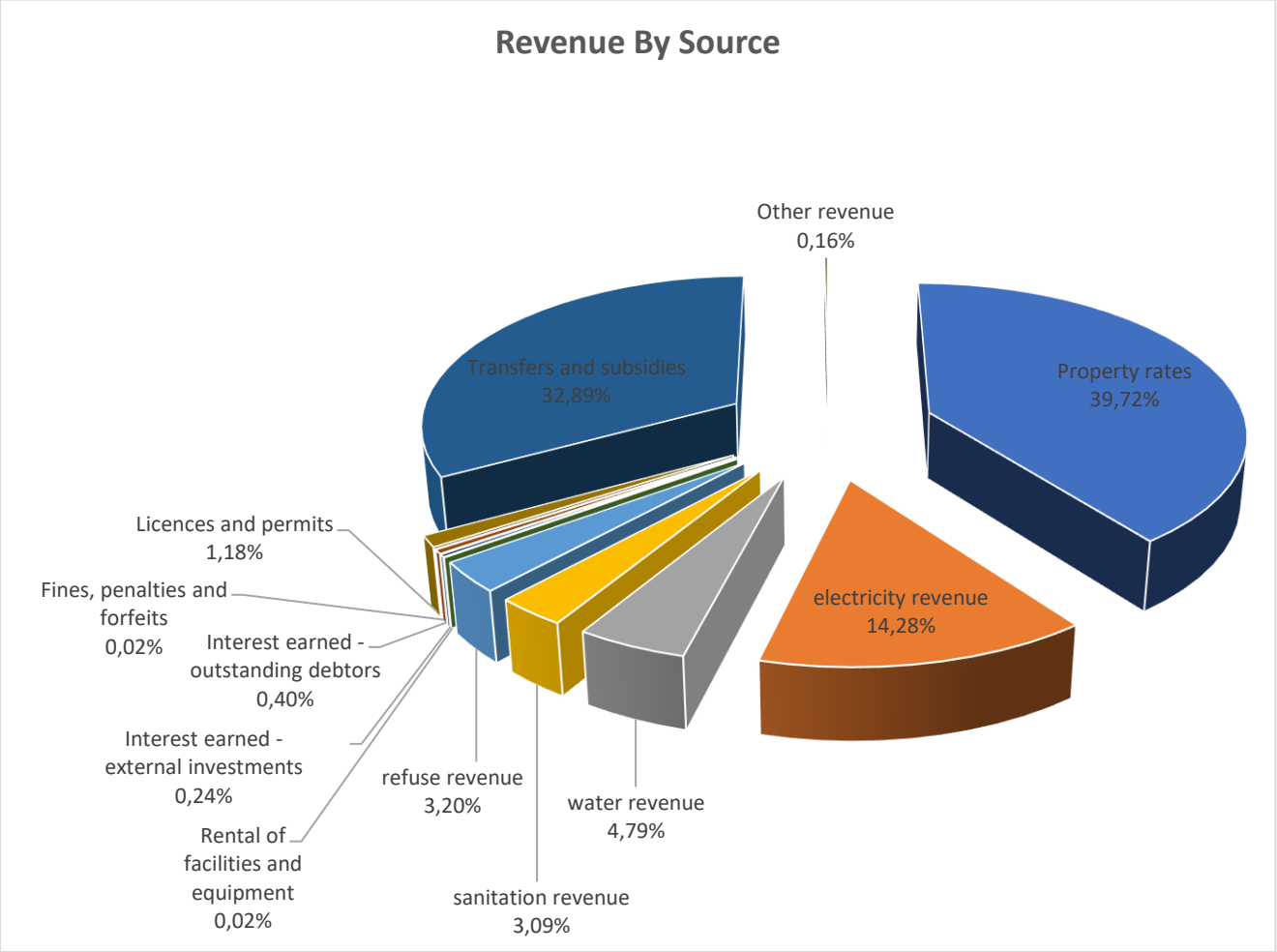
Fines, penalties and forfeits are largely influenced by the lower than anticipated revenue from traffic fines.

Transfers and Subsidies

Transfers and subsidies received mainly represents the Equitable Share Allocation in the amount of R 61,492 million.

Other revenue

This relates to the various operating revenue, such legal fees recovered, insurance refunds, sale of municipal land and building related fees. The revenue is negatively influenced by the anticipated land sale for an amount of R 11,000 million and budgeted insurance refunds amounting to R 3,000 million.



Expenditure Variations

Bad Debts

Bad debts are written off upon Council approval.

Bulk purchases

Item Description	Approved Budget 2020/21	Actuals as at 31 July 2020	%
Bulk purchases - Electricity	246 173 454	27 906 857	11.34%
Bulk purchases - Water	33 570 286	1 508 292	4.49%
	279 743 740	**29 415 149**	**10.52%**

Transfers and subsidies

Transfers and subsidies relate to grant-in-aid given by the municipality to various non-profit organizations, in line with the Council approved grant-in-aid policy.

Contracted Services

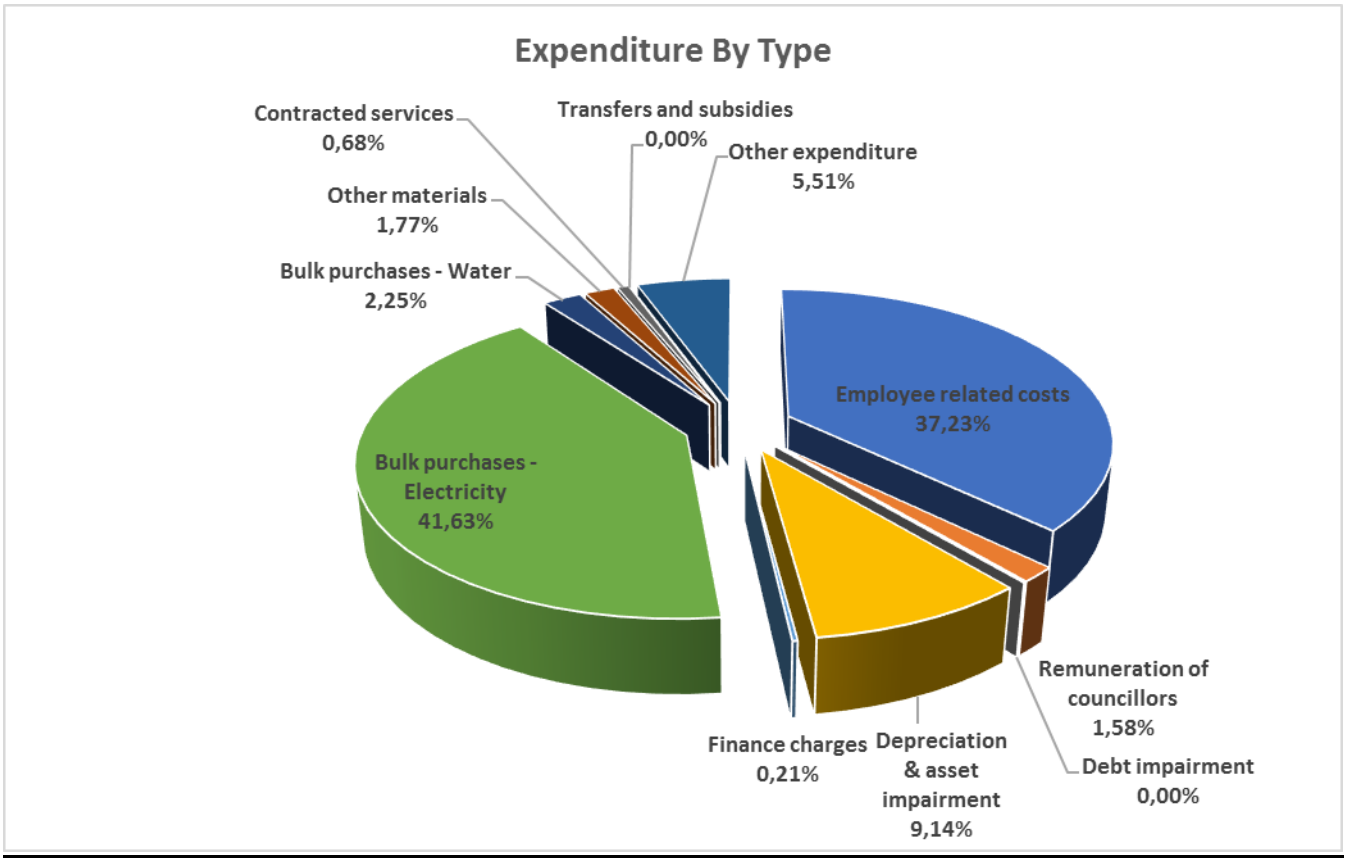
Contracted services mostly relate to outsourced work, in relation to the maintenance of municipal infrastructure assets and includes consultation fees.

The contracted services are broken down as follows:

Item Description	Adjusted Budget 2020/21	Actuals as at 31 July 2020	%
Consultants and Professional Services	9 817 119	-	0.00%
Drivers Licence Cards	850 000	-	0.00%
Transport Services	397 556	-	0.00%
Dune Stabilisation	3 659 604	-	0.00%
Valuer	2 082 451	-	0.00%
Other Contracted Services	1 420 011	11 657	0.82%
Legal Advice and Litigation	2 449 703	5 230	0.21%
Maintenance of Buildings and Facilities	4 648 303	54 600	1.17%
Catering Services	457 385	-	0.00%
Maintenance of Vehicles	7 038 120	261 552	3.72%
Qualification Verification	800 000	-	0.00%
Maintenance of Water Infrastructure	1 653 900	8 795	0.53%
Maintenance of Equipment	619 275	1 690	0.27%
Burial Services	202 250	-	0.00%
Roads Maintenance	5 000 000	-	0.00%
Medical Health Services & Support	600 000	47 634	7.94%
Maintenance of Electrical Infrastructure	2 266 032	-	0.00%
Maintenance of Sanitation Infrastructure	1 339 000	16 577	1.24%
Laboratory Services:Water	702 408	-	0.00%
Special Rating Area	7 350 000	-	0.00%
Internal Auditors	450 000	-	0.00%
Legal Cost:Collection	1 250 000	-	0.00%
Security Services	1 239 147	4 646	0.37%
Occupational Health and Safety	73 150	-	0.00%
Animal Care	400 000	-	0.00%
Personnel and Labour	1 054 000	-	0.00%
Professional Staff	482 230	28 500	5.91%
Employee Wellness	250 000	14 783	5.91%
Call Centre	250 000	-	0.00%
Clearing and Grass Cutting Services	350 000	-	0.00%
Litter Picking and Street Cleaning	1 200 000	-	0.00%
Total	**60 351 644**	**455 664**	**0.76%**

The other expenditure is broken down as follows:

Item Description	Adjusted Budget 2020/21	Actuals as at 31 July 2020	%
Bank Charges	999 180	22 235	2.23%
Other	4 910 296	-	0.00%
Air Transport	360 700	-	0.00%
Uniform and Protective Clothing	4 239 285	160 424	3.78%
Signage	628 730	3 002	0.48%
Vehicle Tracking	619 329	47 509	7.67%
Accommodation	693 900	-	0.00%
Leases:Other Assets	4 245 514	443 427	10.44%
Software Licences	3 917 205	-	0.00%
Printing, Publications and Books	1 333 848	32 431	2.43%
Cellular Contract (Subscription and Calls)	1 727 723	122 424	7.09%
Claims paid to Third Parties	274 835	1 216	0.44%
External Audit Fees	4 500 000	-	0.00%
Tenders	940 000	-	0.00%
Gifts and Promotional Items	213 465	-	0.00%
Registration Fees:Professional and Regulatory Bodies	730 320	5 248	0.72%
Leases:Machinery and Equipment	274 822	-	0.00%
Insurance Claims	3 164 901	-	0.00%
Workmen''s Compensation Fund	1 594 581	90 971	5.71%
Leases:Furniture and Office Equipment	6 608 585	213 088	3.22%
Postage/Stamps/Franking Machines	1 483 156	-	0.00%
Advertising, Publicity and Marketing	300 000	-	0.00%
Achievements and Awards	1 260 500	-	0.00%
Own Transport	628 750	16 154	2.57%
Motor Vehicle Licence and Registrations	761 289	91 524	12.02%
Skills Development Fund Levy	1 760 001	-	0.00%
Storage of Files (Archiving)	500 000	-	0.00%
Staff Recruitment	200 000	-	0.00%
Hire Charges	14 906 860	601 201	4.03%
Non-employees	322 000	2 457	0.76%
Municipal Services	11 468 404	1 303 534	11.37%
Leases:Computer Equipment	120 000	-	0.00%
Insurance Underwriting:Premiums	5 655 503	-	0.00%
Registration Fees:Seminars, Conferences, Workshops	1 436 100	1 390	0.10%
External Computer Service:Internet Charge	4 288 705	212 531	4.96%
Bargaining Council	3 040 340	-	0.00%
Third Party Vendors	5 112 212	78 578	1.54%
Remuneration to Ward Committees	3 000 000	244 088	8.14%
Telephone, Fax, Telegraph and Telex	100 000	-	0.00%
Supplier Development Programme	250 000	-	0.00%
Total	**98 571 039**	**3 693 429**	**3.75%**


Expenditure By Type
Contracted services
0,68%
Transfers and subsidies
0,00%
Other expenditure
5,51%
Other materials
1,77%
Bulk purchases - Water
2,25%
Employee related costs
37,23%
Bulk purchases -
Electricity
41,63%
Remuneration of
councillors
1,58%
Finance charges
0,21%
Depreciation
& asset
impairment
9,14%
Debt impairment
0,00%

Repairs and Maintenance

Below is an analysis of actual repairs and maintenance expenditure by Directorate, compared to the 2020/21 Approved Budget.

Item Description	Approved Budget 2020/21	Actuals as at 31 July 2020	%
Corporate Services			
Maintenance of Buildings and Properties	500 000,00	-	0,00%
Maintenance of Vehicles	25 806,00	449,79	1,74%
	525 806,00	**449,79**	**0,09%**
Executive & Council			
Maintenance of Buildings and Properties	300 000,00	-	0,00%
Maintenance of Machinery and Equipment	10 450,00	-	0,00%
Maintenance of Vehicles	10 993,00	-	0,00%
	321 443,00	**-**	**0,00%**
Finance			
Maintenance of Buildings and Properties	542 911,00	-	0,00%
Maintenance of Vehicles	96 887,00	-	0,00%
	639 798,00	**-**	**0,00%**
Infrastructure & Engineering			
Maintenance of Buildings and Properties	667 880,00	29 038,84	4,35%
Maintenance of Vehicles	3 490 807,00	168 556,62	4,83%
Maintenance of Machinery and Equipment	260 100,00	1 690,00	0,65%
Maintenance of Electrical Infrastructure	5 435 991,00	172 095,84	3,17%
Maintenance of Storm Water Infrastructure	906 275,00	-	0,00%
Maintenance of Roads Infrastructure	5 049 000,00	-	0,00%
Maintenace of Sanitation Infrastructure	3 127 553,00	121 985,03	3,90%
Maintenance of Water Supply Infrastructure	4 321 685,00	182 526,66	4,22%
	23 259 291,00	**675 892,99**	**2,91%**
Planning,Development and Tourism			
Maintenance of Buildings and Properties	90 000,00	-	0,00%
Maintenance of Vehicles	21 000,00	-	0,00%
	111 000,00	**-**	**0,00%**
Community Services			
Maintenance of Machinery and Equipment	258 550,00	12 475,32	4,83%
Maintenance of Vehicles	4 094 438,00	181 383,85	4,43%
Maintenance of Buildings and Properties	2 592 300,00	27 000,00	1,04%
Maintenance for Community Facilities	1 198 076,00	-	0,00%
Maintenace of Sanitation Infrastructure	100 000,00	-	0,00%
Maintenance of Solid Waste Disposal	156 750,00	-	0,00%
	8 400 114,00	**220 859,17**	**2,63%**
Total	**33 257 452,00**	**897 201,95**	**2,70%**

It is to be noted that actual repairs and maintenance expenditure constituted 2.70% of the 2020/21 Approved Budget.

Annexure "A2"

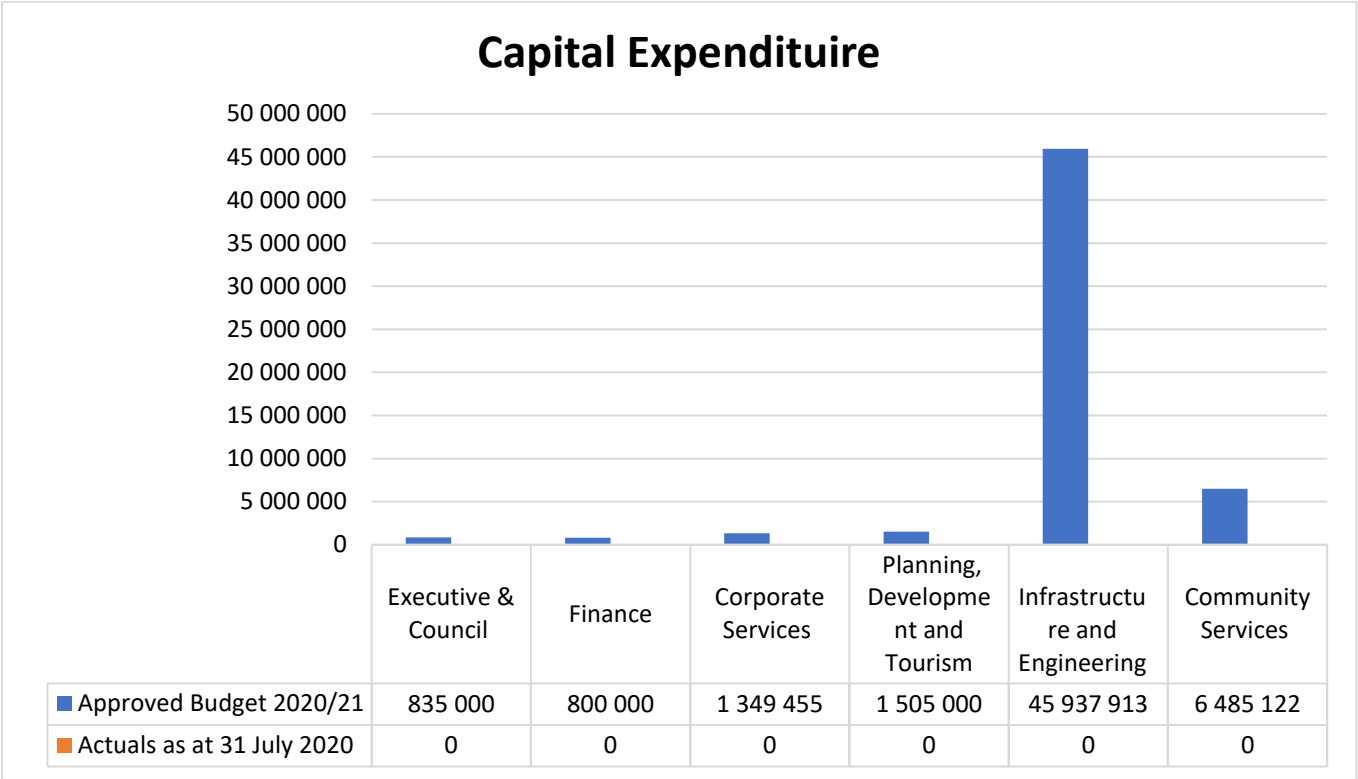
CAPITAL BUDET PERFORMANCE

Below is an analysis of the capital expenditure compared to the 2020/21 Approved Capital Budget.

Project Description	Funding	Approved Budget 2020/21	Actuals as at 31 July 2020	%
Executive & Council				
Computer Equipment	Internal	85 000	-	0,00%
Ward councilors Capital project	Internal	750 000	-	0,00%
		835 000	**-**	**0,00%**
Corporate Services				
EDMS	Internal	799 455	-	0,00%
Computer Software and Applications	Internal	250 000	-	0,00%
Computer Equipment	Internal	200 000	-	0,00%
Fencing of municipal building	Internal	100 000	-	0,00%
		1 349 455	**-**	**0,00%**
Finance				
Computer Equipment	Internal	200 000	-	0,00%
Cibex Software	Internal	600 000	-	0,00%
		800 000	**-**	**0,00%**
Planning, Development & Tourism				
Land acquisition housing projects	Internal	360 000	-	0,00%
Computer Software and Applications	Internal	315 000	-	0,00%
Vehicles	Internal	400 000	-	0,00%
Computer Equipment	Internal	30 000	-	0,00%
Restoration of Fisherman Grave Site	Internal	100 000	-	0,00%
Kouga Business Support Centre	Internal	300 000	-	0,00%
		1 505 000	**-**	**0,00%**
Community Services				
Vehicle	Internal	1 325 000	-	0,00%
Vehicle	District	1 965 100	-	0,00%
Jack Hammer and water pump	Internal	350 000	-	0,00%
Kouga Skip Bins	Internal	200 000	-	0,00%
Machinery and Equipment (Security Cameras System)	Internal	750 000	-	0,00%
Fleet Management	Internal	178 500	-	0,00%
Machinery and Equipment	Internal	100 000	-	0,00%
Computer Equipment	Internal	30 000	-	0,00%
Fencing Humansdorp Fire Station	Internal	200 000	-	0,00%
Upgrading of Sports Facilities	Internal	-	-	
Upgrading of Pellsrus, Kabeljous, Cape St Francis	Internal	150 000	-	0,00%
Fencing Community Hall	Internal	200 000	-	0,00%
Covid-19 Wheelie Bins	MDRG	1 036 522	-	0,00%
		6 485 122	**-**	**0,00%**

Project Description	Funding	Approved Budget 2020/21	Actuals as at 31 July 2020	%
Infrastructure & Engineering				
Saffery Substation	Internal	1 000 000	-	0,00%
SUBSTATION SECURITY	Internal	200 000	-	0,00%
Replace 250mm Water Main Canal Road St Francis Ba	Internal	1 000 000	-	0,00%
Repair Leaking Concrete Water Tower Paradise Beach	Internal	300 000	-	0,00%
Replace Main Waterline Sout Rivier Bridge Crossing	Internal	1 000 000	-	0,00%
Replace 250mm Water Main Mimosa Street Jbay	Internal	330 000	-	0,00%
Upgrade Hankey Water Treatment Works	Internal	600 000	-	0,00%
New bypass Sewer Rising Main and Pump Stations Jba	Internal	1 000 000	-	0,00%
Fencing Kruisfontein Waste Water Treatment Plant	Internal	800 000	-	0,00%
Upgrade Sewer Rising Mains Jbay (La Mer-4A-4B) Pre	Internal	1 000 000	-	0,00%
Piped Reticulation - St Francis Bay	Internal	1 500 000	-	0,00%
New overheadlines 66kv overheadlines(Jbay to Melk	Internal	1 300 000	-	0,00%
Machinery & Equipment	Internal	300 000	-	0,00%
Humansdorp, Kruisfontein and Osean View Electrific	INEP	4 521 739	-	0,00%
Kouga Backup Generators	Internal	500 000	-	0,00%
Upgrade Sanitation System Old Hankey	MIG	6 333 460	-	0,00%
Construct emergency overflow pond Koraal Sewer pu	Internal	1 300 000	-	0,00%
Upgrade Loerie sewer pump station	Internal	1 600 000	-	0,00%
Upgrading of Gravel Roads in Humansdorp	MIG	7 890 511	-	0,00%
Container toilets	Internal	1 100 000	-	0,00%
Fencing Main Substation Jeffrey's Bay	Internal	500 000	-	0,00%
Upgrading of Sports Facilities	MIG	5 682 636	-	0,00%
Mini Fresh Food and Craft Markets in Jbay & Hankey	MIG	1 092 413		
Upgrading of Kwanomzamo Sports Facility	MIG	5 087 154		
		45 937 913	**-**	**0,00%**
Total		**56 912 490**	**-**	**0,00%**
Internally generated funds		23 302 955	-	0,00%
Transfers recognised - capital		33 609 535	-	0,00%
		56 912 490	**-**	**0,00%**

It is to be noted that capital expenditure as at 31 July 2020 amounted to 0%, compared to the approved capital budget of R 56,912,490.



	Executive & Council	Finance	Corporate Services	Planning, Development and Tourism	Infrastructure and Engineering	Community Services
Approved Budget 2020/21	835 000	800 000	1 349 455	1 505 000	45 937 913	6 485 122
Actuals as at 31 July 2020	0	0	0	0	0	0

Annexure "A3"

PROJECTED CASH FLOW STATEMENT FOR THE 2020/21 FINANCIAL YEAR

Projected Cash Flow Statement as at 31 July 2020

The purpose of the cash flow statement is to compare the cash inflows (receipts) with the cash outflows (payments), so as to ascertain the adequacy of the cash inflows to cover the cash outflows.

Table C7 Monthly Budget Statement – Cash Flow – M01 July 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			174 803	174 803	16 621	16 621	14 567	2 054	14%	174 803
Service charges			424 039	424 039	32 479	32 479	35 337	(2 857)	-8%	424 039
Other revenue			53 022	53 022	9 378	9 378	4 418	4 959	112%	53 022
Transfers and Subsidies - Operational			145 612	145 612	62 612	62 612	12 134	50 477	416%	145 612
Transfers and Subsidies - Capital			38 356	38 356	8 068	8 068	3 196	4 872	152%	38 356
Interest			18 957	18 957	457	457	1 580	(1 123)	-71%	18 957
Dividends							–	–		–
Payments										
Suppliers and employees			(815 350)	(815 350)	(132 813)	(132 813)	(67 946)	64 868	-95%	(815 350)
Finance charges			(1 388)	(1 388)	(143)	(143)	(116)	28	-24%	(1 388)
Transfers and Grants			(761)	(761)	–	–	(63)	(63)	100%	(761)
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	**37 290**	**37 290**	**(3 342)**	**(3 342)**	**3 108**	**6 450**	**208%**	**37 290**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								–		
Decrease (increase) in non-current receivables								–		
Decrease (increase) in non-current investments								–		
Payments										
Capital assets			(56 912)	(56 912)	–	–	(4 743)	(4 743)	100%	(56 912)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	**(56 912)**	**(56 912)**	**–**	**–**	**(4 743)**	**(4 743)**	**100%**	**(56 912)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits								–		
Payments										
Repayment of borrowing			(9 608)	(9 608)	(707)	(707)	(801)	(94)	12%	(9 608)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	**(9 608)**	**(9 608)**	**(707)**	**(707)**	**(801)**	**(94)**	**12%**	**(9 608)**
NET INCREASE/ (DECREASE) IN CASH HELD		–	**(29 230)**	**(29 230)**	**(4 049)**	**(4 049)**	**(2 436)**			**(29 230)**
Cash/cash equivalents at beginning:			76 328	76 328		141 032	76 328			141 032
Cash/cash equivalents at month/year end:		–	47 099	47 099		136 983	73 893			111 802

Annexure "A4"

MUNICIPAL MONTHLY BUDGET TABLES

1. MONTHLY BUDGET TABLES

The seven main budget tables, as required in terms of the Municipal Budget and Reporting Regulations, are included in this section of the report. These tables set out the Municipality's 2020/21 budget performance for the period of July 2020 and are to be noted. Each table is accompanied by explanatory notes.

Table C1 Monthly Budget Statement Summary – M01 July 2020

Description	2019/20	Budget Year 2020/21							
R thousands	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Property rates	–	205 650	205 650	75 239	75 239	17 138	58 101	339%	205 650
Service charges	–	481 716	481 716	48 052	48 052	40 143	7 909	20%	481 716
Investment revenue	–	13 013	13 013	446	446	1 084	(638)	-59%	13 013
Transfers and subsidies	–	145 612	145 612	62 300	62 300	12 134	50 166	413%	145 612
Other own revenue	–	60 015	60 015	3 372	3 372	5 001	(1 629)	-33%	60 015
Total Revenue (excluding capital transfers and contributions)	**–**	**906 005**	**906 005**	**189 409**	**189 409**	**75 500**	**113 908**	**151%**	**906 005**
Employee costs	–	336 974	336 974	24 958	24 958	28 081	(3 123)	-11%	336 974
Remuneration of Councillors	–	13 651	13 651	1 059	1 059	1 138	(78)	-7%	13 651
Depreciation & asset impairment	–	89 271	89 271	6 127	6 127	7 439	(1 312)	-18%	89 271
Finance charges	–	1 388	1 388	143	143	116	28	24%	1 388
Materials and bulk purchases	–	305 802	305 802	30 603	30 603	25 484	5 119	20%	305 802
Transfers and subsidies	–	761	761	–	–	63	(63)	-100%	761
Other expenditure	–	248 495	248 495	4 149	4 149	20 708	(16 559)	-80%	248 495
Total Expenditure	**–**	**996 342**	**996 342**	**67 039**	**67 039**	**83 028**	**(15 989)**	**-19%**	**996 342**
Surplus/(Deficit)	**–**	**(90 337)**	**(90 337)**	**122 369**	**122 369**	**(7 528)**	**129 897**	**-1726%**	**(90 337)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	38 356	38 356	–	–	3 196	### ###	-100%	38 356
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and	–	–	–	–	–	–	–		–
Surplus/(Deficit) after capital transfers & contributions	**–**	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**	**126 701**	**-2925%**	**(51 980)**
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–		–
Surplus/ (Deficit) for the year	**–**	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**	**126 701**	**-2925%**	**(51 980)**
Capital expenditure & funds sources									
Capital expenditure	**–**	**56 912**	**56 912**	**–**	**–**	**4 743**	**(4 743)**	**-100%**	**56 912**
Capital transfers recognised	–	33 610	33 610	–	–	2 801	(2 801)	-100%	33 610
Borrowing	–	–	–	–	–	–	–		–
Internally generated funds	**–**	**23 303**	**23 303**	**–**	**–**	**1 942**	**(1 942)**	**-100%**	**23 303**
Total sources of capital funds	**–**	**56 912**	**56 912**	**–**	**–**	**4 743**	**(4 743)**	**-100%**	**56 912**
Financial position									
Total current assets	–	182 094	182 094		247 882				182 094
Total non current assets	–	2 229 248	2 229 248		2 229 248				2 229 248
Total current liabilities	–	190 365	190 365		145 453				190 365
Total non current liabilities	–	170 192	170 192		170 192				170 192
Community wealth/Equity	**–**	**2 050 785**	**2 050 785**		**2 161 485**				**2 050 785**
Cash flows									
Net cash from (used) operating	–	37 290	37 290	(3 342)	(3 342)	3 108	6 450	208%	37 290
Net cash from (used) investing	–	(56 912)	(56 912)	–	–	(4 743)	(4 743)	100%	(56 912)
Net cash from (used) financing	–	(9 608)	(9 608)	(707)	(707)	(801)	(94)	12%	(9 608)
Cash/cash equivalents at the month/year end	**–**	**47 099**	**47 099**	**–**	**136 983**	**73 893**	**(63 090)**	**-85%**	**111 802**
Debtors & creditors analysis	**0-30 Days**	**31-60 Days**	**61-90 Days**	**91-120 Days**	**121-150 Dys**	**151-180 Dys**	**181 Dys-1 Yr**	**Over 1Yr**	**Total**
Debtors Age Analysis									
Total By Income Source	116 532	8 880	7 059	6 720	6 054	5 014	31 558	108 604	290 420
Creditors Age Analysis									
Total Creditors	37 513	4 762	177	489	80	215	1 281	193	44 711

Explanatory notes to Table C 1 – Monthly Budget Summary

The aim of the Budget Summary is to provide a concise overview of the actual budget performance from all of the major financial perspective (operating expenditure, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the actual amounts spent compared to the monthly budget projections within the context of operating performance, resources utilised for capital expenditure, financial position, cash and funding compliance.

Table C2 Monthly Budget Statement – Financial Performance (standard classification) – M01 July 2020

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Revenue - Functional										
Governance and administration		–	**332 007**	**332 007**	**137 425**	**137 425**	**27 667**	109 758	397%	**332 007**
Executive and council		–	28	28	–	–	2	(2)	-100%	28
Finance and administration		–	331 979	331 979	137 425	137 425	27 665	109 760	397%	331 979
Internal audit		–	–	–	–	–	–	–		–
Community and public safety		–	**15 620**	**15 620**	**1 720**	**1 720**	**1 302**	418	32%	**15 620**
Community and social services		–	2 498	2 498	18	18	208	(190)	-91%	2 498
Sport and recreation		–	8 085	8 085	1 157	1 157	674	483	72%	8 085
Public safety		–	1 985	1 985	1	1	165	(165)	-100%	1 985
Housing		–	–	–	–	–	–	–		–
Health		–	3 051	3 051	544	544	254	290	114%	3 051
Economic and environmental services		–	**23 813**	**23 813**	**1 567**	**1 567**	**1 984**	(417)	-21%	**23 813**
Planning and development		–	7 173	7 173	437	437	598	(161)	-27%	7 173
Road transport		–	15 252	15 252	976	976	1 271	(295)	-23%	15 252
Environmental protection		–	1 389	1 389	154	154	116	38	33%	1 389
Trading services		–	**572 921**	**572 921**	**48 697**	**48 697**	**47 743**	953	2%	**572 921**
Energy sources		–	304 317	304 317	27 120	27 120	25 360	1 761	7%	304 317
Water management		–	100 261	100 261	9 333	9 333	8 355	978	12%	100 261
Waste water management		–	93 692	93 692	5 971	5 971	7 808	(1 837)	-24%	93 692
Waste management		–	74 651	74 651	6 272	6 272	6 221	51	1%	74 651
Other	4	–	–	–	–	–	–	–		–
Total Revenue - Functional	2	–	**944 362**	**944 362**	**189 409**	**189 409**	**78 697**	**110 712**	**141%**	**944 362**
Expenditure - Functional										
Governance and administration		–	**242 971**	**242 971**	**11 207**	**11 207**	**20 248**	(9 041)	-45%	**242 971**
Executive and council		–	41 969	41 969	2 517	2 517	3 497	(980)	-28%	41 969
Finance and administration		–	200 981	200 981	8 690	8 690	16 748	(8 059)	-48%	200 981
Internal audit		–	21	21	–	–	2	(2)	-100%	21
Community and public safety		–	**93 241**	**93 241**	**5 861**	**5 861**	**7 770**	(1 909)	-25%	**93 241**
Community and social services		–	10 773	10 773	626	626	898	(272)	-30%	10 773
Sport and recreation		–	45 537	45 537	2 651	2 651	3 795	(1 144)	-30%	45 537
Public safety		–	25 505	25 505	1 852	1 852	2 125	(274)	-13%	25 505
Housing		–	5 399	5 399	393	393	450	(57)	-13%	5 399
Health		–	6 026	6 026	339	339	502	(163)	-32%	6 026
Economic and environmental services		–	**122 804**	**122 804**	**8 535**	**8 535**	**10 234**	(1 699)	-17%	**122 804**
Planning and development		–	39 343	39 343	2 228	2 228	3 279	(1 050)	-32%	39 343
Road transport		–	81 450	81 450	6 098	6 098	6 787	(689)	-10%	81 450
Environmental protection		–	2 011	2 011	208	208	168	41	24%	2 011
Trading services		–	**534 193**	**534 193**	**41 437**	**41 437**	**44 516**	(3 079)	-7%	**534 193**
Energy sources		–	316 672	316 672	30 378	30 378	26 389	3 989	15%	316 672
Water management		–	91 486	91 486	4 374	4 374	7 624	(3 250)	-43%	91 486
Waste water management		–	62 587	62 587	3 981	3 981	5 216	(1 234)	-24%	62 587
Waste management		–	63 448	63 448	2 703	2 703	5 287	(2 584)	-49%	63 448
Other		–	**3 133**	**3 133**	**–**	**–**	**261**	**(261)**	**-100%**	**3 133**
Total Expenditure - Functional	3	–	**996 342**	**996 342**	**67 039**	**67 039**	**83 028**	**(15 989)**	**-19%**	**996 342**
Surplus/ (Deficit) for the year		–	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**	**126 701**	**-2925%**	**(51 980)**

Explanatory notes to Table C2 – Budgeted Financial Performance (revenue and expenditure by standard classification)

The standard classification refers to a modified Government Finance Statistics (GFS) reporting structure. The aim of the standard classification approach is to ensure that all municipalities report their operations in one common format, to facilitate comparison across all municipalities.

Table C3 Monthly Budget Statement – Financial Performance (revenue and expenditure by municipal vote – M01 July 2020

Vote Description	Ref	2019/20	Budget Year 2020/21							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCIAL SERVICES		–	325 858	325 858	137 405	137 405	27 155	110 250	406,0%	325 858
Vote 3 - CORPORATE SERVICES		–	307	307	–	–	26	(26)	-100,0%	307
Vote 4 - COMMUNITY SERVICES		–	111 700	111 700	9 143	9 143	9 308	(165)	-1,8%	111 700
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	501 976	501 976	42 616	42 616	41 831	785	1,9%	501 976
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	4 521	4 521	245	245	377	(132)	-35,0%	4 521
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Revenue by Vote	2	**–**	**944 362**	**944 362**	**189 409**	**189 409**	**78 697**	**110 712**	**140,7%**	**944 362**
Expenditure by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		–	45 541	45 541	2 452	2 452	3 795	(1 343)	-35,4%	45 541
Vote 2 - FINANCIAL SERVICES		–	115 737	115 737	3 602	3 602	9 645	(6 043)	-62,7%	115 737
Vote 3 - CORPORATE SERVICES		–	43 677	43 677	2 884	2 884	3 640	(755)	-20,8%	43 677
Vote 4 - COMMUNITY SERVICES		–	191 251	191 251	11 433	11 433	15 938	(4 504)	-28,3%	191 251
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	575 140	575 140	45 269	45 269	47 928	(2 660)	-5,5%	575 140
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	24 996	24 996	1 399	1 399	2 083	(684)	-32,8%	24 996
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Expenditure by Vote	2	**–**	**996 342**	**996 342**	**67 039**	**67 039**	**83 028**	**(15 989)**	**-19,3%**	**996 342**
Surplus/ (Deficit) for the year	2	**–**	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**	**126 701**	**-2925,0%**	**(51 980)**

Explanatory notes to Table C3 – Budgeted Financial Performance (revenue and expenditure by municipal vote)

The purpose of the format in which the monthly budget reporting table is represented, is to enable the Council to enforce a vote in accordance with the municipality's organisational structure, so as to assign responsibility for the revenue and expenditure recorded against these votes to the Municipal Manager and Directors concerned.

Operating revenue and expenditure is thus presented by "vote". A "vote" is defined as one of the main segments into which a budget of a municipality is divided into, for the appropriation of funds.

Table C4 Monthly Budget Statement – Financial Performance (revenue and expenditure) – M01 July 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates			205 650	205 650	75 239	75 239	17 138	58 101	339%	205 650
Service charges - electricity revenue			291 625	291 625	27 047	27 047	24 302	2 745	11%	291 625
Service charges - water revenue			81 846	81 846	9 079	9 079	6 821	2 259	33%	81 846
Service charges - sanitation revenue			53 555	53 555	5 856	5 856	4 463	1 393	31%	53 555
Service charges - refuse revenue			54 690	54 690	6 070	6 070	4 557	1 512	33%	54 690
Rental of facilities and equipment			4 083	4 083	37	37	340	(303)	-89%	4 083
Interest earned - external investments			13 013	13 013	446	446	1 084	(638)	-59%	13 013
Interest earned - outstanding debtors			6 993	6 993	765	765	583	183	31%	6 993
Dividends received			–	–			–	–		–
Fines, penalties and forfeits			6 685	6 685	39	39	557	(518)	-93%	6 685
Licences and permits			20 714	20 714	2 227	2 227	1 726	501	29%	20 714
Agency services			–	–			–	–		–
Transfers and subsidies			145 612	145 612	62 300	62 300	12 134	50 166	413%	145 612
Other revenue			21 540	21 540	303	303	1 795	(1 492)	-83%	21 540
Gains			–	–			–	–		–
Total Revenue (excluding capital transfers and contributions)		–	**906 005**	**906 005**	**189 409**	**189 409**	**75 500**	**113 908**	**151%**	**906 005**
Expenditure By Type										
Employee related costs			336 974	336 974	24 958	24 958	28 081	(3 123)	-11%	336 974
Remuneration of councillors			13 651	13 651	1 059	1 059	1 138	(78)	-7%	13 651
Debt impairment			89 573	89 573	–	–	7 464	(7 464)	-100%	89 573
Depreciation & asset impairment			89 271	89 271	6 127	6 127	7 439	(1 312)	-18%	89 271
Finance charges			1 388	1 388	143	143	116	28	24%	1 388
Bulk purchases			279 744	279 744	29 415	29 415	23 312	6 103	26%	279 744
Other materials			26 059	26 059	1 187	1 187	2 172	(984)	-45%	26 059
Contracted services			60 352	60 352	456	456	5 029	(4 574)	-91%	60 352
Transfers and subsidies			761	761	–	–	63	(63)	-100%	761
Other expenditure			98 571	98 571	3 693	3 693	8 214	(4 521)	-55%	98 571
Losses			–	–	–	–	–	–		–
Total Expenditure		–	**996 342**	**996 342**	**67 039**	**67 039**	**83 028**	**(15 989)**	**-19%**	**996 342**
Surplus/(Deficit)		–	**(90 337)**	**(90 337)**	**122 369**	**122 369**	**(7 528)**	**129 897**	**(0)**	**(90 337)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			38 356	38 356	–	–	3 196	(3 196)	(0)	38 356
(National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)								–		
Transfers and subsidies - capital (in-kind - all)								–		
Surplus/(Deficit) after capital transfers & contributions		–	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**			**(51 980)**
Taxation								–		
Surplus/(Deficit) after taxation		–	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**			**(51 980)**
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		–	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**			**(51 980)**
Share of surplus/ (deficit) of associate										
Surplus/ (Deficit) for the year		–	**(51 980)**	**(51 980)**	**122 369**	**122 369**	**(4 332)**			**(51 980)**

Explanatory notes to Table C4 – Budgeted Financial Performance (revenue and expenditure)

The Financial Performance Budget is required to be approved concurrently by revenue source and expenditure type, so as to ensure consistency with annual reporting format requirements. A key aim is to facilitate comparison between the monthly results, the monthly budget-to-date projections and the original budget, so as to assess performance.

Table C5 Monthly Budget Statement – Capital Expenditure (municipal vote, standard classification and funding) – M01 July 2020

Vote Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Multi-Year expenditure appropriation	2									
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCIAL SERVICES		–	–	–	–	–	–	–		–
Vote 3 - CORPORATE SERVICES		–	–	–	–	–	–	–		–
Vote 4 - COMMUNITY SERVICES		–	–	–	–	–	–	–		–
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	–	–	–	–	–	–		–
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	–	–	–	–	–	–		–
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital Multi-year expenditure	4,7	**–**	**–**	**–**	**–**	**–**	**–**	**–**		**–**
Single Year expenditure appropriation	2									
Vote 1 - EXECUTIVE COUNCIL		–	835	835	–	–	70	(70)	-100%	835
Vote 2 - FINANCIAL SERVICES		–	800	800	–	–	67	(67)	-100%	800
Vote 3 - CORPORATE SERVICES		–	1 349	1 349	–	–	112	(112)	-100%	1 349
Vote 4 - COMMUNITY SERVICES		–	11 572	11 572	–	–	964	(964)	-100%	11 572
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	39 758	39 758	–	–	3 313	(3 313)	-100%	39 758
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	2 597	2 597	–	–	216	(216)	-100%	2 597
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital single-year expenditure	4	–	56 912	56 912	–	–	4 743	**(4 743)**	**-100%**	56 912
Total Capital Expenditure		**–**	**56 912**	**56 912**	**–**	**–**	**4 743**	**(4 743)**	**-100%**	**56 912**
Capital Expenditure - Functional Classification										
Governance and administration		**–**	**3 734**	**3 734**	**–**	**–**	**311**	(311)	-100%	**3 734**
Executive and council			835	835			70	(70)	-100%	835
Finance and administration			2 899	2 899			242	(242)	-100%	2 899
Internal audit			–	–			–	–		–
Community and public safety		**–**	**16 028**	**16 028**	**–**	**–**	**1 336**	(1 336)	-100%	**16 028**
Community and social services			–	–			–	–		–
Sport and recreation			11 600	11 600			967	(967)	-100%	11 600
Public safety			3 669	3 669			306	(306)	-100%	3 669
Housing			760	760			63	(63)	-100%	760
Health			–	–			–	–		–
Economic and environmental services		**–**	**9 628**	**9 628**	**–**	**–**	**802**	(802)	-100%	**9 628**
Planning and development			1 737	1 737			145	(145)	-100%	1 737
Road transport			7 891	7 891			658	(658)	-100%	7 891
Environmental protection			–	–			–	–		–
Trading services		**–**	**27 422**	**27 422**	**–**	**–**	**2 285**	(2 285)	-100%	**27 422**
Energy sources			8 172	8 172			681	(681)	-100%	8 172
Water management			3 380	3 380			282	(282)	-100%	3 380
Waste water management			14 633	14 633			1 219	(1 219)	-100%	14 633
Waste management			1 237	1 237			103	(103)	-100%	1 237
Other			100	100			8	(8)	-100%	100
Total Capital Expenditure - Functional Classification	3	**–**	**56 912**	**56 912**	**–**	**–**	**4 743**	**(4 743)**	**-100%**	**56 912**
Funded by:										
National Government			31 644	31 644			2 637	(2 637)	-100%	31 644
Provincial Government			–	–			–	–		–
District Municipality			1 965	1 965			164	(164)	-100%	1 965
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private			–	–			–	–		–
Transfers recognised - capital		**–**	**33 610**	**33 610**	**–**	**–**	**2 801**	**(2 801)**	**-100%**	**33 610**
Borrowing	6		–	–			–	–		–
Internally generated funds			23 303	23 303			1 942	(1 942)	-100%	23 303
Total Capital Funding		**–**	**56 912**	**56 912**	**–**	**–**	**4 743**	**(4 743)**	**-100%**	**56 912**

Explanatory notes to Table C5 – Budgeted Capital Expenditure by vote, standard classification and funding

Table C5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote; capital expenditure by standard classification; and the funding necessary to fund the capital budget, including information on capital transfers from national and provincial departments

Table C6 Monthly Budget Statement – Financial Position – M01 July 2020

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash			4 710	4 710	7 402	4 710
Call investment deposits			42 389	42 389	129 581	42 389
Consumer debtors			81 061	81 061	66 280	81 061
Other debtors			44 682	44 682	35 367	44 682
Current portion of long-term receivables			3	3	3	3
Inventory			9 249	9 249	9 249	9 249
Total current assets		–	**182 094**	**182 094**	**247 882**	**182 094**
Non current assets						
Long-term receivables			13	13	13	13
Investments			–	–	–	–
Investment property			242 552	242 552	242 552	242 552
Investments in Associate			–	–	–	–
Property, plant and equipment			1 985 075	1 985 075	1 985 075	1 985 075
Biological			–	–	–	–
Intangible			1 608	1 608	1 608	1 608
Other non-current assets			–	–	–	–
Total non current assets		–	**2 229 248**	**2 229 248**	**2 229 248**	**2 229 248**
TOTAL ASSETS		–	**2 411 341**	**2 411 341**	**2 477 130**	**2 411 341**
LIABILITIES						
Current liabilities						
Bank overdraft			–	–	–	–
Borrowing			9 608	9 608	9 608	9 608
Consumer deposits			17 378	17 378	17 378	17 378
Trade and other payables			133 730	133 730	88 819	133 730
Provisions			29 649	29 649	29 649	29 649
Total current liabilities		–	**190 365**	**190 365**	**145 453**	**190 365**
Non current liabilities						
Borrowing			6 747	6 747	6 747	6 747
Provisions			163 445	163 445	163 445	163 445
Total non current liabilities		–	**170 192**	**170 192**	**170 192**	**170 192**
TOTAL LIABILITIES		–	**360 557**	**360 557**	**315 645**	**360 557**
NET ASSETS	2	–	**2 050 785**	**2 050 785**	**2 161 485**	**2 050 785**
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)			2 050 785	2 050 785	2 161 485	2 050 785
Reserves						
TOTAL COMMUNITY WEALTH/EQUITY	2	–	**2 050 785**	**2 050 785**	**2 161 485**	**2 050 785**

Explanatory notes to Table C6 – Budgeted Financial Position

i. The table represents Assets less Liabilities as Community Wealth. The order of items within each group is also aligned to the convention of showing items in order of liquidity; i.e. assets readily converted to cash or liabilities immediately required to be met from cash appear first.

ii. Any movement on the Budgeted Financial Performance or the Capital Budget will invariably impact on the Budgeted Financial Position.
For example, the collection rate assumption will impact on the cash position of the municipality and consequently inform the level of cash and cash equivalents at year end.
Similarly, the collection rate assumption informs the budget provision for bad debts. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as compliance assessment is directly informed by forecasting the statement of financial position.

Table C7 Monthly Budget Statement – Cash Flow – M01 July 2020

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			174 803	174 803	16 621	16 621	14 567	2 054	14%	174 803
Service charges			424 039	424 039	32 479	32 479	35 337	(2 857)	-8%	424 039
Other revenue			53 022	53 022	9 378	9 378	4 418	4 959	112%	53 022
Transfers and Subsidies - Operational			145 612	145 612	62 612	62 612	12 134	50 477	416%	145 612
Transfers and Subsidies - Capital			38 356	38 356	8 068	8 068	3 196	4 872	152%	38 356
Interest			18 957	18 957	457	457	1 580	(1 123)	-71%	18 957
Dividends							–	–		–
Payments										
Suppliers and employees			(815 350)	(815 350)	(132 813)	(132 813)	(67 946)	64 868	-95%	(815 350)
Finance charges			(1 388)	(1 388)	(143)	(143)	(116)	28	-24%	(1 388)
Transfers and Grants			(761)	(761)	–	–	(63)	(63)	100%	(761)
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	**37 290**	**37 290**	**(3 342)**	**(3 342)**	**3 108**	**6 450**	**208%**	**37 290**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								–		
Decrease (increase) in non-current receivables								–		
Decrease (increase) in non-current investments								–		
Payments										
Capital assets			(56 912)	(56 912)	–	–	(4 743)	(4 743)	100%	(56 912)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	**(56 912)**	**(56 912)**	**–**	**–**	**(4 743)**	**(4 743)**	**100%**	**(56 912)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits								–		
Payments										
Repayment of borrowing			(9 608)	(9 608)	(707)	(707)	(801)	(94)	12%	(9 608)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	**(9 608)**	**(9 608)**	**(707)**	**(707)**	**(801)**	**(94)**	**12%**	**(9 608)**
NET INCREASE/ (DECREASE) IN CASH HELD		–	**(29 230)**	**(29 230)**	**(4 049)**	**(4 049)**	**(2 436)**			**(29 230)**
Cash/cash equivalents at beginning:			76 328	76 328		141 032	76 328			141 032
Cash/cash equivalents at month/year end:		–	47 099	47 099		136 983	73 893			111 802

Explanatory notes to Table C7 – Budgeted Cash Flow Statement

i. The budgeted cash flow statement represents the first measurement in determining whether the budget is funded.

ii. It reflects the expected cash inflows versus outflows that are likely to result from the implementation of the budget.

Annexure "A5"

ANALYSIS OF THE MUNICIPALITY'S STATEMENT OF FINANCIAL POSITION

In this section the Municipality's Debtors, Creditors and Investments will be analysed. These components have a significant impact on the Municipality's financial position.

1. Overview of outstanding Consumer Debtors (Inclusive of VAT)

Below is an analysis of the outstanding consumer debtors as at 30 Jun 2020, compared to the position as at 31 July 2020.

Debtors' Age Analysis (Inclusive of VAT) as at 30 June 2020

Description	Budget Year 2019/20								
R thousands	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	10 490	2 322	2 227	2 043	1 790	1 597	8 488	26 445	55 403
Trade and Other Receivables from Exchange Transactions - Electricity	17 553	2 229	1 537	1 203	844	482	2 801	6 842	33 490
Receivables from Non-exchange Transactions - Property Rates	10 814	1 487	1 302	1 052	569	480	7 280	19 249	42 233
Receivables from Exchange Transactions - Waste Water Management	5 540	1 142	1 015	894	816	715	3 878	11 221	25 221
Receivables from Exchange Transactions - Waste Management	4 493	1 202	1 076	976	919	864	4 643	15 574	29 747
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–	–	–	–	–	–	–
Interest on Arrear Debtor Accounts	0	–	–	41	70	94	1 441	16 851	18 498
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–	–	–	–	–	–	–
Other	(14 234)	405	436	348	284	315	2 183	9 583	(679)
Total By Income Source	**34 657**	**8 787**	**7 594**	**6 557**	**5 292**	**4 547**	**30 714**	**105 766**	**203 914**
2018/19 - totals only									–
Debtors Age Analysis By Customer Group									
Organs of State	1 000	436	403	434	386	172	1 023	2 532	6 387
Commercial	5 371	662	586	506	260	150	658	3 227	11 420
Households	28 285	7 688	6 605	5 617	4 646	4 225	29 033	100 007	186 107
Other	–	–	–	–	–	–	–	–	–
Total By Customer Group	**34 657**	**8 787**	**7 594**	**6 557**	**5 292**	**4 547**	**30 714**	**105 766**	**203 914**

Debtors' Age Analysis (Inclusive of VAT) as at 31 July 2020

Description	Budget Year 2020/21								
R thousands	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	14 732	2 522	2 006	2 042	1 938	1 728	8 923	27 411	61 302
Trade and Other Receivables from Exchange Transactions - Electricity	26 331	2 035	1 534	1 240	1 051	741	2 961	6 903	42 796
Receivables from Non-exchange Transactions - Property Rates	69 603	1 464	1 120	1 061	882	504	7 141	19 276	101 049
Receivables from Exchange Transactions - Waste Water Management	7 943	1 173	937	929	845	786	4 042	11 681	28 335
Receivables from Exchange Transactions - Waste Management	5 047	1 190	1 077	1 010	941	895	4 785	16 225	31 170
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–	–	–	–	–	–	–
Interest on Arrear Debtor Accounts	70	44	37	36	69	93	1 467	17 344	19 160
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–	–	–	–	–	–	–
Other	(7 193)	452	348	403	327	269	2 238	9 764	6 607
Total By Income Source	**116 532**	**8 880**	**7 059**	**6 720**	**6 054**	**5 014**	**31 558**	**108 604**	**290 420**
2018/19 - totals only									–
Debtors Age Analysis By Customer Group									
Organs of State	3 696	486	416	371	403	348	1 137	2 549	9 407
Commercial	8 120	577	558	504	487	250	735	3 279	14 511
Households	104 716	7 816	6 085	5 844	5 163	4 416	29 685	102 776	266 502
Other	–	–	–	–	–	–	–	–	–
Total By Customer Group	**116 532**	**8 880**	**7 059**	**6 720**	**6 054**	**5 014**	**31 558**	**108 604**	**290 420**

The aforementioned analysis indicates that from 30 June 2020 to 31 July 2020, the overdue debts have increased from R 169,257 million to R 173,888 million, as follows:

R thousands	OVERDUE AMOUNTS AS AT		
Debtors Age Analysis By Income Source	**30-Jun-20**	**31-Jul-20**	**DIFFERENCE**
Trade and Other Receivables from Exchange Transactions - Water	44 912	46 570	1 658
Trade and Other Receivables from Exchange Transactions - Electricity	15 937	16 465	529
Receivables from Non-exchange Transactions - Property Rates	31 419	31 446	27
Receivables from Exchange Transactions - Waste Water Management	19 681	20 392	711
Receivables from Exchange Transactions - Waste Management	25 254	26 122	868
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–
Interest on Arrear Debtor Accounts	18 498	19 091	593
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–
Other	13 556	13 801	245
Total By Income Source	**169 257**	**173 888**	**4 631**
Debtors Age Analysis By Customer Group			–
Organs of State	5 386	5 710	324
Commercial	6 049	6 392	343
Households	157 822	161 786	3 964
Other	–	–	–
Total By Customer Group	**169 257**	**173 888**	**4 631**

2. Overview of Creditors position

Below is an analysis of the status of the major creditors

Description	Budget Year 2020/21								
R thousands	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Creditors Age Analysis By Customer Type									
Bulk Electricity	31 854								**31 854**
Bulk Water	194	–	0	–	0	1	10	(167)	**38**
PAYE deductions	3 727								**3 727**
VAT (output less input)									**–**
Pensions / Retirement deductions									**–**
Loan repayments									**–**
Trade Creditors	1 739	4 762	176	489	80	214	1 271	360	**9 092**
Auditor General									**–**
Other									**–**
Total By Customer Type	**37 513**	**4 762**	**177**	**489**	**80**	**215**	**1 281**	**193**	**44 711**

The above amounts represent invoices still to be paid. The major creditors as at 31 July 2020 are as follows:

Eskom	R 31,854 million
NMBM	R 0,038 million
PAYE	R 3,727 million
Other Creditors	R 9,092 million
TOTAL	**R 44,711 million**

It is to be noted that the Eskom amount of R 31,854 million, represents the current account for July 2020, which will be fully paid on 24 August 2020.

The PAYE deductions represent employee related costs for the month of July 2020, with the amounts in question being paid on 4 August 2020 to SARS.

3. Investment Portfolio

Below is an analysis of the Investment Portfolio as at 31 July 2020.

	Balance as at 30 June 2020	INVESTED	INTEREST	WITHDRAWN	CHARGES	Balance as at 31 July 2020
Standard Bank	11 052 012	-	32 793	-		11 084 805
ABSA	29 118 474	-	56 627	10 000 000	171	19 174 930
Nedbank	14 049 368	-	42 187	-		14 091 555
RMB	50 227 524	20 165 024	189 838	3 254 341		67 328 044
INVESTEC	17 846 936	-	55 105	-		17 902 041
Total	**122 294 314**	**20 165 024**	**376 550**	**- 13 254 341**	**- 171**	**129 581 375**
INVESTMENT	**Balance as at 30 June 2020**	**INVESTED**	**INTEREST**	**WITHDRAWN**	**CHARGES**	**Balance as at 31 July 2020**
General Account	74 231 786	165 024	187 320	12 264 268	171	62 319 691
Conditional Grants	48 054 952	20 000 000	189 208	990 073	-	67 254 087
Housing Funds	7 576	-	21	-	-	7 597
Total	**122 294 314**	**20 165 024**	**376 550**	**- 13 254 341**	**- 171**	**129 581 375**
Bank	18 737 370			- 11 335 864		7 401 507
Total	**141 031 684**	**20 165 024**	**376 550**	**- 24 590 205**	**- 171**	**136 982 882**

The decrease in the investment portfolio since 30 June 2020 amounts to R 4,048,802. The following analysis indicates the extent to which the investments are committed:

Cash backed Reserves

Bank Balances and Cash	R 7,401,506
Short-term Investment Deposits	R 129,581,375
	R 136,982,881

Application of Cash

Unspent Conditional Grants	44,108,115
Internally Generated Funds	23,302,955
Outstanding Creditors Liability	44,710,801
	112,121,871
Reserves in excess of commitments	**24,861,010**

The cash backed reserves exceed the commitments at this stage by an amount of R 24,861,010. It should be noted that the excess of reserves over commitments as at 31 July 2020, is mainly due to an amount of R 61,492 million in respect of the Equitable share allocation received on 07 July 2020, but not yet fully spent.

These funds are already committed towards spending in the 2020/21 Operating budget.

4. Allocation and Grants receipts and expenditure for the 20120/2021 financial year

Supporting Table SC6 Monthly Budget Statement – transfers and grant receipts – M01 July 2020

Description	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
RECEIPTS:								
Operating Transfers and Grants								
National Government:	**123 238**	**123 238**	**61 917**	**61 917**	**10 270**	**51 567**	**502,1%**	**123 238**
Operational Revenue:General Revenue:Equitable Share	119 105	119 105	61 492	61 492	9 925	51 567	519,5%	119 105
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	1 054	1 054			88			1 054
Local Government Financial Management Grant [Schedule 5B]	1 500	1 500			125			1 500
Municipal Infrastructure Grant [Schedule 5B]	1 579	1 579	425	425	132			1 579
Provincial Government:	**–**	**–**	**–**	**–**	**–**	**–**		**–**
Other transfers and grants [insert description]						–		–
District Municipality:	**3 815**	**3 815**	**695**	**695**	**318**	377	118,6%	**3 815**
Environmental Health			**695**	**695**	**–**	695	#DIV/0!	**–**
Other grant providers:	3 815	3 815			318	(318)	-100,0%	3 815
Other grant providers:	**–**	**–**	**–**	**–**	**–**	–		**–**
[insert description]						–		**–**
Total Operating Transfers and Grants	**127 053**	**127 053**	**62 612**	**62 612**	**10 588**	**51 944**	**490,6%**	**127 053**
Capital Transfers and Grants								
National Government:	36 391	36 391	8 068	8 068	3 033	5 036	**166,1%**	36 391
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	5 200	5 200			433	(433)	-100,0%	5 200
Municipal Infrastructure Grant [Schedule 5B]	29 999	29 999	8 068	8 068	2 500	5 568	222,7%	29 999
Municipal Disaster Relief Grant	1 192	1 192	–	–	99	(99)	-100,0%	1 192
Provincial Government:	**–**	**–**	**–**	**–**	**–**	–		**–**
[insert description]						–		**–**
District Municipality:	**1 965**	**1 965**	**–**	**–**	**164**	(164)	-100,0%	**1 965**
Other grant providers:	1 965	1 965			164	(164)	-100,0%	1 965
Other grant providers:	**–**	**–**	**–**	**–**	**–**	–		**–**
[insert description]						–		**–**
Total Capital Transfers and Grants	**38 356**	**38 356**	**8 068**	**8 068**	**3 196**	**4 872**	**152,4%**	**38 356**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	165 409	165 409	70 680	70 680	13 784	56 816	412,2%	165 409

Below is an analysis of the spending associated with the grants as at 31 July 2020:

Supporting Table SC7 Monthly Budget Statement – transfers and grants expenditure – M01 July 2020.

Description	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
EXPENDITURE								
Operating expenditure of Transfers and Grants								
National Government:	**123 238**	**123 238**	**61 990**	**61 990**	**10 270**	**51 720**	**503,6%**	**123 238**
Operational Revenue:General Revenue:Equitable Share	119 105	119 105	61 492	61 492	9 925	51 567	519,5%	119 105
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	1 054	1 054	295	295	88	207	235,3%	1 054
Local Government Financial Management Grant [Schedule 5B]	1 500	1 500	51	51	125	(74)	-59,3%	1 500
Municipal Infrastructure Grant [Schedule 5B]	1 579	1 579	153	153	132	21	16,2%	1 579
Provincial Government:	–	–	–	–	–	–		–
Other transfers and grants [insert description]						–		
District Municipality:	**3 815**	**3 815**	**38**	**38**	**318**	(280)	-88,1%	**3 815**
Environmental Health	3 815	3 815	38	38	318	(280)	-88,1%	3 815
Other grant providers:	–	–	–	–	–	–		–
[insert description]						–		
Total operating expenditure of Transfers and Grants:	**127 053**	**127 053**	**62 028**	**62 028**	**10 588**	**51 440**	**485,8%**	**127 053**
Capital expenditure of Transfers and Grants								
National Government:	36 391	36 391	–	–	3 033	(3 033)	**-100,0%**	36 391
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	5 200	5 200			433	(433)	-100,0%	5 200
Municipal Infrastructure Grant [Schedule 5B]	29 999	29 999			2 500	(2 500)	-100,0%	29 999
Municipal Disaster Relief Grant	1 192	1 192			99	(99)	-100,0%	1 192
Provincial Government:	–	–	–	–	–	–		–
0						–		
District Municipality:	**1 965**	**1 965**	**–**	**–**	**164**	(164)	-100,0%	**1 965**
Other grant providers:	1 965	1 965			164	(164)	-100,0%	1 965
Other grant providers:	–	–	–	–	–	–		–
0					–	–		
Total capital expenditure of Transfers and Grants	**38 356**	**38 356**	**–**	**–**	**3 196**	**(3 196)**	**-100,0%**	**38 356**
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS	**165 409**	**165 409**	**62 028**	**62 028**	**13 784**	**48 244**	**350,0%**	**165 409**

Note: The equitable share allocation is utilised to fund indigent household's subsidies granted to qualifying households, with the remainder being used to support the Municipality's operations

Grants received from National Government

DORA Operating Grants

Financial Management Grant (FMG)
The purpose of this grant is to promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act (MFMA).

DORA Allocation:	R 1,500,000
Amount of Grant Received:	R 0
Expenditure to date:	R 50,890
Overspent as at 31 July 2020:	R -50,890

Expanded Public Works Programme (EPWP)
The purpose of this grant is to provide Expanded Public Works Programme (EPWP) incentive funding to expand job creation efforts in specific focus areas, where labour intensive methods can be maximised.

DORA Allocation:	R 1,054,000
Amount of Grant Received:	R 264,000
Expenditure to date:	R 294,500
Overspent as at 31 July 2020:	R -30,500

DORA Capital Grants

Municipal Infrastructure Grant (MIG)
The purpose of this grant is to provide specific capital finance for eradicating basic municipal infrastructure backlogs.

DORA Allocation:	R 31,578,000
Amount of Grant Received:	R 8,493,000
Expenditure to date:	R 152,887
Unspent as at 31 July 2020:	R 8,340,113

The spending of the grant amounted to 1.80% as at 31 July 2020, compared to the amount of the grant received.

Integrated National Electrification Programme (INEP)
The purpose of this grant is to implement the Integrated National Electrification Programme (INEP) by providing capital subsidies to municipalities to address the electrification backlog of occupied residential dwellings, and the installation of bulk infrastructure.

Revised DORA Allocation:	R 5,200,000
Amount of Grant Received:	R 0
Expenditure to date:	R 0
Unspent as at 31 July 2020:	R 0

Municipal Disaster Relief Grant (MDRG)
The purpose of this grant is for disaster response and intervention measures to the municipality.

Revised DORA Allocation:	R 1,192,000
Amount of Grant Received:	R 0
Expenditure to date:	R 0
Unspent as at 31 July 2020:	R 0

5. Councillor and employee benefits

Below is an analysis of Councillor and employee benefits:

Table SC8 Monthly Budget Statement – Councillor and staff benefits – M01 July 2020

Summary of Employee and Councillor remuneration	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
	B	C						D
Councillors (Political Office Bearers plus Other)								
Basic Salaries and Wages	9 104	9 104	711	711	759	(48)	-6%	9 104
Medical Aid Contributions	–	–	8	8	–	8	#DIV/0!	–
Motor Vehicle Allowance	3 081	3 081	237	237	257	(20)	-8%	3 081
Cellphone Allowance	1 465	1 465	104	104	122	(19)	-15%	1 465
Sub Total - Councillors	**13 651**	**13 651**	**1 059**	**1 059**	**1 138**	**(78)**	**-7%**	**13 651**
Senior Managers of the Municipality								
Basic Salaries and Wages	8 253	8 253	488	488	688	(199)	-29%	8 253
Pension and UIF Contributions	24	24	9	9	2	7	368%	24
Medical Aid Contributions	–	–	4	4	–	4	#DIV/0!	–
Performance Bonus	180	180	–	–	15	(15)	-100%	180
Motor Vehicle Allowance	857	857	56	56	71	(15)	-22%	857
Cellphone Allowance	8	8	1	1	1	0	20%	8
Other benefits and allowances	55	55	1	1	5	(3)	-74%	55
Payments in lieu of leave	1 849	1 849	27	27	154	(128)	-83%	1 849
Sub Total - Senior Managers of Municipality	**11 226**	**11 226**	**587**	**587**	**936**	**(349)**	**-37%**	**11 226**
Other Municipal Staff								
Basic Salaries and Wages	198 870	198 870	15 728	15 728	16 573	(844)	-5%	198 870
Pension and UIF Contributions	31 286	31 286	2 677	2 677	2 607	70	3%	31 286
Medical Aid Contributions	16 124	16 124	1 380	1 380	1 344	36	3%	16 124
Overtime	30 944	30 944	2 542	2 542	2 579	(37)	-1%	30 944
Motor Vehicle Allowance	8 053	8 053	743	743	671	72	11%	8 053
Cellphone Allowance	1	1	–	–	0	(0)	-100%	1
Housing Allowances	1 058	1 058	73	73	88	(15)	-17%	1 058
Other benefits and allowances	31 481	31 481	749	749	2 623	(1 874)	-71%	31 481
Payments in lieu of leave	19	19	122	122	2	120	7488%	19
Long service awards	1 496	1 496	357	357	125	232	186%	1 496
Sub Total - Other Municipal Staff	**319 332**	**319 332**	**24 371**	**24 371**	**26 611**	**(2 240)**	**-8%**	**319 332**
Total Parent Municipality	**344 210**	**344 210**	**26 017**	**26 017**	**28 684**	**(2 667)**	**-9%**	**344 210**
TOTAL SALARY, ALLOWANCES & BENEFITS	**344 210**	**344 210**	**26 017**	**26 017**	**28 684**	**(2 667)**	**-9%**	**344 210**
TOTAL MANAGERS AND STAFF	**330 559**	**330 559**	**24 958**	**24 958**	**27 547**	**(2 589)**	**-9%**	**330 559**

6. Key performance indicators

The table below reflects the key performance indicators as per the 2019/20 Budget and the associated performance to date.

Borrowing Management		**Actuals as at 30 June 2017**	**Actuals as at 30 June 2018**	**Actuals as at 30 June 2019**	**Actuals as at 30 June 2020**	**Approved Budget 2020/21**	**Actuals as at 31 July 2020**
Capital Charges to Operating Expenditure	Interest & principal paid/Total Operating Expenditure	2.51%	1.78%	1.29%	1.23%	1.10%	1.27%
Borrowed funding of "own" capital expenditure	Borrowings/Capital expenditure excl. transfers & grants	0%	0%	0%	0%	0%	0%
Debt Servicing Costs to Operating Revenue	Debt Servicing Costs / Total Operating Revenue - Conditional Grants	0.03	0.02	0.01	0.01	0.01	0.00
Liquidity							
Current Ratio	Current assets / current liabilities	0.85	0.97	1.58	1.44	0.96	1.70
Liquidity Ratio	Monetary assets / current liabilities	0.40	0.47	0.75	0.87	0.25	0.94
Revenue Management							
Annual Debtors Collection Rate	Billed Revenue / Receipted Revenue	95.81%	90.73%	97,62%	95.42%	85%	108.64%

Other indicators		Actuals as at 30 June 2017	Actuals as at 30 June 2018	Actuals as at 30 June 2019	Actuals as at 30 June 2020	Approved Budget 2020/21	Actuals as at 31 July 2020
Cost coverage	(Cash and cash equivalents - Unspent Conditional Grants - Overdraft) + Short term investment)/monthly fixed operational expenditure excluding (depreciation, amortisation, provision for bad debts, impairment and loss on disposal of assets)	1.62	1.73	1.90	2.02	0.69	1.36
Employee Costs	Employee Costs / Total Operating Expenditure	33.39%	33.21%	33.39%	35.87%	33.82%	37.23%
Capital Expenditure	Capital Expenditure / Capital Budget	72.92%	72.98%	44.59%	75.33%	95%	0%
Repairs and Maintenance as % of Total Operating Expenditure	Repairs and Maintenance / Total Operating Expenditure	4.94%	3.82%	5.63%	5.99%	3.34%	1.34%
Repairs and Maintenance as % of PPE (Book Value)	Repairs and Maintenance / Net PPE	1.65%	1.41%	2.29%	2.46%	1.68%	0.05%
Own Revenue Sources / Total Operating Revenue (Including operating grants)	Own Revenue Sources / Total Operating Revenue (Including Conditional Grants)	78.69%	80.22%	75.36%	83.61%	83.93%	67.11%

The above table is discussed in detail below.

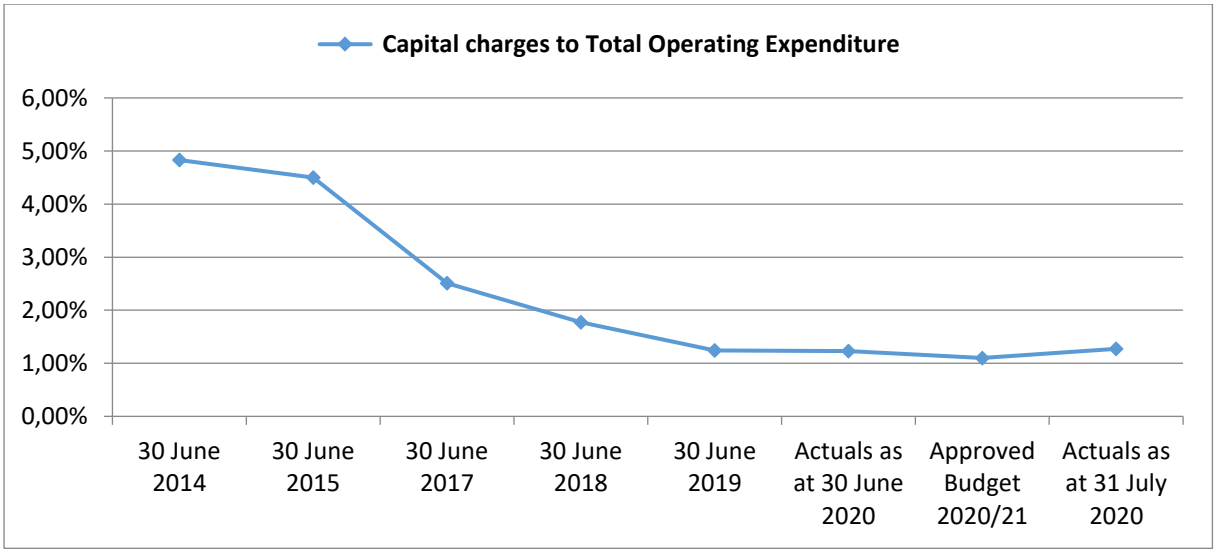
5.1. Borrowing Management

5.1.1. Capital charges to Operating Expenditure

The Ratio indicates the cost required to service the borrowing. It assesses the Borrowing or Payment obligation expressed as percentage of Total Operating Expenditure.

Capital charges/Total Operating Expenditure to date

The ratio indicates that 1.27% of the Total Operating Expenditure was utilised for capital charges as at 31 July 2020, compared to the approved budget ratio of 1,10%.



5.1.2. Borrowed funding of capital expenditure

This ratio indicates the proportion of borrowed funding to actual capital expenditure to date (excluding transfers and grants). The ratio also indicates the extent of capital expenditure being financed from borrowed funding compared to own and other funding sources, excluding transfers and grant funded expenditure.

The ratio is determined as follows:

Capital expenditure funded from Borrowings/Total Capital Expenditure to date (excluding transfers and grants)

The ratio is 0% as no capital expenditure was funded from borrowings, which is in line with the budgeted target as per the 2020/21 Operating Budget as no borrowing is planned for the 2020/21 to 2022/23 financial years.

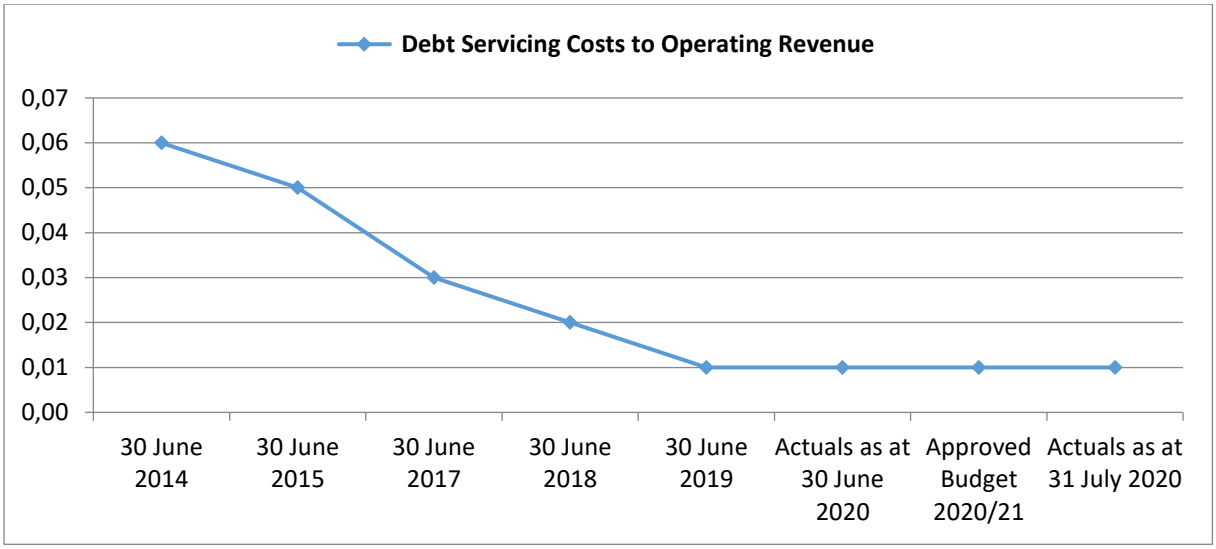
5.1.3. Debt Servicing Costs to Operating Revenue Ratio

This ratio indicates the proportion of debt servicing costs (interest and principal paid on borrowing) to actual operating revenue to date.

The ratio is determined as follows:

Debt Servicing Costs/Operating Revenue

As at 31 July 2020, the ratio was 0.0:1, compared to the approved budget ratio of 0.01:1.



5.2. Liquidity

5.2.1. Current ratio

The Ratio assesses the Municipality's ability to meet its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables etc.).

The ratio is determined as follows:

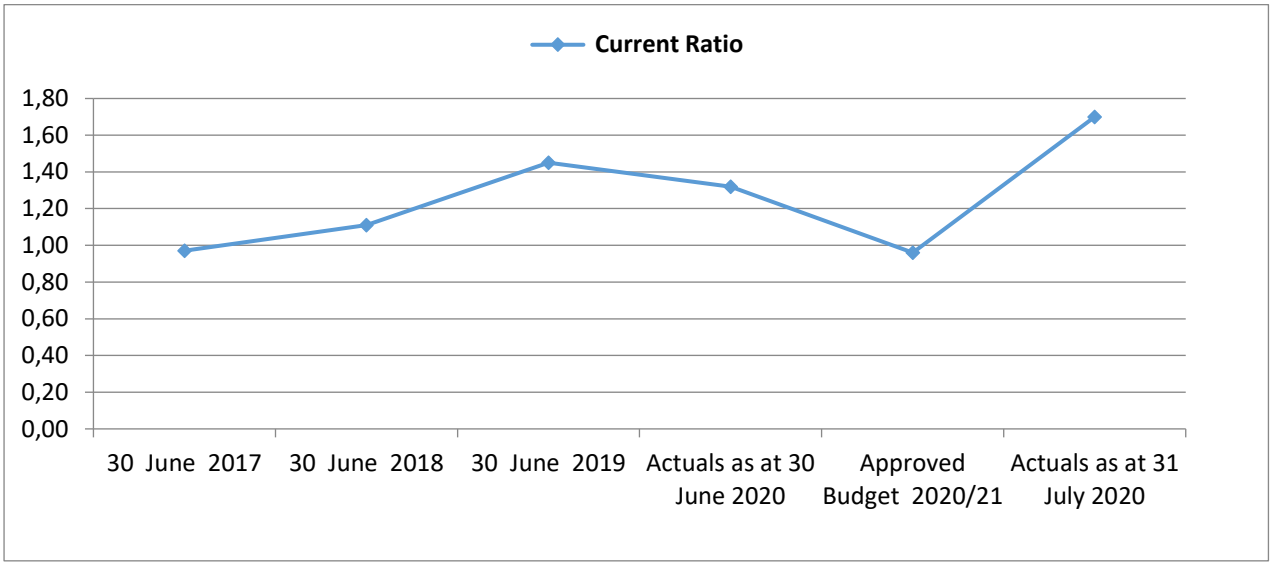
Current assets/Current liabilities

The ratio as at 31 July 2020 was 1.70:1, compared to the approved budget ratio of 0.96:1.

In terms of the MFMA Circular No. 71, the norm is 1.5:1 to 2:1

The higher the current Ratio, the stronger the Municipality's financial capacity to meet its current obligations.

A ratio of below 1:1 would suggest that the Municipality would be unable to meet all of its current obligations as and when they fall due.



5.2.2. Liquidity Ratio

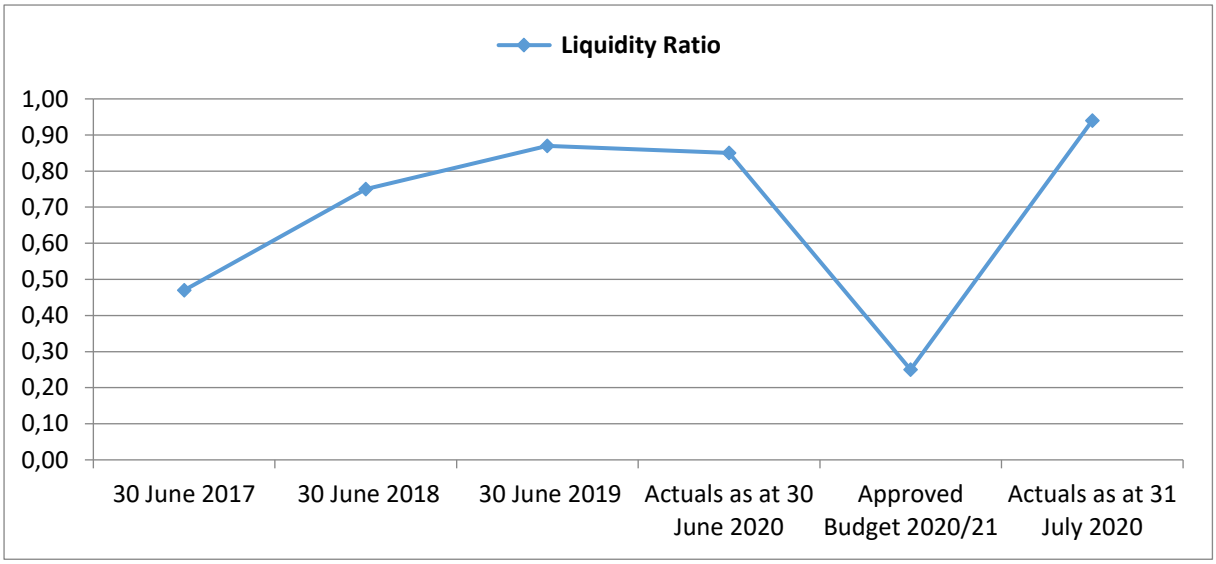
The liquidity ratio assesses a Municipality's ability to meet its short-term commitments from Monetary Assets.

The ratio is determined as follows:

Monetary assets/Current liabilities

A favourable ratio would ensure that the Municipality is able to settle its short-term commitments from monetary assets. The liquidity ratio as at 31 July 2020 was 0.94:1, compared to the budgeted ratio of 0.25:1.

The liquidity ratio is of the utmost importance to measure the financial liquidity and sustainability of the municipality.



5.3. Revenue Management

5.3.1. Annual Debtors Collection Rate

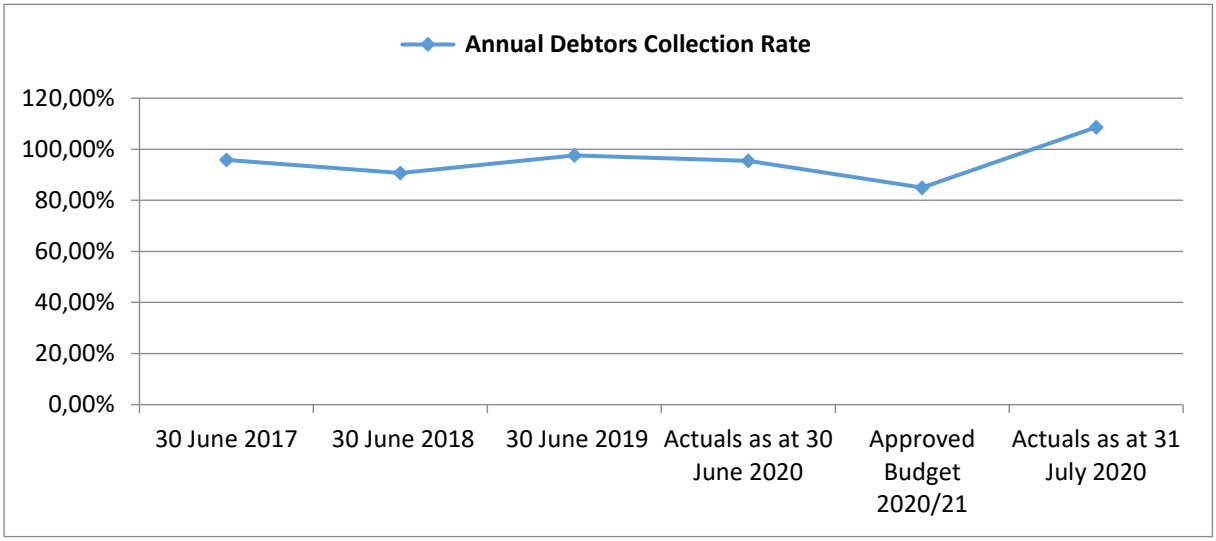
This ratio assesses the actual cash collected, compared to the monetary value of the municipal accounts rendered for municipal rates and services.

The ratio to determine the percentage collection rate is as follows:

Total Payments Received in Current month/Total Value of Accounts Rendered in the Previous Month X 100

Note: the reason for using the previous month's billing is due to the accounts only being payable the following month (i.e. accountholders are given one calendar month to pay their current accounts).

The average collection rate as at 31 July 2020 was 108.64%, compared to the approved budget collection rate of 85%. The actual collection rate for July is 108.64%. The collection rates have been calculated, based on the revenue receipted, compared to the revenue billed on a month – to - month basis.



5.4. Other indicators

5.4.1. Cost coverage

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue, during that particular month.

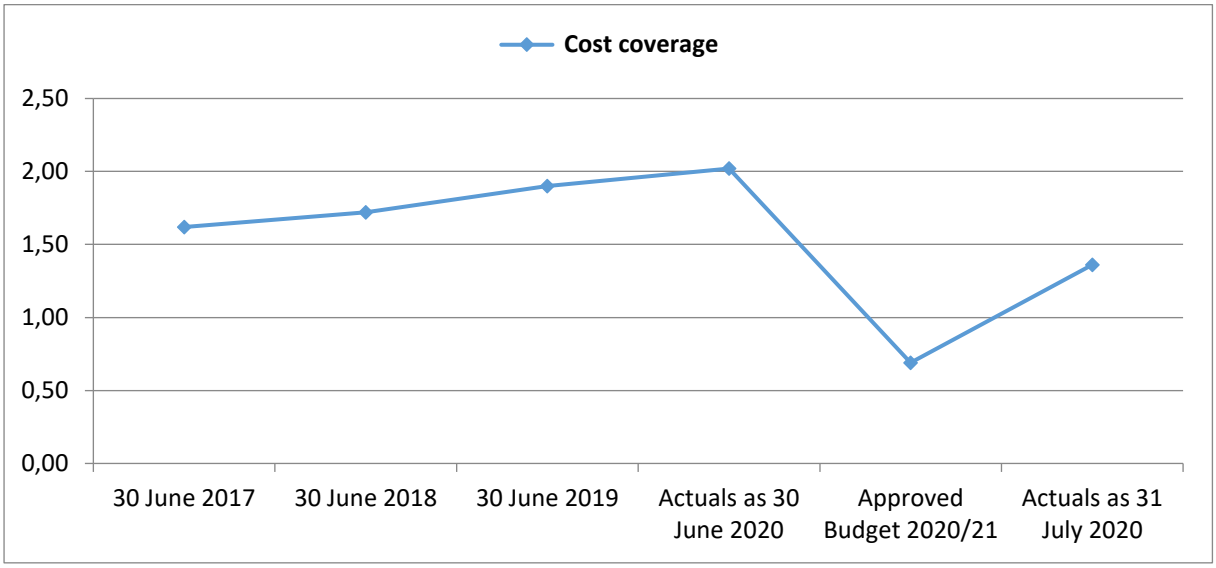
The Ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal day-to-day operational expenditure, but rather reserved for Grant related expenditure.

The ratio is determined as follows:

Cash and cash equivalents – unspent conditional grants – overdraft + short-term investments/ monthly fixed operational expenditure excluding (depreciation, amortisation, provisions for bad debts, impairment and loss on the disposal of assets)

As at 31 July 2020, the Ratio was 1.36 months, compared to the approved budget ratio of 0.69 months.

In terms of MFMA Circular No. 71, the norm is 1 month to 3 months.



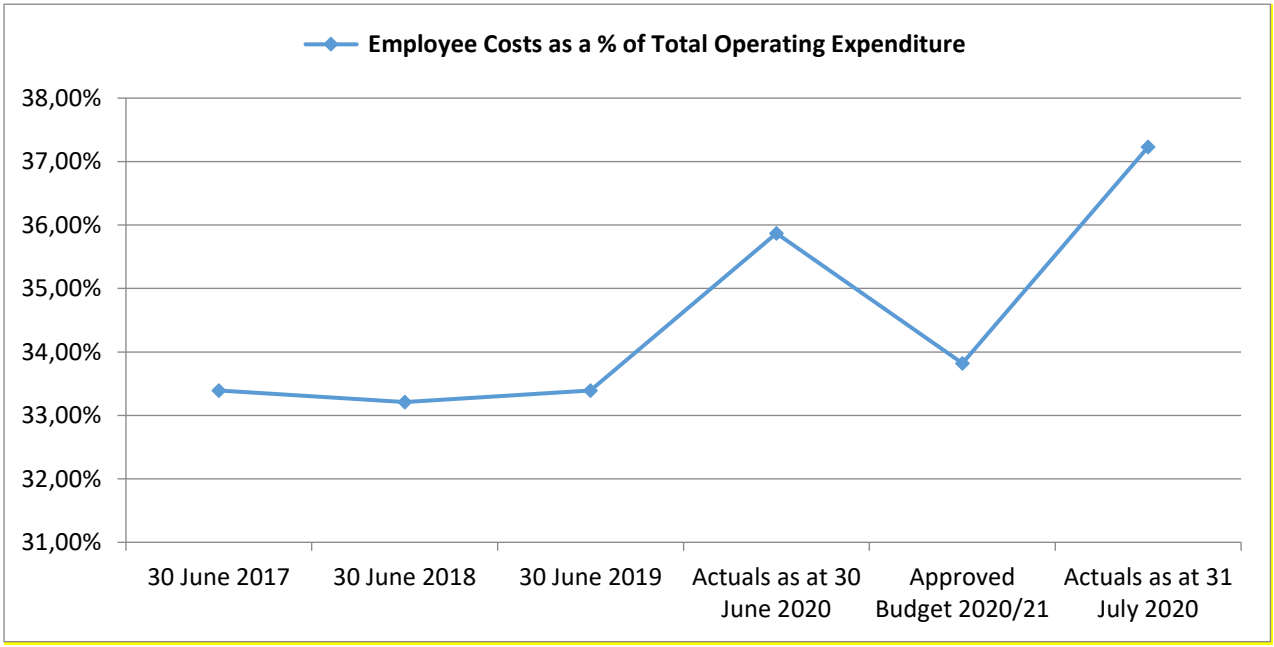
5.4.2. Employee costs as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the employment of human resources.

The ratio is determined as follows:

Employee Costs to date/Total Operating Expenditure to Date

As at 31 July 2020, Employee Related Costs constituted 37.23% of the Total Operating Expenditure compared to the approved budget ratio 33,82%.



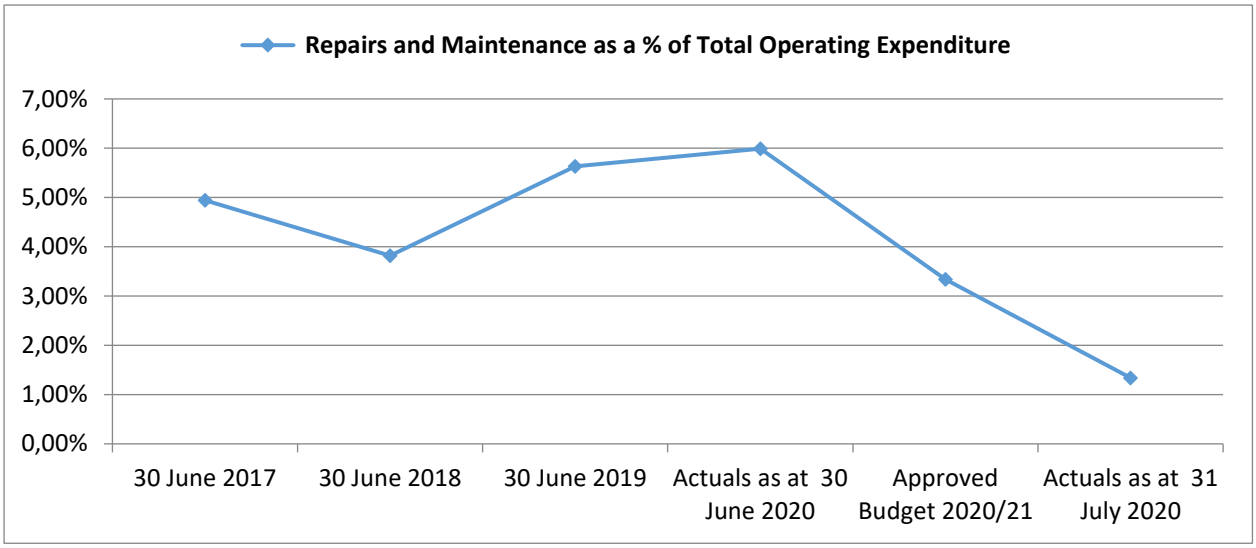
5.4.3. Repairs and Maintenance as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the repairs and maintenance of its assets.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Total Operating Expenditure to date

As at 31 July 2020, the ratio was 1.34%, compared to the approved budget ratio of 3.34%.



5.4.4. Repairs and Maintenance as a % of the book value of Property, Plant and Equipment (PPE)

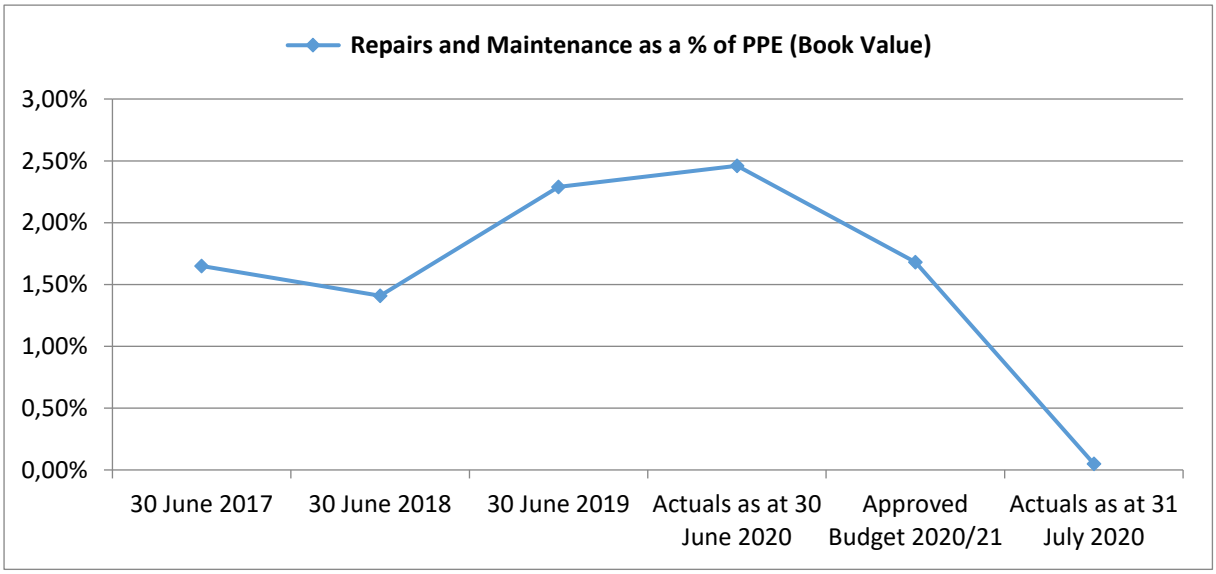
The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to minimise breakdowns and interruptions in service delivery.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Book value of PPE to date

As at 31 July 2020, repairs and maintenance expenditure constituted 0.05% of the book value of PPE, compared to the budgeted ratio of 1.68%.

In terms of the MFMA Circular No.71, the norm is 8%.



5.4.5. Own Revenue Generation

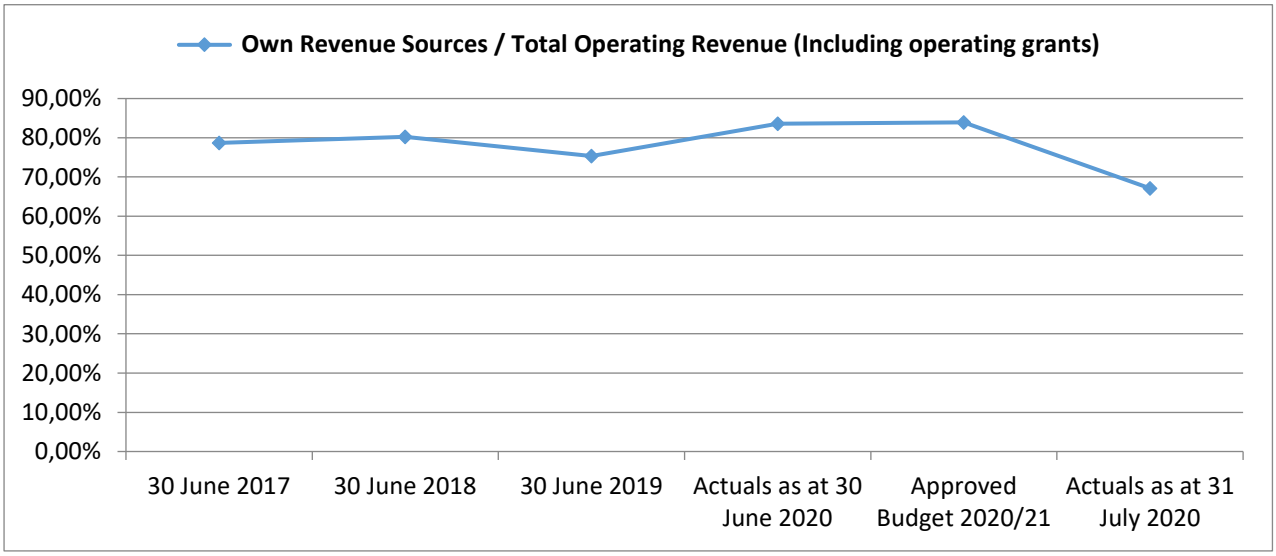
This ratio measures the extent to which the Municipality has control over its revenue sources, i.e. what percentage of its revenue is generated locally. The higher the

ratio, the less reliant a Municipality is on Provincial and National Government to support its operations.

The ratio is determined as follows:

Own Revenue Sources / Total Operating Income (includes operating grants)

As at 31 July 2020, the Municipality's own revenue sources constituted 67.11% of its total Operating Income, compared to the approved budget ratio of 83.93%.



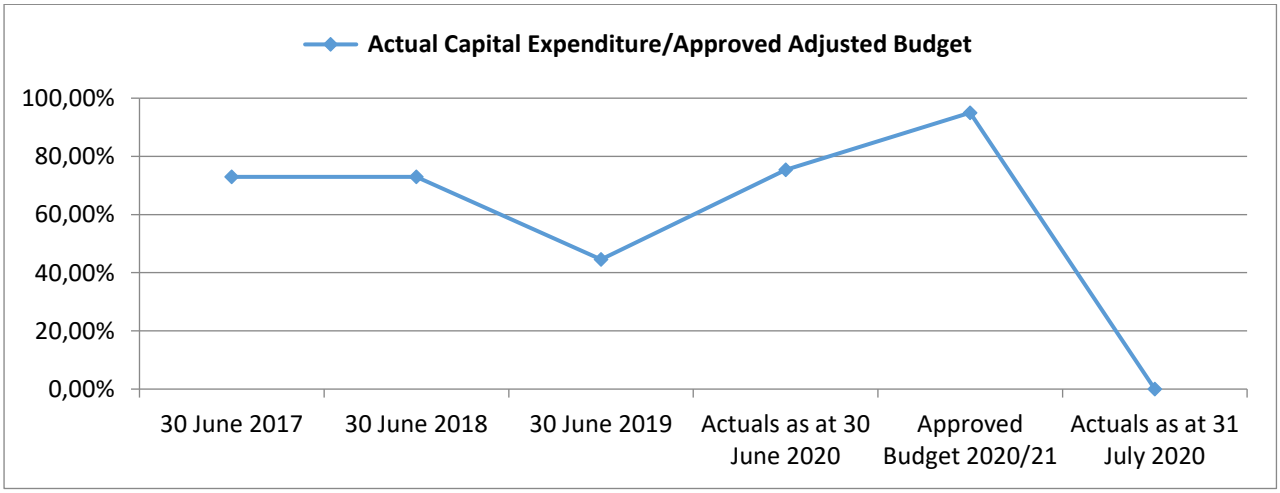
5.4.6. Capital Budget Spending

This ratio assesses the level of actual capital spending, compared to the budgeted capital expenditure.

The ratio is determined as follows:

Actual Capital spending / Approved Capital Budget

The actual spending as at the end of July 2020 amounted to 0% compared to the approved budget ratio of 95%.



KOUGA MUNICIPALITY (EC108)

ORDINARY COINCIL MEETING

FINANCE

DATE: 29 OCTOBER 20 **ITEM NO: 20/10/F11**

MONTHLY BUDGET STATEMENTS FOR THE PERIOD JULY 2020 TO AUGUST 2020 AND FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY AS AT 31 AUGUST 2020 (2020/21 FINANCIAL YEAR)

1. Purpose

This report is submitted in compliance with Section 71(1) of the Municipal Finance Management Act (MFMA) and the Municipal Budget and Reporting Regulations (MBRR).

2. Legislative Requirements

The Municipality is required to assess on an ongoing basis whether it collects sufficient revenue to meet its commitments, such as paying Employees, Councillors, Eskom, Nelson Mandela Bay Municipality, service providers etc.

In accordance with Section 71(1) of the MFMA, the Accounting officer must by no later than 10 working days after the end of each month, submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget.

In accordance with regulation 28 of the MBRR, the monthly budget statements of a municipality must be in the format specified in Schedule C.

3. Executive Summary

This report provides a balanced and consolidated financial performance overview to assist the Executive Mayor in his oversight role.

An analysis of the financial position and performance was undertaken to determine the relative financial strength and liquidity of the Municipality. This was complemented by analysing the cash flow position, the investment portfolio, ratios, the operating and capital budget performance for the months of August 2020, so as to facilitate an informed assessment of the relative liquidity and financial position of the Municipality.

The financial performance highlights are as follows:

- Operating revenue amounted to R 245,181 million, whilst operating expenditure amounted to R 141,201 million, resulting in an operating surplus of R 103,980 million.
- Capital expenditure constituted 3.19%% of the 2020/21 Capital Budget.
- Overdue consumer debts increased by R 8,982 million (5.31%) since June 2020.

- An amount of R 41,263 million is owing to creditors, of which R 38,441 million (93.16%) represents current creditors. Currently all outstanding creditors are not reflected on the creditors age analysis.
- The municipality's investment portfolio has increased by R 189,740 (0.13%) since June 2020, from R 141,031,684 to R 141,221,424.

The following key financial ratios are monitored on an on-going basis:

Ratio	Actuals as at 30 June 2018	Actuals as at 30 June 2019	Actuals as at 30 June 2020	Actuals as at 31 August 2019	Actuals as at 31 August 2020	Approved Budget 2020/21
Current Ratio	1.58:1	1.31:1	1.32:1	3.31:1	1.69:1	0.96:1
Liquidity Ratio	0.75:1	0.84:1	0.85:1	2.51:1	0.99:1	0.25:1
Cost Coverage (Excluding unspent conditional grants)	1.73 Months	1.97 Months	2.02 Months	4.32 Months	1.42 Months	0.69 Months
Debtors Collection Rate	90.73%	97.62%	95.42%	72.33%	66.39%	85%
Capital Expenditure	72.92%	73.82%	75.33%	5.87%	3.19%	95%

4. Detailed Reports

In order to comply with Schedule C of the Municipal Budget and Reporting Regulations, the following detailed schedules are attached for the period, ending 31 August 2020:

Annexure "A1" – Operating Revenue and Expenditure Performance

Annexure "A2" - Capital Budget Performance

Annexure "A3"- Projected Cash Flow Statement

Annexure "A4" – Municipal Monthly Budget Tables

Annexure "A5"- Analysis of Municipality's Statement of Financial Performance

vii. Overview of Outstanding Consumer Debtors
viii. Overview of Creditors position
ix. Investment portfolio
x. Grants receipts and Expenditure
xi. Councillors & Employee benefits
xii. Key performance Indicators

5. Recommendation

5.1 That the Executive Mayor notes the Municipal Manager's report on the monthly budget statements, in accordance with Section 71(1) of the Municipal Finance Management Act.

5.2 That the monthly budget statements accordingly be submitted to Provincial Treasury as stipulated in Section 71(1) of the MFMA.

Drafted by Manager Budget & Treasury: Mr S Abrahams

Approved by CFO:

Mr. R Lorgat: .....

Endorsed by Municipal Manager: Mr. C Du Plessis

Noted by Portfolio Councillor: .....

(no signature at the time of distribution)

Annexure "A1"

OVERVIEW OF OPERATING REVENUE AND EXPENDITURE PERFORMANCE FOR THE PERIOD OF JULY TO AUGUST 2020.

Below is an analysis of the operating revenue and expenditure performance

Description	Budget Year 2020/21		
	Adjusted Budget	Actuals as at 31 August 2020	%
R thousands			
Revenue By Source			
Property rates	205 650	86 514	42.07%
Service charges - electricity revenue	291 625	50 072	17.17%
Service charges - water revenue	81 846	15 174	18.54%
Service charges - sanitation revenue	53 555	10 242	19.12%
Service charges - refuse revenue	54 690	10 478	19.16%
Rental of facilities and equipment	4 083	130	3.17%
Interest earned - external investments	13 013	481	3.70%
Interest earned - outstanding debtors	6 993	765	10.94%
Fines, penalties and forfeits	6 685	92	1.38%
Licences and permits	20 714	4 645	22.43%
Transfers and subsidies	145 612	64 667	44.41%
Other revenue	21 540	1 921	8.92%
Total Revenue (excluding capital transfers and contributions)	**906 005**	**245 181**	**27.06%**
Expenditure By Type			
Employee related costs	336 974	49 356	14.65%
Remuneration of councillors	13 651	2 121	15.54%
Debt impairment	89 573	–	0.00%
Depreciation & asset impairment	89 271	12 254	13.73%
Finance charges	1 388	282	20.30%
Bulk purchases	279 744	59 429	21.24%
Other materials	26 059	2 980	11.43%
Contracted services	60 352	5 607	9.29%
Transfers and subsidies	761	–	0.00%
Other expenditure	98 571	9 172	9.31%
Total Expenditure	**996 342**	**141 201**	**14.17%**
Surplus/(Deficit)	**(90 337)**	**103 980**	

The statement of financial performance indicates a surplus of R 103,980 million.

Below is a discussion of the significant revenue variations:

Revenue Variations

Property Rates

As at 31 August 2020, the Municipality has recognised 42.07% of its property rates revenue, compared to the budget. This is influenced by annual property rates raised in July 2020.

Rental of Facilities

This relates to the rental of municipal buildings, community halls and other municipal facilities. The revenue is influenced by the extent of rental agreements.

Interest earned - external investments

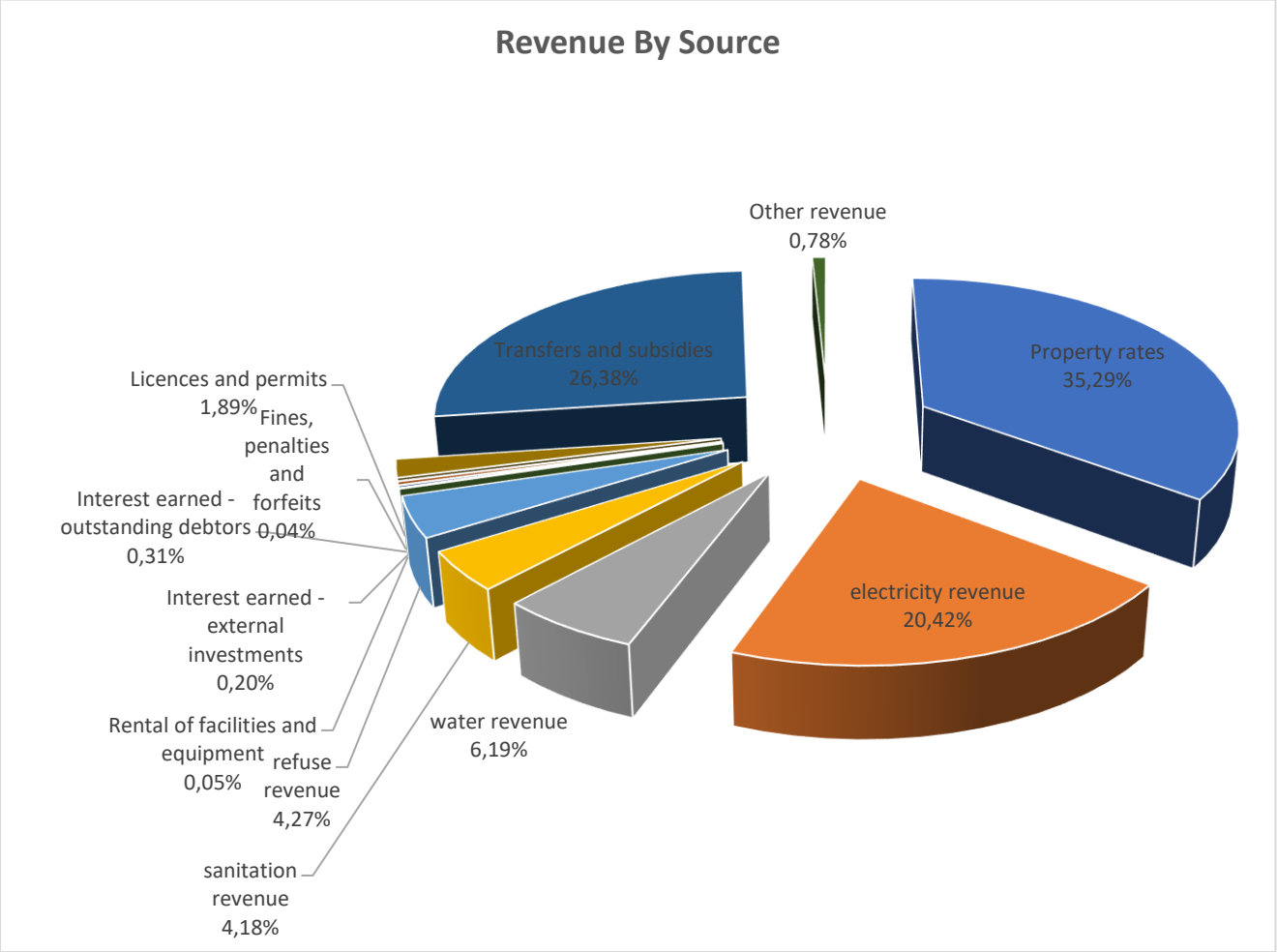
Interest earned on external investments is largely influenced by the municipality's investment portfolio. Currently the investment portfolio amounts to R 141,221 million.

Fines, penalties and forfeits

Fines, penalties and forfeits are largely influenced by the lower than anticipated revenue from traffic fines.

Transfers and Subsidies

Transfers and subsidies received mainly represents the Equitable Share Allocation in the amount of R 61,492 million.



Expenditure Variations

Bad Debts

Bad debts are written off upon Council approval.

Bulk purchases

Item Description	Approved Budget 2020/21	Actuals as at 31 August 2020	%
Bulk purchases - Electricity	246 173 454	57 819 435	23.49%
Bulk purchases - Water	33 570 286	1 609 941	4.80%
	279 743 740	**59 429 376**	**21.24%**

Transfers and subsidies

Transfers and subsidies relate to grant-in-aid given by the municipality to various non-profit organizations, in line with the Council approved grant-in-aid policy.

Contracted Services

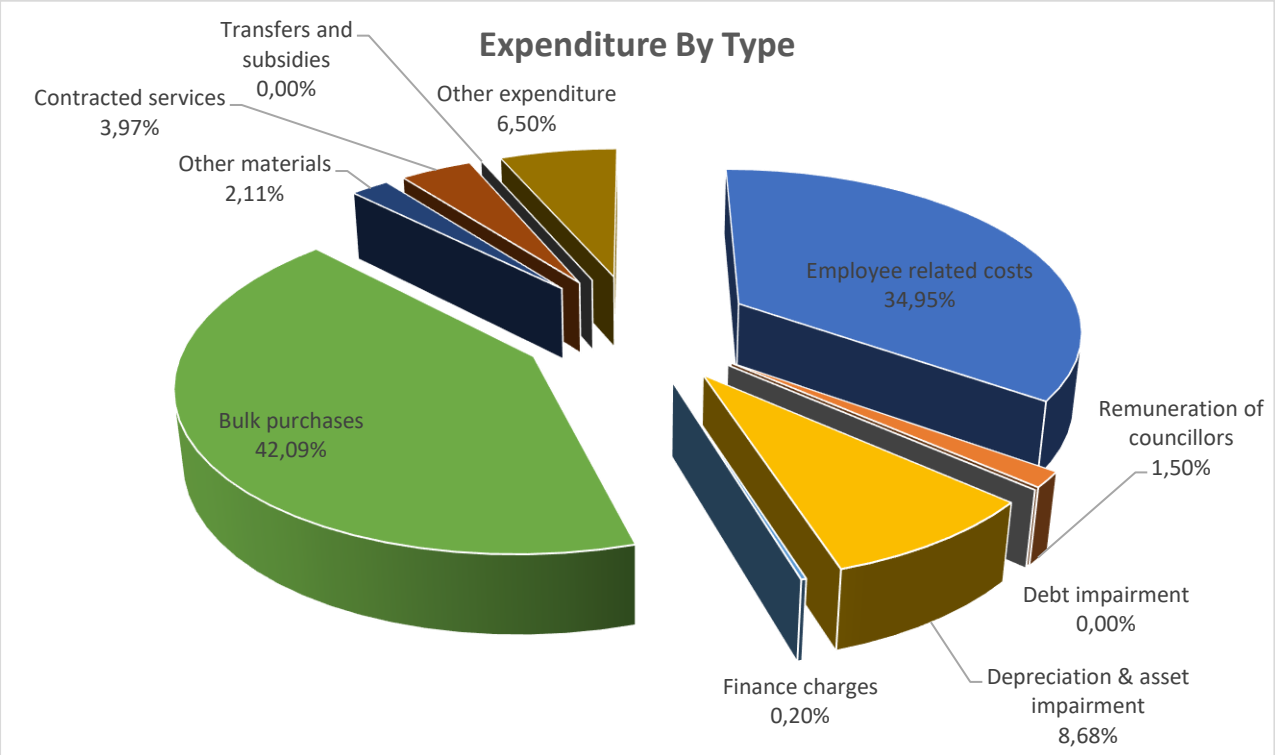
Contracted services mostly relate to outsourced work, in relation to the maintenance of municipal infrastructure assets and includes consultation fees.

The contracted services are broken down as follows:

Item Description	Adjusted Budget 2020/21	Actuals as at 31 August 2020	%
Consultants and Professional Services	9 817 119	-	0.00%
Drivers Licence Cards	850 000	-	0.00%
Transport Services	397 556	1 800	0.45%
Dune Stabilisation	3 659 604	2 608 696	71.28%
Valuer	2 082 451	4 300	0.21%
Other Contracted Services	1 420 011	62 650	4.41%
Legal Advice and Litigation	2 449 703	5 230	0.21%
Maintenance of Buildings and Facilities	4 148 303	168 435	4.06%
Catering Services	457 385	2 080	0.45%
Maintenance of Vehicles	7 038 120	681 641	9.68%
Qualification Verification	800 000	204 100	25.51%
Maintenance of Water Infrastructure	1 653 900	57 285	3.46%
Maintenance of Equipment	619 275	2 468	0.40%
Burial Services	202 250	-	0.00%
Roads Maintenance	5 000 000	740 136	14.80%
Medical Health Services & Support	600 000	168 819	28.14%
Maintenance of Electrical Infrastructure	2 266 032	53 708	2.37%
Maintenance of Sanitation Infrastructure	1 339 000	278 009	20.76%
Laboratory Services:Water	702 408	-	0.00%
Special Rating Area	7 350 000	506 193	6.89%
Internal Auditors	450 000	-	0.00%
Legal Cost:Collection	1 250 000	-	0.00%
Security Services	1 739 147	4 646	0.27%
Occupational Health and Safety	73 150	-	0.00%
Animal Care	400 000	-	0.00%
Personnel and Labour	1 054 000	-	0.00%
Professional Staff	482 230	28 500	5.91%
Employee Wellness	250 000	28 127	11.25%
Call Centre	250 000	-	0.00%
Clearing and Grass Cutting Services	350 000	-	0.00%
Litter Picking and Street Cleaning	1 200 000	-	0.00%
Total	**60 351 644**	**5 606 823**	**9.29%**

The other expenditure is broken down as follows:

Item Description	Adjusted Budget 2020/21	Actuals as at 31 August 2020	%
Bank Charges	999 180	103 312	10.34%
Other	4 910 296	6 422	0.13%
Air Transport	360 700	-	0.00%
Uniform and Protective Clothing	4 239 285	203 132	4.79%
Signage	628 730	3 784	0.60%
Vehicle Tracking	619 329	94 771	15.30%
Accommodation	693 900	-	0.00%
Leases:Other Assets	4 245 514	758 496	17.87%
Software Licences	3 917 205	162 170	4.14%
Printing, Publications and Books	1 333 848	61 962	4.65%
Cellular Contract (Subscription and Calls)	1 727 723	217 908	12.61%
Claims paid to Third Parties	274 835	1 216	0.44%
External Audit Fees	4 500 000	1 094	0.02%
Tenders	940 000	-	0.00%
Gifts and Promotional Items	213 465	1 578	0.74%
Registration Fees:Professional and Regulatory Bodies	730 320	27 382	3.75%
Leases:Machinery and Equipment	274 822	-	0.00%
Insurance Claims	3 164 901	- 3 000	-0.09%
Workmen''s Compensation Fund	1 594 581	180 284	11.31%
Leases:Furniture and Office Equipment	6 608 585	428 148	6.48%
Postage/Stamps/Franking Machines	1 483 156	100 011	6.74%
Advertising, Publicity and Marketing	300 000	-	0.00%
Achievements and Awards	1 260 500	2 000	0.16%
Own Transport	628 750	21 388	3.40%
Motor Vehicle Licence and Registrations	761 289	110 738	14.55%
Skills Development Fund Levy	1 760 001	-	0.00%
Storage of Files (Archiving)	500 000	-	0.00%
Staff Recruitment	200 000	-	0.00%
Hire Charges	14 906 860	2 253 454	15.12%
Non-employees	322 000	6 957	2.16%
Municipal Services	11 468 404	2 787 834	24.31%
Leases:Computer Equipment	120 000	-	0.00%
Insurance Underwriting:Premiums	5 655 503	-	0.00%
Registration Fees:Seminars, Conferences, Workshops	1 436 100	1 390	0.10%
External Computer Service:Internet Charge	4 288 705	663 475	15.47%
Bargaining Council	3 040 340	-	0.00%
Third Party Vendors	5 112 212	482 240	9.43%
Remuneration to Ward Committees	3 000 000	494 175	16.47%
Telephone, Fax, Telegraph and Telex	100 000	-	0.00%
Supplier Development Programme	250 000	-	0.00%
Total	**98 571 039**	**9 172 321**	**9.31%**


Expenditure By Type
Transfers and subsidies 0,00%
Other expenditure 6,50%
Contracted services 3,97%
Other materials 2,11%
Bulk purchases 42,09%
Employee related costs 34,95%
Remuneration of councillors 1,50%
Debt impairment 0,00%
Depreciation & asset impairment 8,68%
Finance charges 0,20%

Repairs and Maintenance

Below is an analysis of actual repairs and maintenance expenditure, compared to the 2020/21 Approved Budget.

Item Description	Budget Year 2020/21		
	Adjusted Budget	Actuals as at 31 August 2020	%
Maintenance of Equipment	476 850	18 105	3.80%
Maintenance of Vehicles	7 530 931	858 378	11.40%
Maintenance of Buildings and Facilities	4 944 198	199 320	4.03%
Maintenance of Water Infrastructure	4 932 575	397 416	8.06%
Roads Maintenance	5 049 000	740 136	14.66%
Consultants and Professional Services	60 000	-	0.00%
Sport and Recreation Facilities	328 450	24 078	7.33%
Maintenance of Electrical Infrastructure	5 253 220	673 895	12.83%
Maintenance of Sanitation Infrastructure	2 696 403	455 258	16.88%
Hire Charges	1 233 306	131 605	10.67%
Other Contracted Services	267 519	-	0.00%
Total	**32 772 452**	**3 498 191**	**10.67%**

It is to be noted that actual repairs and maintenance expenditure constituted 10.67% of the 2020/21 Approved Budget.

Annexure "A2"

CAPITAL BUDET PERFORMANCE

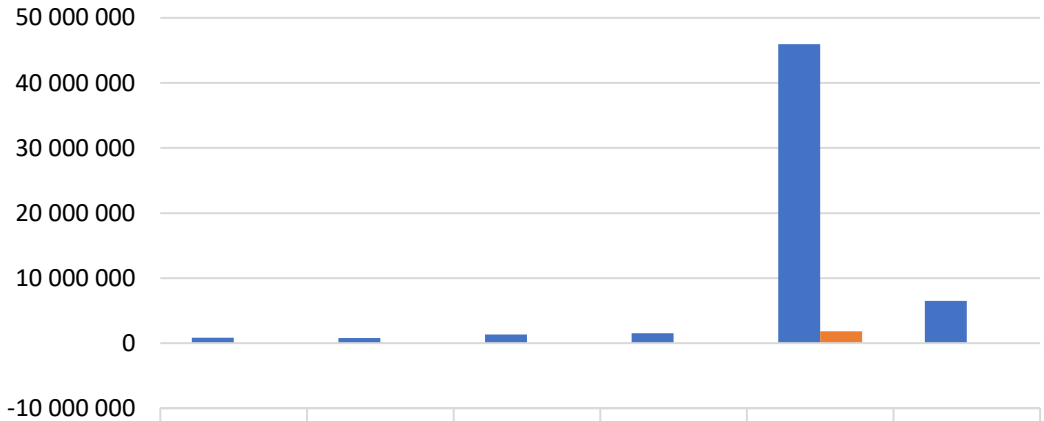
Below is an analysis of the capital expenditure compared to the 2020/21 Approved Capital Budget.

Project Description	Funding	Adjusted Budget 2020/21	Actuals as at 31 August 2020	%
Executive & Council				
Computer Equipment	Internal	85 000	-	0.00%
Ward councilors Capital project	Internal	750 000	-	0.00%
		835 000	**-**	**0.00%**
Corporate Services				
EDMS	Internal	799 455	-	0.00%
Computer Software and Applications	Internal	250 000	-	0.00%
Computer Equipment	Internal	200 000	-	0.00%
Fencing of municipal building	Internal	100 000	-	0.00%
		1 349 455	**-**	**0.00%**
Finance				
Computer Equipment	Internal	200 000	-	0.00%
Furniture and equipment	Internal	-	- 22 167	0.00%
Cibex Software	Internal	600 000	-	0.00%
		800 000	**- 22 167**	**-2.77%**
Planning, Development and Tourism				
Land acquisition housing projects	Internal	360 000	-	0.00%
Computer Software and Applications	Internal	315 000	-	0.00%
Vehicles	Internal	399 999	-	0.00%
Computer Equipment	Internal	30 000	-	0.00%
Restoration of Fisherman Grave Site	Internal	100 000	-	0.00%
Kouga Business Support Centre	Internal	300 000	-	0.00%
Sanitation Infrastructure:Waste Water Treatment Wo	Distr	1	-	0.00%
		1 505 000	**-**	**0.00%**
Community Services				
Vehicle	Internal	1 325 000	-	0.00%
Vehicle	Distr	1 965 100	-	0.00%
Jack Hammer and water pump	Internal	250 000	-	0.00%
Kouga Skip Bins	Internal	200 000	-	0.00%
Machinery and Equipment (Security Cameras System)	Internal	750 000	-	0.00%
Fleet Management	Internal	100 000	-	0.00%
Machinery and Equipment	Internal	278 500	-	0.00%
Computer Equipment	Internal	30 000	-	0.00%
Upgrading of Sports Facilities	Internal	-	- 696	0.00%
Fencing Humansdorp Fire Station	Internal	200 000	-	0.00%
Upgrading of Pellsrus, Kabeljous, Cape St Francis	Internal	150 000	-	0.00%
Fencing Community Hall	Internal	200 000	-	0.00%
Covid-19 Wheelie Bins	MDRG	1 036 522	-	0.00%
		6 485 122	**- 696**	**-0.01%**

Project Description	Funding	Adjusted Budget 2020/21	Actuals as at 31 August 2020	%
Infrastructure and Engineering				
Saffery Substation	Internal	1 000 000	-	0.00%
SUBSTATION SECURITY	Internal	200 000	-	0.00%
Replace 250mm Water Main Canal Road St Francis Ba	Internal	1 000 000	-	0.00%
Repair Leaking Concrete Water Tower Paradise Beach	Internal	300 000	-	0.00%
Replace Main Waterline Sout Rivier Bridge Crossing	Internal	1 000 000	-	0.00%
Replace 250mm Water Main Mimosa Street Jbay	Internal	330 000	-	0.00%
Mini Fresh Food and Craft Markets in Jbay & Hankey	MIG	1 092 413	-	0.00%
Upgrade Hankey Water Treatment Works	Internal	600 000	-	0.00%
New bypass Sewer Rising Main and Pump Stations Jba	Internal	1 000 000	-	0.00%
Fencing Kruisfontein Waste Water Treatment Plant	Internal	800 000	-	0.00%
Upgrading of Kwanomzamo Sports Facility	MIG	5 087 154	-	0.00%
Upgrade Sewer Rising Mains Jbay (La Mer-4A-4B) Pre	Internal	1 000 000	-	0.00%
Piped Reticulation - St Francis Bay	Internal	1 500 000	-	0.00%
New overheadlines 66kv overheadlines(Jbay to Melk	Internal	1 300 000	39 865	3.07%
Machinery & Equipment	Internal	300 000	-	0.00%
Humansdorp, Kruisfontein and Osean View Electrific	INEP	4 521 739	587 207	12.99%
Kouga Backup Generators	Internal	500 000	-	0.00%
Patensie Sewage Package Plant	MIG	-	66 363	0.00%
Upgrade Sanitation System Old Hankey	MIG	6 333 460	394 607	6.23%
Construct emergency overflow pond Koraal Sewer pu	Internal	1 300 000	-	0.00%
Upgrade Loerie sewer pump station	Internal	1 600 000	-	0.00%
Upgrading of Gravel Roads in Humansdorp	MIG	7 890 511	-	0.00%
Container toilets	Internal	1 100 000	-	0.00%
Fencing Main Substation Jeffrey's Bay	Internal	500 000	-	0.00%
Upgrading of Sports Facilities	MIG	5 682 636	751 230	13.22%
		45 937 913	**1 839 272**	**4.00%**
Total		**56 912 490**	**1 816 409**	**3.19%**
Internally generated funds		23 302 955	17 002	0.07%
Transfers recognised - capital		33 609 535	1 799 407	5.35%
		56 912 490	**1 816 409**	**3.19%**

It is to be noted that capital expenditure as at 31 August 2020 amounted to 3.19%, compared to the approved capital budget of R 56,912,490.

Capital Expendituire



	Executive & Council	Finance	Corporate Services	Planning, Development and Tourism	Infrastructure and Engineering	Community Services
Approved Budget 2020/21	835 000	800 000	1 349 455	1 505 000	45 937 913	6 485 122
Actuals as at 31 August 2020	0	-22 167	0	0	1 839 272	-696

Annexure "A3"

PROJECTED CASH FLOW STATEMENT FOR THE 2020/21 FINANCIAL YEAR

Projected Cash Flow Statement as at 31 August 2020

The purpose of the cash flow statement is to compare the cash inflows (receipts) with the cash outflows (payments), so as to ascertain the adequacy of the cash inflows to cover the cash outflows.

Table C7 Monthly Budget Statement – Cash Flow – M02 August 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			174 803	174 803	33 201	49 822	29 134	20 688	71%	174 803
Service charges			424 039	424 039	31 793	81 386	70 673	10 712	15%	424 039
Other revenue			53 022	53 022	4 181	6 788	8 837	(2 049)	-23%	53 022
Transfers and Subsidies - Operational			145 612	145 612	1 764	64 376	24 269	40 107	165%	145 612
Transfers and Subsidies - Capital			38 356	38 356	–	8 068	6 393	1 676	26%	38 356
Interest			18 957	18 957	1 255	1 712	3 160	(1 448)	-46%	18 957
Dividends							–	–		–
Payments										
Suppliers and employees			(815 350)	(815 350)	(83 851)	(208 172)	(135 892)	72 280	-53%	(815 350)
Finance charges			(1 388)	(1 388)	(138)	(282)	(231)	50	-22%	(1 388)
Transfers and Grants			(761)	(761)	–	–	(127)	(127)	100%	(761)
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	**37 290**	**37 290**	**(11 795)**	**3 698**	**6 215**	**2 517**	**41%**	**37 290**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								–		
Decrease (increase) in non-current receivables								–		
Decrease (increase) in non-current investments								–		
Payments										
Capital assets			(56 912)	(56 912)	(2 090)	(2 090)	(9 485)	(7 396)	78%	(56 912)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	**(56 912)**	**(56 912)**	**(2 090)**	**(2 090)**	**(9 485)**	**(7 396)**	**78%**	**(56 912)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits								–		
Payments										
Repayment of borrowing			(9 608)	(9 608)	(712)	(1 418)	(1 601)	(183)	11%	(9 608)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	**(9 608)**	**(9 608)**	**(712)**	**(1 418)**	**(1 601)**	**(183)**	**11%**	**(9 608)**
NET INCREASE/ (DECREASE) IN CASH HELD		–	**(29 230)**	**(29 230)**	**(14 597)**	**190**	**(4 872)**			**(29 230)**
Cash/cash equivalents at beginning:			76 328	76 328		141 032	76 328			141 032
Cash/cash equivalents at month/year end:		–	47 099	47 099		141 221	71 457			111 802

Annexure "A4"

MUNICIPAL MONTHLY BUDGET TABLES

2. MONTHLY BUDGET TABLES

The seven main budget tables, as required in terms of the Municipal Budget and Reporting Regulations, are included in this section of the report. These tables set out the Municipality's 2020/21 budget performance for the period of August 2020 and are to be noted. Each table is accompanied by explanatory notes.

Table C1 Monthly Budget Statement Summary – M02 August 2020

Description	2019/20	Budget Year 2020/21							
R thousands	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Property rates	–	205 650	205 650	11 275	86 514	34 275	52 239	152%	205 650
Service charges	–	481 716	481 716	37 914	85 966	80 286	5 680	7%	481 716
Investment revenue	–	13 013	13 013	35	481	2 169	(1 688)	-78%	13 013
Transfers and subsidies	–	145 612	145 612	2 367	64 667	24 269	40 398	166%	145 612
Other own revenue	–	60 015	60 015	4 181	7 553	10 002	(2 450)	-24%	60 015
Total Revenue (excluding capital transfers and contributions)	**–**	**906 005**	**906 005**	**55 772**	**245 181**	**151 001**	**94 180**	**62%**	**906 005**
Employee costs	–	336 974	336 974	24 398	49 356	56 162	(6 806)	-12%	336 974
Remuneration of Councillors	–	13 651	13 651	1 061	2 121	2 275	(154)	-7%	13 651
Depreciation & asset impairment	–	89 271	89 271	6 127	12 254	14 878	(2 624)	-18%	89 271
Finance charges	–	1 388	1 388	138	282	231	50	22%	1 388
Materials and bulk purchases	–	305 802	305 802	31 806	62 409	50 967	11 442	22%	305 802
Transfers and subsidies	–	761	761	–	–	127	(127)	-100%	761
Other expenditure	–	248 495	248 495	10 630	14 779	41 416	(26 637)	-64%	248 495
Total Expenditure	**–**	**996 342**	**996 342**	**74 162**	**141 201**	**166 057**	**(24 856)**	**-15%**	**996 342**
Surplus/(Deficit)	**–**	**(90 337)**	**(90 337)**	**(18 390)**	**103 980**	**(15 056)**	**119 036**	**-791%**	**(90 337)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	38 356	38 356	675	675	6 393	### ###	-89%	38 356
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and	–	–	–	–	–	–	–		–
Surplus/(Deficit) after capital transfers & contributions	**–**	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**	**113 319**	**-1308%**	**(51 980)**
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–		–
Surplus/ (Deficit) for the year	**–**	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**	**113 319**	**-1308%**	**(51 980)**
Capital expenditure & funds sources									
Capital expenditure	**–**	**56 912**	**56 912**	**1 817**	**1 816**	**9 485**	**(7 669)**	**-81%**	**56 912**
Capital transfers recognised	–	33 610	33 610	1 799	1 799	5 602	(3 802)	-68%	33 610
Borrowing	–	–	–	–	–	–	–		–
Internally generated funds	**–**	**23 303**	**23 303**	**18**	**17**	**3 884**	**(3 867)**	**-100%**	**23 303**
Total sources of capital funds	**–**	**56 912**	**56 912**	**1 817**	**1 816**	**9 485**	**(7 669)**	**-81%**	**56 912**
Financial position									
Total current assets	–	182 094	182 094		241 466				182 094
Total non current assets	–	2 229 248	2 229 248		2 229 248				2 229 248
Total current liabilities	–	190 365	190 365		142 634				190 365
Total non current liabilities	–	170 192	170 192		170 192				170 192
Community wealth/Equity	**–**	**2 050 785**	**2 050 785**		**2 157 888**				**2 050 785**
Cash flows									
Net cash from (used) operating	–	37 290	37 290	(11 795)	3 698	6 215	2 517	41%	37 290
Net cash from (used) investing	–	(56 912)	(56 912)	(2 090)	(2 090)	(9 485)	(7 396)	78%	(56 912)
Net cash from (used) financing	–	(9 608)	(9 608)	(712)	(1 418)	(1 601)	(183)	11%	(9 608)
Cash/cash equivalents at the month/year end	**–**	**47 099**	**47 099**	**–**	**141 221**	**71 457**	**(69 765)**	**-98%**	**111 802**
Debtors & creditors analysis	**0-30 Days**	**31-60 Days**	**61-90 Days**	**91-120 Days**	**121-150 Dys**	**151-180 Dys**	**181 Dys-1 Yr**	**Over 1Yr**	**Total**
Debtors Age Analysis									
Total By Income Source	81 740	9 432	7 148	6 082	6 119	5 595	24 212	119 651	259 979
Creditors Age Analysis									
Total Creditors	38 441	290	1 292	16	395	66	780	(18)	41 263

Explanatory notes to Table C 1 – Monthly Budget Summary

The aim of the Budget Summary is to provide a concise overview of the actual budget performance from all of the major financial perspective (operating expenditure, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the actual amounts spent compared to the monthly budget projections within the context of operating performance, resources utilised for capital expenditure, financial position, cash and funding compliance.

Table C2 Monthly Budget Statement – Financial Performance (standard classification) – M02 August 2020

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Revenue - Functional										
Governance and administration		–	**332 007**	**332 007**	**12 502**	**149 927**	**55 335**	94 593	171%	**332 007**
Executive and council		–	28	28	–	–	5	(5)	-100%	28
Finance and administration		–	331 979	331 979	12 502	149 927	55 330	94 597	171%	331 979
Internal audit		–	–	–	–	–	–	–		–
Community and public safety		–	**15 620**	**15 620**	**635**	**2 354**	**2 603**	(249)	-10%	**15 620**
Community and social services		–	2 498	2 498	29	47	416	(369)	-89%	2 498
Sport and recreation		–	8 085	8 085	599	1 756	1 348	408	30%	8 085
Public safety		–	1 985	1 985	1	1	331	(330)	-100%	1 985
Housing		–	–	–	–	–	–	–		–
Health		–	3 051	3 051	6	551	508	42	8%	3 051
Economic and environmental services		–	**23 813**	**23 813**	**4 719**	**6 287**	**3 969**	2 318	58%	**23 813**
Planning and development		–	7 173	7 173	2 843	3 280	1 196	2 084	174%	7 173
Road transport		–	15 252	15 252	1 705	2 682	2 542	140	6%	15 252
Environmental protection		–	1 389	1 389	171	325	231	94	40%	1 389
Trading services		–	**572 921**	**572 921**	**38 591**	**87 288**	**95 487**	(8 199)	-9%	**572 921**
Energy sources		–	304 317	304 317	23 701	50 821	50 720	101	0%	304 317
Water management		–	100 261	100 261	6 094	15 427	16 710	(1 283)	-8%	100 261
Waste water management		–	93 692	93 692	4 386	10 357	15 615	(5 258)	-34%	93 692
Waste management		–	74 651	74 651	4 410	10 683	12 442	(1 759)	-14%	74 651
Other	4	–	–	–	–	–	–	–		–
Total Revenue - Functional	2	–	**944 362**	**944 362**	**56 447**	**245 856**	**157 394**	**88 463**	**56%**	**944 362**
Expenditure - Functional										
Governance and administration		–	**242 971**	**242 971**	**12 047**	**23 254**	**40 495**	(17 241)	-43%	**242 971**
Executive and council		–	41 969	41 969	2 525	5 042	6 995	(1 953)	-28%	41 969
Finance and administration		–	200 981	200 981	9 522	18 212	33 497	(15 285)	-46%	200 981
Internal audit		–	21	21	–	–	3	(3)	-100%	21
Community and public safety		–	**93 241**	**93 241**	**6 077**	**11 938**	**15 540**	(3 602)	-23%	**93 241**
Community and social services		–	10 773	10 773	682	1 308	1 796	(488)	-27%	10 773
Sport and recreation		–	45 537	45 537	2 815	5 466	7 590	(2 124)	-28%	45 537
Public safety		–	25 505	25 505	1 847	3 699	4 251	(552)	-13%	25 505
Housing		–	5 399	5 399	383	776	900	(124)	-14%	5 399
Health		–	6 026	6 026	350	689	1 004	(315)	-31%	6 026
Economic and environmental services		–	**122 804**	**122 804**	**9 098**	**17 632**	**20 467**	(2 835)	-14%	**122 804**
Planning and development		–	39 343	39 343	2 155	4 383	6 557	(2 174)	-33%	39 343
Road transport		–	81 450	81 450	6 747	12 845	13 575	(730)	-5%	81 450
Environmental protection		–	2 011	2 011	196	405	335	69	21%	2 011
Trading services		–	**534 193**	**534 193**	**46 940**	**88 377**	**89 032**	(655)	-1%	**534 193**
Energy sources		–	316 672	316 672	33 230	63 608	52 779	10 829	21%	316 672
Water management		–	91 486	91 486	3 201	7 575	15 248	(7 673)	-50%	91 486
Waste water management		–	62 587	62 587	5 198	9 179	10 431	(1 252)	-12%	62 587
Waste management		–	63 448	63 448	5 312	8 015	10 575	(2 559)	-24%	63 448
Other		–	**3 133**	**3 133**	**–**	**–**	**522**	**(522)**	**-100%**	**3 133**
Total Expenditure - Functional	3	–	**996 342**	**996 342**	**74 162**	**141 201**	**166 057**	**(24 856)**	**-15%**	**996 342**
Surplus/ (Deficit) for the year		–	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**	**113 319**	**-1308%**	**(51 980)**

Explanatory notes to Table C2 – Budgeted Financial Performance (revenue and expenditure by standard classification)

The standard classification refers to a modified Government Finance Statistics (GFS) reporting structure. The aim of the standard classification approach is to ensure that all municipalities report their operations in one common format, to facilitate comparison across all municipalities.

Table C3 Monthly Budget Statement – Financial Performance (revenue and expenditure by municipal vote – M02 August 2020

Vote Description	Ref	2019/20	Budget Year 2020/21							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCIAL SERVICES		–	325 858	325 858	12 470	149 874	54 310	95 565	176.0%	325 858
Vote 3 - CORPORATE SERVICES		–	307	307	–	–	51	(51)	-100.0%	307
Vote 4 - COMMUNITY SERVICES		–	111 700	111 700	6 954	16 097	18 617	(2 520)	-13.5%	111 700
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	501 976	501 976	36 531	79 147	83 663	(4 515)	-5.4%	501 976
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	4 521	4 521	493	738	754	(16)	-2.1%	4 521
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Revenue by Vote	2	**–**	**944 362**	**944 362**	**56 447**	**245 856**	**157 394**	**88 463**	**56.2%**	**944 362**
Expenditure by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		–	45 541	45 541	2 404	4 856	7 590	(2 734)	-36.0%	45 541
Vote 2 - FINANCIAL SERVICES		–	115 737	115 737	4 478	8 080	19 290	(11 210)	-58.1%	115 737
Vote 3 - CORPORATE SERVICES		–	43 677	43 677	3 024	5 908	7 279	(1 371)	-18.8%	43 677
Vote 4 - COMMUNITY SERVICES		–	191 251	191 251	14 039	25 473	31 875	(6 403)	-20.1%	191 251
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	575 140	575 140	48 841	94 110	95 857	(1 747)	-1.8%	575 140
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	24 996	24 996	1 375	2 775	4 166	(1 391)	-33.4%	24 996
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Expenditure by Vote	2	**–**	**996 342**	**996 342**	**74 162**	**141 201**	**166 057**	**(24 856)**	**-15.0%**	**996 342**
Surplus/ (Deficit) for the year	2	**–**	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**	**113 319**	**-1308.0%**	**(51 980)**

Explanatory notes to Table C3 – Budgeted Financial Performance (revenue and expenditure by municipal vote)

The purpose of the format in which the monthly budget reporting table is represented, is to enable the Council to enforce a vote in accordance with the municipality's organisational structure, so as to assign responsibility for the revenue and expenditure recorded against these votes to the Municipal Manager and Directors concerned.

Operating revenue and expenditure is thus presented by "vote". A "vote" is defined as one of the main segments into which a budget of a municipality is divided into, for the appropriation of funds.

Table C4 Monthly Budget Statement – Financial Performance (revenue and expenditure) – M02 August 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates			205 650	205 650	11 275	86 514	34 275	52 239	152%	205 650
Service charges - electricity revenue			291 625	291 625	23 025	50 072	48 604	1 468	3%	291 625
Service charges - water revenue			81 846	81 846	6 094	15 174	13 641	1 533	11%	81 846
Service charges - sanitation revenue			53 555	53 555	4 386	10 242	8 926	1 316	15%	53 555
Service charges - refuse revenue			54 690	54 690	4 409	10 478	9 115	1 363	15%	54 690
Rental of facilities and equipment			4 083	4 083	92	130	680	(551)	-81%	4 083
Interest earned - external investments			13 013	13 013	35	481	2 169	(1 688)	-78%	13 013
Interest earned - outstanding debtors			6 993	6 993	(0)	765	1 165	(400)	-34%	6 993
Dividends received			–	–	–	–	–	–		–
Fines, penalties and forfeits			6 685	6 685	53	92	1 114	(1 022)	-92%	6 685
Licences and permits			20 714	20 714	2 418	4 645	3 452	1 193	35%	20 714
Agency services			–	–	–	–	–	–		–
Transfers and subsidies			145 612	145 612	2 367	64 667	24 269	40 398	166%	145 612
Other revenue			21 540	21 540	1 617	1 921	3 590	(1 669)	-46%	21 540
Gains			–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)		–	**906 005**	**906 005**	**55 772**	**245 181**	**151 001**	**94 180**	**62%**	**906 005**
Expenditure By Type										
Employee related costs			336 974	336 974	24 398	49 356	56 162	(6 806)	-12%	336 974
Remuneration of councillors			13 651	13 651	1 061	2 121	2 275	(154)	-7%	13 651
Debt impairment			89 573	89 573	–	–	14 929	(14 929)	-100%	89 573
Depreciation & asset impairment			89 271	89 271	6 127	12 254	14 878	(2 624)	-18%	89 271
Finance charges			1 388	1 388	138	282	231	50	22%	1 388
Bulk purchases			279 744	279 744	30 014	59 429	46 624	12 805	27%	279 744
Other materials			26 059	26 059	1 792	2 980	4 343	(1 363)	-31%	26 059
Contracted services			60 352	60 352	5 151	5 607	10 059	(4 452)	-44%	60 352
Transfers and subsidies			761	761	–	–	127	(127)	-100%	761
Other expenditure			98 571	98 571	5 479	9 172	16 429	(7 256)	-44%	98 571
Losses			–	–	–	–	–	–		–
Total Expenditure		–	**996 342**	**996 342**	**74 162**	**141 201**	**166 057**	**(24 856)**	**-15%**	**996 342**
Surplus/(Deficit)		–	**(90 337)**	**(90 337)**	**(18 390)**	**103 980**	**(15 056)**	**119 036**	**(0)**	**(90 337)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			38 356	38 356	675	675	6 393	(5 717)	**(0)**	38 356
(National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)								–		
Transfers and subsidies - capital (in-kind - all)								–		
Surplus/(Deficit) after capital transfers & contributions		–	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**			**(51 980)**
Taxation								–		
Surplus/(Deficit) after taxation		–	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**			**(51 980)**
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		–	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**			**(51 980)**
Share of surplus/ (deficit) of associate										
Surplus/ (Deficit) for the year		–	**(51 980)**	**(51 980)**	**(17 715)**	**104 655**	**(8 663)**			**(51 980)**

Explanatory notes to Table C4 – Budgeted Financial Performance (revenue and expenditure)

The Financial Performance Budget is required to be approved concurrently by revenue source and expenditure type, so as to ensure consistency with annual reporting format requirements. A key aim is to facilitate comparison between the monthly results, the monthly budget-to-date projections and the original budget, so as to assess performance.

Table C5 Monthly Budget Statement – Capital Expenditure (municipal vote, standard classification and funding) – M02 August 2020

Vote Description	Ref	2019/20	Budget Year 2020/21							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Multi-Year expenditure appropriation	2									
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCIAL SERVICES		–	–	–	–	–	–	–		–
Vote 3 - CORPORATE SERVICES		–	–	–	–	–	–	–		–
Vote 4 - COMMUNITY SERVICES		–	–	–	–	–	–	–		–
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	–	–	–	–	–	–		–
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	–	–	–	–	–	–		–
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital Multi-year expenditure	4,7	**–**	**–**	**–**	**–**	**–**	**–**	**–**		**–**
Single Year expenditure appropriation	2									
Vote 1 - EXECUTIVE COUNCIL		–	835	835	–	–	139	(139)	-100%	835
Vote 2 - FINANCIAL SERVICES		–	800	800	(22)	(22)	133	(156)	-117%	800
Vote 3 - CORPORATE SERVICES		–	1 349	1 349	–	–	225	(225)	-100%	1 349
Vote 4 - COMMUNITY SERVICES		–	11 572	11 572	–	(1)	1 929	(1 929)	-100%	11 572
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	39 758	39 758	1 839	1 839	6 626	(4 787)	-72%	39 758
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	2 597	2 597	–	–	433	(433)	-100%	2 597
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital single-year expenditure	4	–	56 912	56 912	1 817	1 816	9 485	**(7 669)**	**-81%**	56 912
Total Capital Expenditure		**–**	**56 912**	**56 912**	**1 817**	**1 816**	**9 485**	**(7 669)**	**-81%**	**56 912**
Capital Expenditure - Functional Classification										
Governance and administration		**–**	**3 734**	**3 734**	**(22)**	**(22)**	**622**	(645)	-104%	**3 734**
Executive and council			835	835	–	–	139	(139)	-100%	835
Finance and administration			2 899	2 899	(22)	(22)	483	(505)	-105%	2 899
Internal audit			–	–	–	–	–	–		–
Community and public safety		**–**	**16 028**	**16 028**	**751**	**751**	**2 671**	(1 921)	-72%	**16 028**
Community and social services			–	–	–	–	–	–		–
Sport and recreation			11 600	11 600	751	751	1 933	(1 183)	-61%	11 600
Public safety			3 669	3 669	–	–	611	(611)	-100%	3 669
Housing			760	760	–	–	127	(127)	-100%	760
Health			–	–	–	–	–	–		–
Economic and environmental services		**–**	**9 628**	**9 628**	**–**	**–**	**1 605**	(1 605)	-100%	**9 628**
Planning and development			1 737	1 737	–	–	290	(290)	-100%	1 737
Road transport			7 891	7 891	–	–	1 315	(1 315)	-100%	7 891
Environmental protection			–	–	–	–	–	–		–
Trading services		**–**	**27 422**	**27 422**	**1 088**	**1 088**	**4 570**	(3 482)	-76%	**27 422**
Energy sources			8 172	8 172	627	627	1 362	(735)	-54%	8 172
Water management			3 380	3 380	–	–	563	(563)	-100%	3 380
Waste water management			14 633	14 633	461	461	2 439	(1 978)	-81%	14 633
Waste management			1 237	1 237	–	–	206	(206)	-100%	1 237
Other			100	100	–	–	17	(17)	-100%	100
Total Capital Expenditure - Functional Classification	3	**–**	**56 912**	**56 912**	**1 817**	**1 816**	**9 485**	**(7 669)**	**-81%**	**56 912**
Funded by:										
National Government			31 644	31 644	1 799	1 799	5 274	(3 475)	-66%	31 644
Provincial Government			–	–	–	–	–	–		–
District Municipality			1 965	1 965	–	–	328	(328)	-100%	1 965
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private			–	–	–	–	–	–		–
Transfers recognised - capital		**–**	**33 610**	**33 610**	**1 799**	**1 799**	**5 602**	**(3 802)**	**-68%**	**33 610**
Borrowing	6		–	–	–	–	–	–		–
Internally generated funds			23 303	23 303	18	17	3 884	(3 867)	-100%	23 303
Total Capital Funding		**–**	**56 912**	**56 912**	**1 817**	**1 816**	**9 485**	**(7 669)**	**-81%**	**56 912**

Explanatory notes to Table C5 – Budgeted Capital Expenditure by vote, standard classification and funding

Table C5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote; capital expenditure by standard classification; and the funding necessary to fund the capital budget, including information on capital transfers from national and provincial departments

Table C6 Monthly Budget Statement – Financial Position – M02 August 2020

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash			4 710	4 710	33 798	4 710
Call investment deposits			42 389	42 389	107 424	42 389
Consumer debtors			81 061	81 061	64 838	81 061
Other debtors			44 682	44 682	26 154	44 682
Current portion of long-term receivables			3	3	3	3
Inventory			9 249	9 249	9 249	9 249
Total current assets		–	**182 094**	**182 094**	**241 466**	**182 094**
Non current assets						
Long-term receivables			13	13	13	13
Investments			–	–	–	–
Investment property			242 552	242 552	242 552	242 552
Investments in Associate			–	–	–	–
Property, plant and equipment			1 985 075	1 985 075	1 985 075	1 985 075
Biological			–	–	–	–
Intangible			1 608	1 608	1 608	1 608
Other non-current assets			–	–	–	–
Total non current assets		–	**2 229 248**	**2 229 248**	**2 229 248**	**2 229 248**
TOTAL ASSETS		–	**2 411 341**	**2 411 341**	**2 470 714**	**2 411 341**
LIABILITIES						
Current liabilities						
Bank overdraft			–	–	–	–
Borrowing			9 608	9 608	9 608	9 608
Consumer deposits			17 378	17 378	17 378	17 378
Trade and other payables			133 730	133 730	85 999	133 730
Provisions			29 649	29 649	29 649	29 649
Total current liabilities		–	**190 365**	**190 365**	**142 634**	**190 365**
Non current liabilities						
Borrowing			6 747	6 747	6 747	6 747
Provisions			163 445	163 445	163 445	163 445
Total non current liabilities		–	**170 192**	**170 192**	**170 192**	**170 192**
TOTAL LIABILITIES		–	**360 557**	**360 557**	**312 826**	**360 557**
NET ASSETS	2	–	**2 050 785**	**2 050 785**	**2 157 888**	**2 050 785**
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)			2 050 785	2 050 785	2 157 888	2 050 785
Reserves						
TOTAL COMMUNITY WEALTH/EQUITY	2	–	**2 050 785**	**2 050 785**	**2 157 888**	**2 050 785**

Explanatory notes to Table C6 – Budgeted Financial Position

iii. The table represents Assets less Liabilities as Community Wealth. The order of items within each group is also aligned to the convention of showing items in order of liquidity; i.e. assets readily converted to cash or liabilities immediately required to be met from cash appear first.

iv. Any movement on the Budgeted Financial Performance or the Capital Budget will invariably impact on the Budgeted Financial Position.
For example, the collection rate assumption will impact on the cash position of the municipality and consequently inform the level of cash and cash equivalents at year end.
Similarly, the collection rate assumption informs the budget provision for bad debts. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as compliance assessment is directly informed by forecasting the statement of financial position.

Table C7 Monthly Budget Statement – Cash Flow – M02 August 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			174 803	174 803	33 201	49 822	29 134	20 688	71%	174 803
Service charges			424 039	424 039	31 793	81 386	70 673	10 712	15%	424 039
Other revenue			53 022	53 022	4 181	6 788	8 837	(2 049)	-23%	53 022
Transfers and Subsidies - Operational			145 612	145 612	1 764	64 376	24 269	40 107	165%	145 612
Transfers and Subsidies - Capital			38 356	38 356	–	8 068	6 393	1 676	26%	38 356
Interest			18 957	18 957	1 255	1 712	3 160	(1 448)	-46%	18 957
Dividends							–	–		–
Payments										
Suppliers and employees			(815 350)	(815 350)	(83 851)	(208 172)	(135 892)	72 280	-53%	(815 350)
Finance charges			(1 388)	(1 388)	(138)	(282)	(231)	50	-22%	(1 388)
Transfers and Grants			(761)	(761)	–	–	(127)	(127)	100%	(761)
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	**37 290**	**37 290**	**(11 795)**	**3 698**	**6 215**	**2 517**	**41%**	**37 290**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								–		
Decrease (increase) in non-current receivables								–		
Decrease (increase) in non-current investments								–		
Payments										
Capital assets			(56 912)	(56 912)	(2 090)	(2 090)	(9 485)	(7 396)	78%	(56 912)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	**(56 912)**	**(56 912)**	**(2 090)**	**(2 090)**	**(9 485)**	**(7 396)**	**78%**	**(56 912)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits								–		
Payments										
Repayment of borrowing			(9 608)	(9 608)	(712)	(1 418)	(1 601)	(183)	11%	(9 608)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	**(9 608)**	**(9 608)**	**(712)**	**(1 418)**	**(1 601)**	**(183)**	**11%**	**(9 608)**
NET INCREASE/ (DECREASE) IN CASH HELD		–	**(29 230)**	**(29 230)**	**(14 597)**	**190**	**(4 872)**			**(29 230)**
Cash/cash equivalents at beginning:			76 328	76 328		141 032	76 328			141 032
Cash/cash equivalents at month/year end:		–	47 099	47 099		141 221	71 457			111 802

Explanatory notes to Table C7 – Budgeted Cash Flow Statement

iii. The budgeted cash flow statement represents the first measurement in determining whether the budget is funded.

iv. It reflects the expected cash inflows versus outflows that are likely to result from the implementation of the budget.

Annexure "A5"

ANALYSIS OF THE MUNICIPALITY'S STATEMENT OF FINANCIAL POSITION

In this section the Municipality's Debtors, Creditors and Investments will be analysed. These components have a significant impact on the Municipality's financial position.

6. Overview of outstanding Consumer Debtors (Inclusive of VAT)

Below is an analysis of the outstanding consumer debtors as at 30 Jun 2020, compared to the position as at 31 August 2020.

Debtors' Age Analysis (Inclusive of VAT) as at 30 June 2020

Description	Budget Year 2019/20								
R thousands	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	10 490	2 322	2 227	2 043	1 790	1 597	8 488	26 445	55 403
Trade and Other Receivables from Exchange Transactions - Electricity	17 553	2 229	1 537	1 203	844	482	2 801	6 842	33 490
Receivables from Non-exchange Transactions - Property Rates	10 814	1 487	1 302	1 052	569	480	7 280	19 249	42 233
Receivables from Exchange Transactions - Waste Water Management	5 540	1 142	1 015	894	816	715	3 878	11 221	25 221
Receivables from Exchange Transactions - Waste Management	4 493	1 202	1 076	976	919	864	4 643	15 574	29 747
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–	–	–	–	–	–	–
Interest on Arrear Debtor Accounts	0	–	–	41	70	94	1 441	16 851	18 498
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–	–	–	–	–	–	–
Other	(14 234)	405	436	348	284	315	2 183	9 583	(679)
Total By Income Source	**34 657**	**8 787**	**7 594**	**6 557**	**5 292**	**4 547**	**30 714**	**105 766**	**203 914**
2018/19 - totals only									–
Debtors Age Analysis By Customer Group									
Organs of State	1 000	436	403	434	386	172	1 023	2 532	6 387
Commercial	5 371	662	586	506	260	150	658	3 227	11 420
Households	28 285	7 688	6 605	5 617	4 646	4 225	29 033	100 007	186 107
Other	–	–	–	–	–	–	–	–	–
Total By Customer Group	**34 657**	**8 787**	**7 594**	**6 557**	**5 292**	**4 547**	**30 714**	**105 766**	**203 914**

Debtors' Age Analysis (Inclusive of VAT) as at 31 August 2020

Description	Budget Year 2020/21								
R thousands	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	12 481	3 259	2 187	1 810	1 929	1 830	8 670	29 125	61 292
Trade and Other Receivables from Exchange Transactions - Electricity	25 120	1 757	1 349	1 143	1 063	923	2 254	8 087	41 696
Receivables from Non-exchange Transactions - Property Rates	43 092	1 484	1 128	901	880	735	2 051	24 455	74 726
Receivables from Exchange Transactions - Waste Water Management	7 199	1 259	973	868	869	813	3 860	12 535	28 375
Receivables from Exchange Transactions - Waste Management	4 905	1 204	1 070	1 009	963	915	4 882	16 944	31 892
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–	–	–	–	–	–	–
Interest on Arrear Debtor Accounts	0	50	37	32	32	64	876	17 943	19 035
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–	–	–	–	–	–	–
Other	(11 057)	419	404	320	382	314	1 618	10 562	2 963
Total By Income Source	**81 740**	**9 432**	**7 148**	**6 082**	**6 119**	**5 595**	**24 212**	**119 651**	**259 979**
									–
Debtors Age Analysis By Customer Group									
Organs of State	3 822	426	452	369	338	382	837	3 142	9 769
Commercial	7 827	542	480	407	406	412	743	3 491	14 308
Households	70 091	8 465	6 216	5 306	5 375	4 800	22 631	113 018	235 901
Other	–	–	–	–	–	–	–	–	–
Total By Customer Group	**81 740**	**9 432**	**7 148**	**6 082**	**6 119**	**5 595**	**24 212**	**119 651**	**259 979**

The aforementioned analysis indicates that from 30 June 2020 to 31 August 2020, the overdue debts have increased from R 8,982 million from R 169,257 million to R 178,238 million, as follows:

R thousands	OVERDUE AMOUNTS AS AT		
Debtors Age Analysis By Income Source	**30-Jun-20**	**31-Aug-20**	**Difference**
Trade and Other Receivables from Exchange Transactions - Water	44 912	48 811	3 898
Trade and Other Receivables from Exchange Transactions - Electricity	15 937	16 576	639
Receivables from Non-exchange Transactions - Property Rates	31 419	31 635	216
Receivables from Exchange Transactions - Waste Water Management	19 681	21 176	1 495
Receivables from Exchange Transactions - Waste Management	25 254	26 987	1 732
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–
Interest on Arrear Debtor Accounts	18 498	19 035	537
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–
Other	13 556	14 020	464
Total By Income Source	**169 257**	**178 238**	**8 982**
	–	–	
Debtors Age Analysis By Customer Group	–		
Organs of State	5 386	5 947	561
Commercial	6 049	6 481	433
Households	157 822	165 810	7 988
Other	–	–	
Total By Customer Group	**169 257**	**178 238**	**8 982**

7. Overview of Creditors position

Below is an analysis of the status of the major creditors

Description	Budget Year 2020/21								
R thousands	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Creditors Age Analysis By Customer Type									
Bulk Electricity	34 380	–	–	–	–	–	–	–	**34 380**
Bulk Water	0	(0)	–	0	–	0	11	(167)	**(156)**
PAYE deductions									**–**
VAT (output less input)									**–**
Pensions / Retirement deductions									**–**
Loan repayments									**–**
Trade Creditors	4 061	290	1 292	16	395	66	770	149	**7 039**
Auditor General									**–**
Other									**–**
Total By Customer Type	**38 441**	**290**	**1 292**	**16**	**395**	**66**	**780**	**(18)**	**41 263**

The above amounts represent invoices still to be paid. The major creditors as at 31 July 2020 are as follows:

Eskom	R 34,380 million
Other Creditors	R 6,883 million
TOTAL	**R 41,263 million**

It is to be noted that the Eskom amount of R 34,380 million, represents the current account for August 2020, which will be fully paid on 23 September 2020.

8. Investment Portfolio

Below is an analysis of the Investment Portfolio as at 31 August 2020.

	Balance as at 30 June 2020	INVESTED	INTEREST	WITHDRAWN	CHARGES	Balance as at 31 August 2020
Standard Bank	11 052 012	-	63 861	-		11 115 872
ABSA	29 118 474	-	110 562	10 000 000	235	19 228 801
Nedbank	14 049 368	-	82 280	-		14 131 648
RMB	50 227 524	28 847 232	361 754	34 443 550		44 992 960
INVESTEC	17 846 936	-	107 561	-		17 954 496
Total	**122 294 314**	**28 847 232**	**726 017**	**- 44 443 550**	**- 235**	**107 423 778**
INVESTMENT	**Balance as at 30 June 2020**	**INVESTED**	**INTEREST**	**WITHDRAWN**	**CHARGES**	**Balance as at 31 August 2020**
General Account	74 231 786	354 232	365 555	12 264 268	235	62 687 070
Conditional Grants	48 054 952	28 493 000	360 420	32 179 282	-	44 729 090
Housing Funds	7 576	-	42	-	-	7 617
Total	**122 294 314**	**28 847 232**	**726 017**	**- 44 443 550**	**- 235**	**107 423 778**
Bank	18 737 370	15 060 276				33 797 646
Total	**141 031 684**	**43 907 508**	**726 017**	**- 44 443 550**	**- 235**	**141 221 424**

The increase in the investment portfolio since 30 June 2020 amounts to R 189,740.
The following analysis indicates the extent to which the investments are committed:

Cash backed Reserves

Bank Balances and Cash	R 33,797,646
Short-term Investment Deposits	R107,423,778
	R141,221,424

Application of Cash

Unspent Conditional Grants	44,736,708
Internally Generated Funds	23,285,258
Outstanding Creditors Liability	41,262,768
	109,284,734
Reserves in excess of commitments	**31,936,690**

The cash backed reserves exceed the commitments at this stage by an amount of R 31,936,690. It should be noted that the excess of reserves over commitments as at 31 August 2020, is mainly due to an amount of R 61,492 million in respect of the Equitable share allocation received on 07 July 2020, but not yet fully spent.

These funds are already committed towards spending in the 2020/21 Operating budget.

9. Allocation and Grants receipts and expenditure for the 20120/2021 financial year

Supporting Table SC6 Monthly Budget Statement – transfers and grant receipts – M02 August 2020

Description	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
RECEIPTS:								
Operating Transfers and Grants								
National Government:	**123 238**	**123 238**	**1 764**	**63 681**	**20 540**			**123 238**
Operational Revenue:General Revenue:Equitable Share	119 105	119 105	–	61 492	61 492			119 105
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	1 054	1 054	264	264	264			1 054
Local Government Financial Management Grant [Schedule 5B]	1 500	1 500	1 500	1 500	1 500			1 500
Municipal Infrastructure Grant [Schedule 5B]	1 579	1 579	–	425	425			1 579
District Municipality:	**3 815**	**3 815**	**–**	**695**	**695**			**3 815**
Environmental Health Subsidy	**3 815**	**3 815**	**–**	**695**	**695**			**3 815**
Total Operating Transfers and Grants	**127 053**	**127 053**	**1 764**	**64 376**	**64 376**			**127 053**
Capital Transfers and Grants								
National Government:	36 391	36 391	–	8 068	8 068			36 391
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	5 200	5 200	–					5 200
Municipal Infrastructure Grant [Schedule 5B]	29 999	29 999	–	8 068	8 068			29 999
Municipal Disaster Relief Grant	1 192	1 192	–	–				1 192
District Municipality:	**1 965**	**1 965**	**–**	**–**				**1 965**
Fire Services Subsidy	1 965	1 965						1 965
Total Capital Transfers and Grants	**38 356**	**38 356**	**–**	**8 068**	**8 068**			**38 356**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	165 409	165 409	1 764	72 444	72 444			165 409

Below is an analysis of the spending associated with the grants as at 31 August 2020:

Supporting Table SC7 Monthly Budget Statement – transfers and grants expenditure – M02 August 2020.

Description	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
RECEIPTS:								
Operating Transfers and Grants								
National Government:	**123 238**	**123 238**	**211**	**62 171**	**62 269**	**(98)**	**-0.2%**	**123 238**
Operational Revenue:General Revenue:Equitable Share	119 105	119 105	–	61 492	61 492	–	0.0%	119 105
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	1 054	1 054		264	264	–	0.0%	1 054
Local Government Financial Management Grant [Schedule 5B]	1 500	1 500	58	109	250	(141)	-56.3%	1 500
Municipal Infrastructure Grant [Schedule 5B]	1 579	1 579	153	306	263	43	16.2%	1 579
District Municipality:	**3 815**	**3 815**	**–**	**695**	**695**	–	0.0%	**3 815**
Environmental Health Subsidy	**3 815**	**3 815**	**–**	**695**	**695**	–	0.0%	**3 815**
Total Operating Transfers and Grants	**127 053**	**127 053**	**211**	**62 866**	**62 964**	**(98)**	**-0.2%**	**127 053**
Capital Transfers and Grants								
National Government:	36 391	36 391	2 069	2 069	2 069	–	**0.0%**	36 391
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	5 200	5 200	675	675	675	–	0.0%	5 200
Municipal Infrastructure Grant [Schedule 5B]	29 999	29 999	1 394	1 394	1 394	–	0.0%	29 999
Municipal Disaster Relief Grant	1 192	1 192	–	–		–		1 192
District Municipality:	**1 965**	**1 965**	**–**	**–**		–		**1 965**
Fire Services Subsidy	1 965	1 965				–		1 965
Total Capital Transfers and Grants	**38 356**	**38 356**	**2 069**	**2 069**	**2 069**	**–**	**0.0%**	**38 356**
TOTAL RECEIPTS OF TRANSFERS & GRANTS	**165 409**	**165 409**	**2 281**	**64 935**	**65 033**	**(98)**	**-0.2%**	**165 409**

Note: The equitable share allocation is utilised to fund indigent household's subsidies granted to qualifying households, with the remainder being used to support the Municipality's operations

Grants received from National Government

DORA Operating Grants

Financial Management Grant (FMG)
The purpose of this grant is to promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act (MFMA).

DORA Allocation:	R 1,500,000
Amount of Grant Received:	R 1,500,000
Expenditure to date:	R 109,338
Unspent as at 31 August 2020:	R 1,390,662

The spending of the grant amounted to 7.29% as at 31 August 2020, compared to the amount of the grant received.

Expanded Public Works Programme (EPWP)
The purpose of this grant is to provide Expanded Public Works Programme (EPWP) incentive funding to expand job creation efforts in specific focus areas, where labour intensive methods can be maximised.

DORA Allocation:	R 1,054,000
Amount of Grant Received:	R 264,000
Expenditure to date:	R 592,007
Overspent as at 31 August 2020:	R -328,007

DORA Capital Grants

Municipal Infrastructure Grant (MIG)
The purpose of this grant is to provide specific capital finance for eradicating basic municipal infrastructure backlogs.

DORA Allocation:	R 31,578,000
Amount of Grant Received:	R 8,493,000
Expenditure to date:	R 1,699,815
Unspent as at 31 August 2020:	R 6,793,185

The spending of the grant amounted to 20.01% as at 31 August 2020, compared to the amount of the grant received.

Integrated National Electrification Programme (INEP)
The purpose of this grant is to implement the Integrated National Electrification Programme (INEP) by providing capital subsidies to municipalities to address the electrification backlog of occupied residential dwellings, and the installation of bulk infrastructure.

Revised DORA Allocation:	R 5,200,000
Amount of Grant Received:	R 0
Expenditure to date:	R 675,289
Overspent as at 31 August 2020:	R -675,289

10. Councillor and employee benefits

Below is an analysis of Councillor and employee benefits:

Table SC8 Monthly Budget Statement – Councillor and staff benefits – M02 August 2020

Summary of Employee and Councillor remuneration	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
Councillors (Political Office Bearers plus Other)								
Basic Salaries and Wages	9 104	9 104	711	1 421	1 517	(96)	-6%	9 104
Medical Aid Contributions	–	–	10	19	–	19	#DIV/0!	–
Motor Vehicle Allowance	3 081	3 081	237	474	514	(40)	-8%	3 081
Cellphone Allowance	1 465	1 465	104	207	244	(37)	-15%	1 465
Sub Total - Councillors	**13 651**	**13 651**	**1 061**	**2 121**	**2 275**	**(154)**	**-7%**	**13 651**
Senior Managers of the Municipality								
Basic Salaries and Wages	8 253	8 253	488	977	1 376	(399)	-29%	8 253
Pension and UIF Contributions	24	24	9	19	4	15	368%	24
Medical Aid Contributions	–	–	4	8	–	8	#DIV/0!	–
Performance Bonus	180	180	–	–	30	(30)	-100%	180
Motor Vehicle Allowance	857	857	56	112	143	(31)	-22%	857
Cellphone Allowance	8	8	1	2	1	0	20%	8
Other benefits and allowances	55	55	1	2	9	(7)	-81%	55
Payments in lieu of leave	1 849	1 849	–	27	308	(282)	-91%	1 849
Sub Total - Senior Managers of Municipality	**11 226**	**11 226**	**559**	**1 146**	**1 871**	**(725)**	**-39%**	**11 226**
Other Municipal Staff								
Basic Salaries and Wages	198 870	198 870	15 513	31 241	33 145	(1 904)	-6%	198 870
Pension and UIF Contributions	31 286	31 286	2 662	5 339	5 214	125	2%	31 286
Medical Aid Contributions	16 124	16 124	1 388	2 768	2 687	81	3%	16 124
Overtime	30 944	30 944	2 476	5 018	5 157	(139)	-3%	30 944
Motor Vehicle Allowance	8 053	8 053	732	1 476	1 342	134	10%	8 053
Housing Allowances	1 058	1 058	72	145	176	(31)	-18%	1 058
Other benefits and allowances	31 481	31 481	802	1 551	5 247	(3 695)	-70%	31 481
Payments in lieu of leave	19	19	165	286	3	283	8826%	19
Long service awards	1 496	1 496	28	385	249	136	54%	1 496
Sub Total - Other Municipal Staff	**319 332**	**319 332**	**23 839**	**48 210**	**53 222**	**(5 012)**	**-9%**	**319 332**
Total Parent Municipality	**344 210**	**344 210**	**25 460**	**51 477**	**57 368**	**(5 891)**	**-10%**	**344 210**
TOTAL SALARY, ALLOWANCES & BENEFITS	**344 210**	**344 210**	**25 460**	**51 477**	**57 368**	**(5 891)**	**-10%**	**344 210**
TOTAL MANAGERS AND STAFF	**330 559**	**330 559**	**24 398**	**49 356**	**55 093**	**(5 737)**	**-10%**	**330 559**

6. Key performance indicators

The table below reflects the key performance indicators as per the 2019/20 Budget and the associated performance to date.

Borrowing Management		**Actuals as at 30 June 2017**	**Actuals as at 30 June 2018**	**Actuals as at 30 June 2019**	**Actuals as at 30 June 2020**	**Approved Budget 2020/21**	**Actuals as at 31 August 2020**
Capital Charges to Operating Expenditure	Interest & principal paid/Total Operating Expenditure	2.51%	1.78%	1.29%	1.23%	1.10%	1.20%
Borrowed funding of "own" capital expenditure	Borrowings/Capital expenditure excl. transfers & grants	0%	0%	0%	0%	0%	0%
Debt Servicing Costs to Operating Revenue	Debt Servicing Costs / Total Operating Revenue - Conditional Grants	0.03	0.02	0.01	0.01	0.01	0.01
Liquidity							
Current Ratio	Current assets / current liabilities	0.85	0.97	1.58	1.44	0.96	1.69
Liquidity Ratio	Monetary assets / current liabilities	0.40	0.47	0.75	0.87	0.25	0.99
Revenue Management							
Annual Debtors Collection Rate	Billed Revenue / Receipted Revenue	95.81%	90.73%	97,62%	95.42%	85%	66.39%

Other indicators		Actuals as at 30 June 2017	Actuals as at 30 June 2018	Actuals as at 30 June 2019	Actuals as at 30 June 2020	Approved Budget 2020/21	Actuals as at 31 August 2020
Cost coverage	(Cash and cash equivalents - Unspent Conditional Grants - Overdraft) + Short term investment)/monthly fixed operational expenditure excluding (depreciation, amortisation, provision for bad debts, impairment and loss on disposal of assets)	1.62	1.73	1.90	2.02	0.69	1.42
Employee Costs	Employee Costs / Total Operating Expenditure	33.39%	33.21%	33.39%	35.87%	33.82%	34.95%
Capital Expenditure	Capital Expenditure / Capital Budget	72.92%	72.98%	44.59%	75.33%	95%	3.19%
Repairs and Maintenance as % of Total Operating Expenditure	Repairs and Maintenance / Total Operating Expenditure	4.94%	3.82%	5.63%	5.99%	3.34%	2.48%
Repairs and Maintenance as % of PPE (Book Value)	Repairs and Maintenance / Net PPE	1.65%	1.41%	2.29%	2.46%	1.68%	0.18%
Own Revenue Sources / Total Operating Revenue (Including operating grants)	Own Revenue Sources / Total Operating Revenue (Including Conditional Grants)	78.69%	80.22%	75.36%	83.61%	83.93%	73.62%

The above table is discussed in detail below.

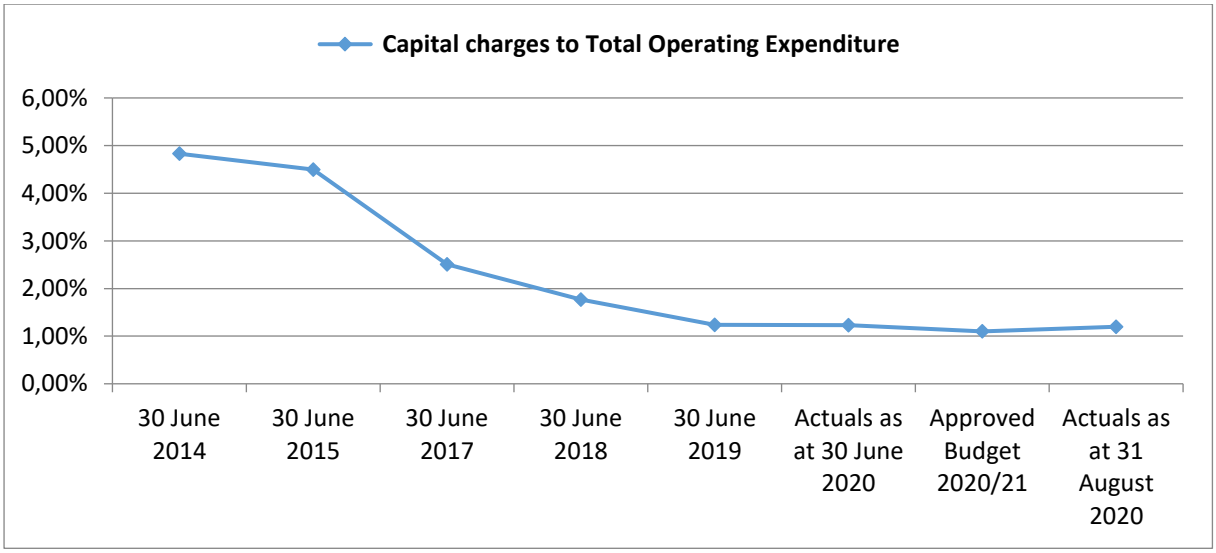
10.1. Borrowing Management

10.1.1. Capital charges to Operating Expenditure

The Ratio indicates the cost required to service the borrowing. It assesses the Borrowing or Payment obligation expressed as percentage of Total Operating Expenditure.

Capital charges/Total Operating Expenditure to date

The ratio indicates that 1.20% of the Total Operating Expenditure was utilised for capital charges as at 31 August 2020, compared to the approved budget ratio of 1,10%.



10.1.2. Borrowed funding of capital expenditure

This ratio indicates the proportion of borrowed funding to actual capital expenditure to date (excluding transfers and grants). The ratio also indicates the extent of capital expenditure being financed from borrowed funding compared to own and other funding sources, excluding transfers and grant funded expenditure.

The ratio is determined as follows:

Capital expenditure funded from Borrowings/Total Capital Expenditure to date (excluding transfers and grants)

The ratio is 0% as no capital expenditure was funded from borrowings, which is in line with the budgeted target as per the 2020/21 Operating Budget as no borrowing is planned for the 2020/21 to 2022/23 financial years.

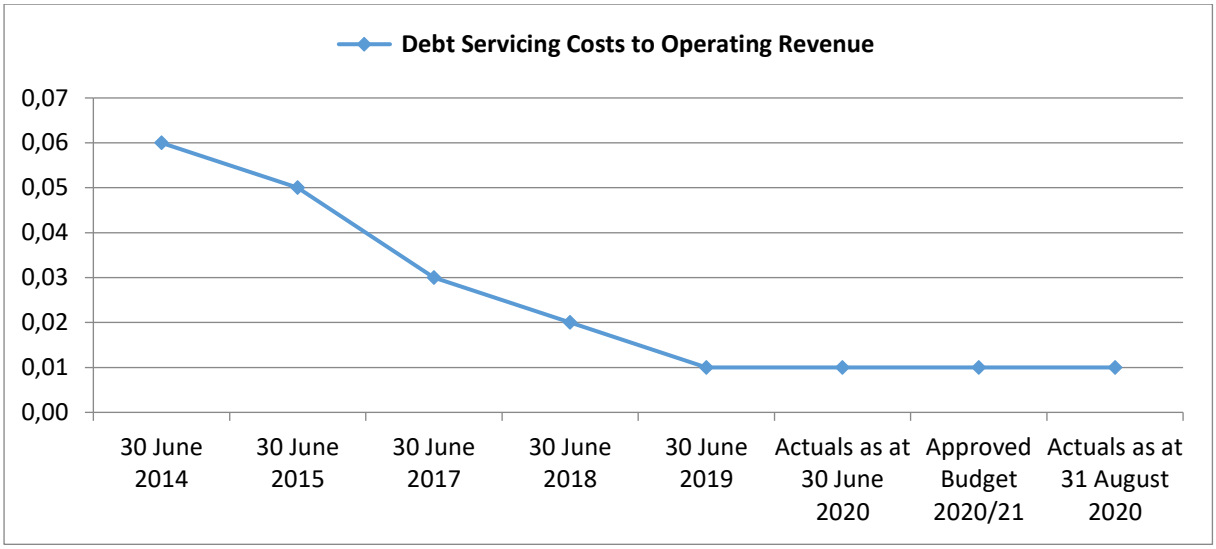
10.1.3. Debt Servicing Costs to Operating Revenue Ratio

This ratio indicates the proportion of debt servicing costs (interest and principal paid on borrowing) to actual operating revenue to date.

The ratio is determined as follows:

Debt Servicing Costs/Operating Revenue

As at 31 August 2020, the ratio was 0.01:1, compared to the approved budget ratio of 0.01:1.



10.2. Liquidity

10.2.1. Current ratio

The Ratio assesses the Municipality's ability to meet its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables etc.).

The ratio is determined as follows:

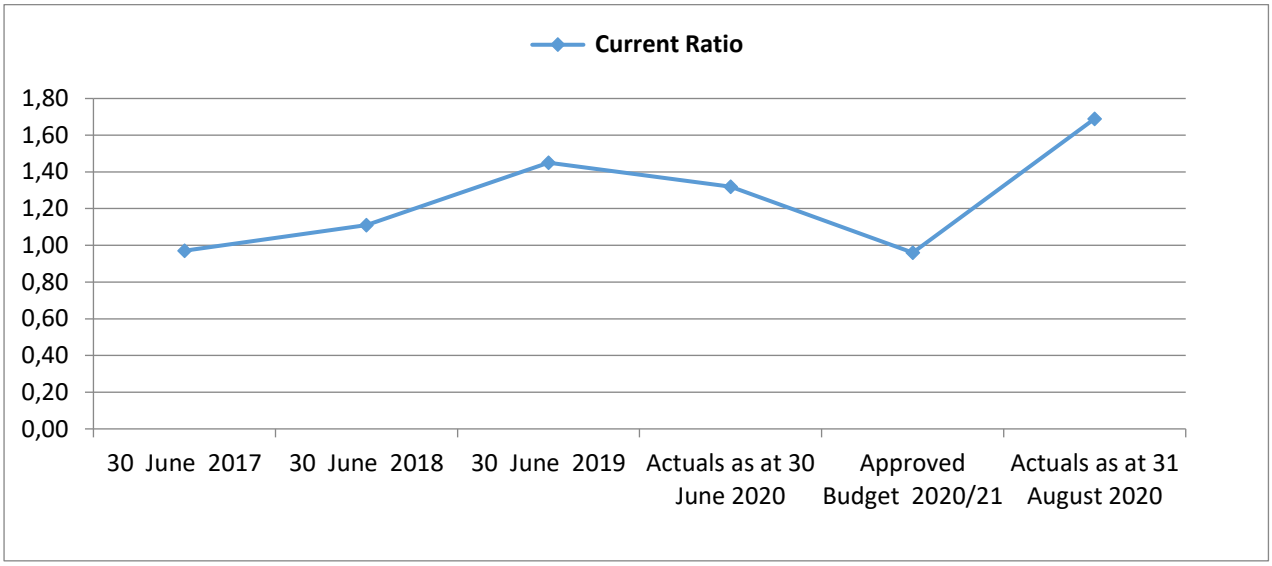
Current assets/Current liabilities

The ratio as at 31 August 2020 was 1.69:1, compared to the approved budget ratio of 0.96:1.

In terms of the MFMA Circular No. 71, the norm is 1.5:1 to 2:1

The higher the current Ratio, the stronger the Municipality's financial capacity to meet its current obligations.

A ratio of below 1:1 would suggest that the Municipality would be unable to meet all of its current obligations as and when they fall due.



10.2.2. Liquidity Ratio

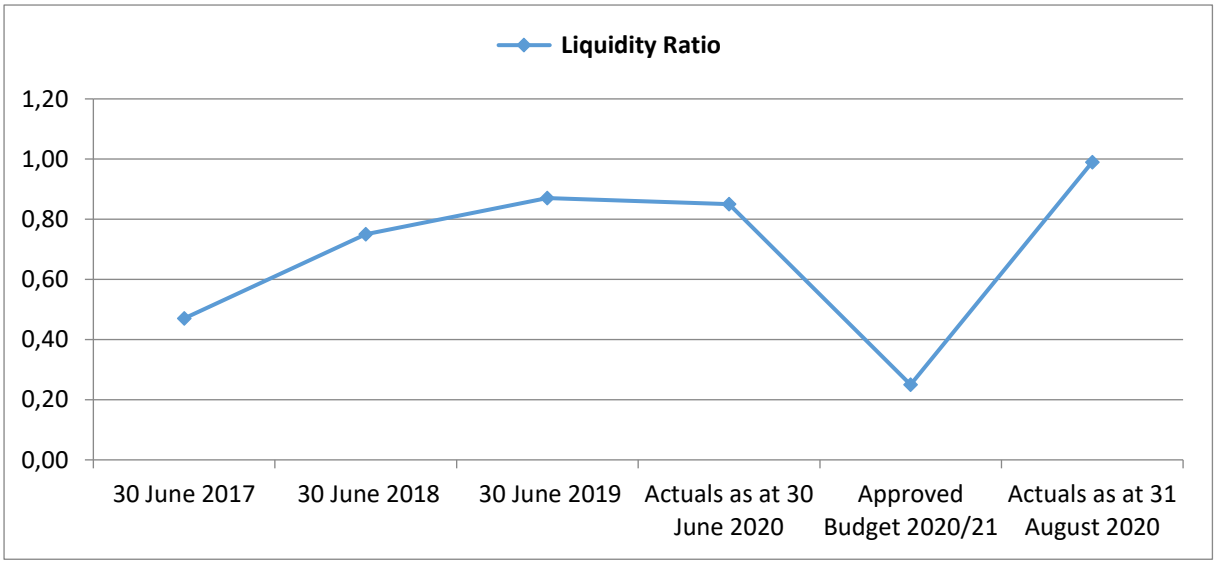
The liquidity ratio assesses a Municipality's ability to meet its short-term commitments from Monetary Assets.

The ratio is determined as follows:

Monetary assets/Current liabilities

A favourable ratio would ensure that the Municipality is able to settle its short-term commitments from monetary assets. The liquidity ratio as at 31 August 2020 was 0.99:1, compared to the budgeted ratio of 0.25:1.

The liquidity ratio is of the utmost importance to measure the financial liquidity and sustainability of the municipality.



10.3. Revenue Management

10.3.1. Annual Debtors Collection Rate

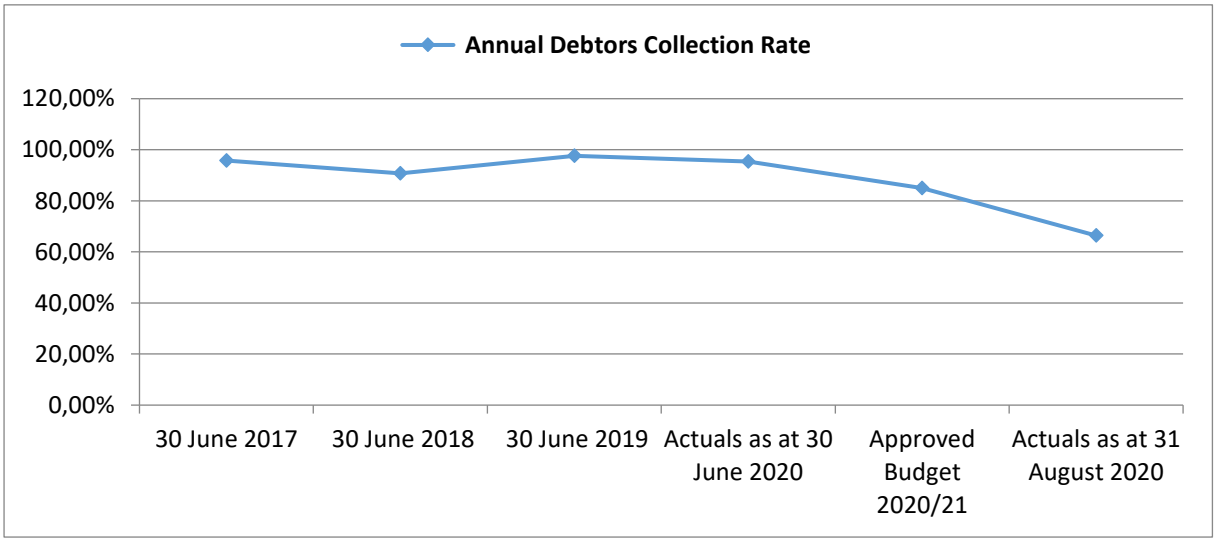
This ratio assesses the actual cash collected, compared to the monetary value of the municipal accounts rendered for municipal rates and services.

The ratio to determine the percentage collection rate is as follows:

Total Payments Received in Current month/Total Value of Accounts Rendered in the Previous Month X 100

Note: the reason for using the previous month's billing is due to the accounts only being payable the following month (i.e. accountholders are given one calendar month to pay their current accounts).

The average collection rate as at 31 August 2020 was 66.39%, compared to the approved budget collection rate of 85%. The actual collection rate for August is 50.87%. The collection rates have been calculated, based on the revenue receipted, compared to the revenue billed on a month – to - month basis.



10.4. Other indicators

10.4.1. Cost coverage

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue, during that particular month.

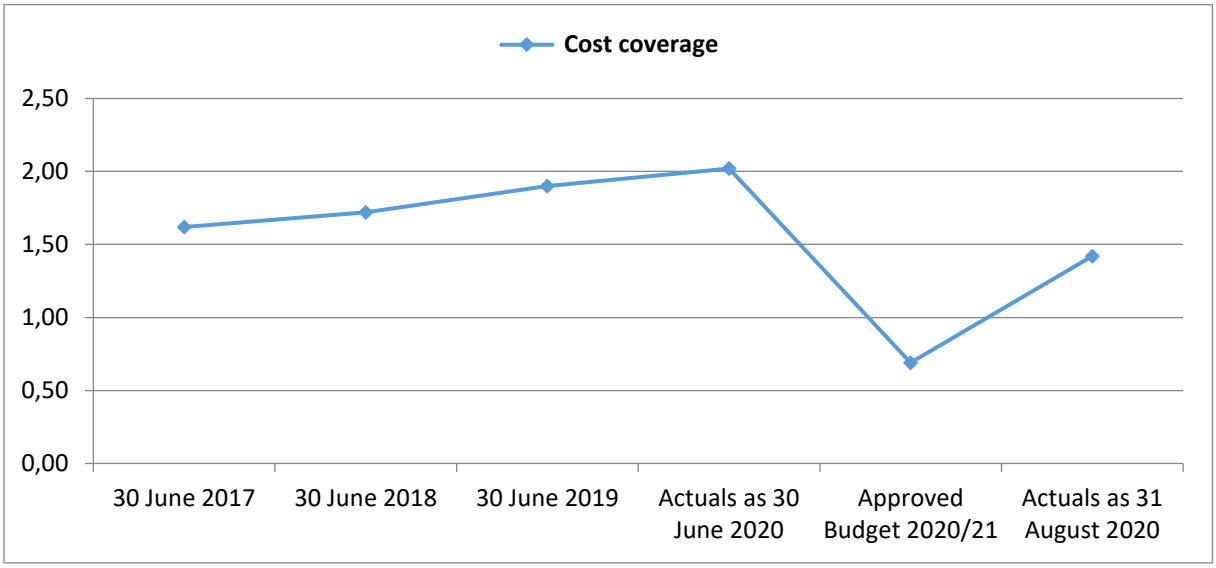
The Ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal day-to-day operational expenditure, but rather reserved for Grant related expenditure.

The ratio is determined as follows:

Cash and cash equivalents – unspent conditional grants – overdraft + short-term investments/ monthly fixed operational expenditure excluding (depreciation, amortisation, provisions for bad debts, impairment and loss on the disposal of assets)

As at 31 August 2020, the Ratio was 1.42 months, compared to the approved budget ratio of 0.69 months.

In terms of MFMA Circular No. 71, the norm is 1 month to 3 months.



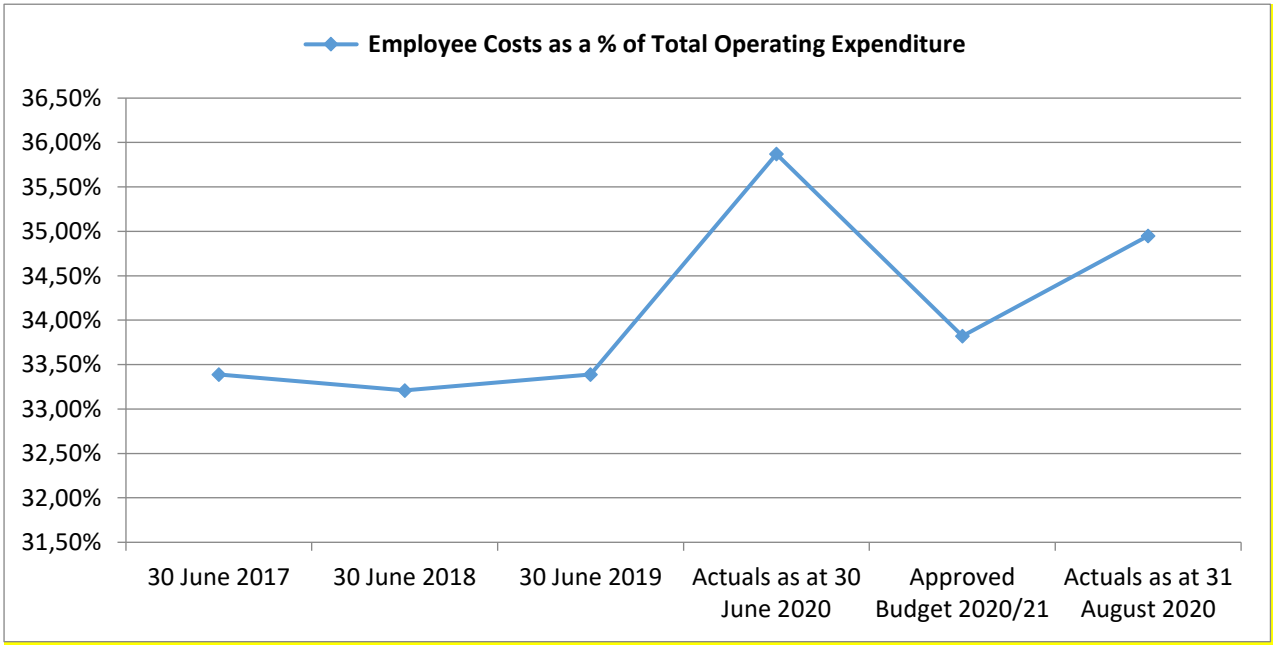
10.4.2. Employee costs as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the employment of human resources.

The ratio is determined as follows:

Employee Costs to date/Total Operating Expenditure to Date

As at 31 August 2020, Employee Related Costs constituted 34.95% of the Total Operating Expenditure compared to the approved budget ratio 33,82%.



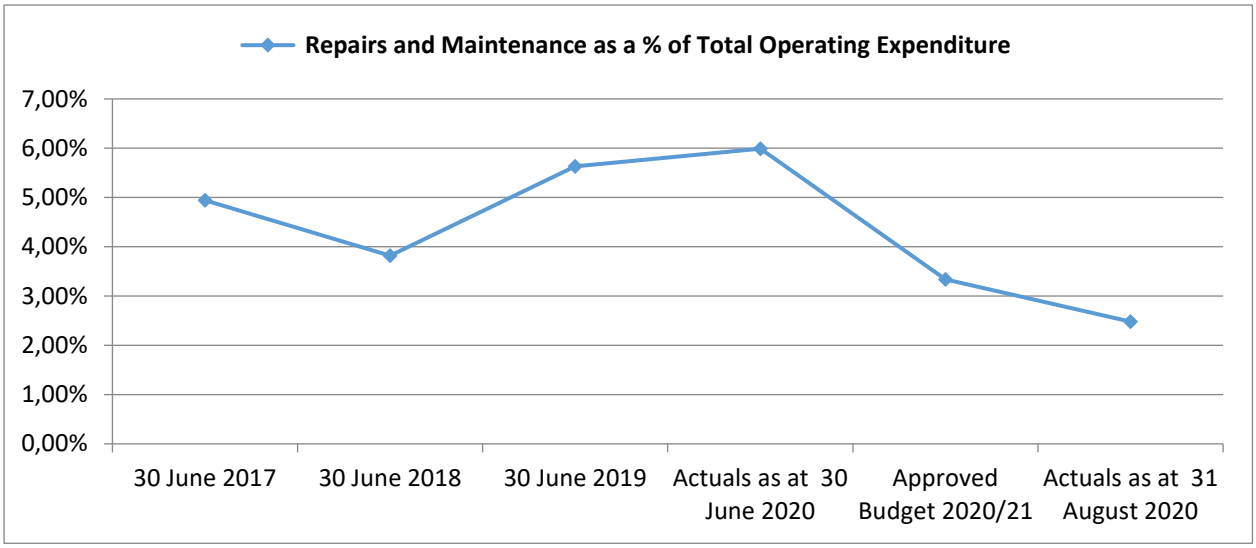
10.4.3. Repairs and Maintenance as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the repairs and maintenance of its assets.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Total Operating Expenditure to date

As at 31 August 2020, the ratio was 2.48%, compared to the approved budget ratio of 3.34%.



10.4.4. Repairs and Maintenance as a % of the book value of Property, Plant and Equipment (PPE)

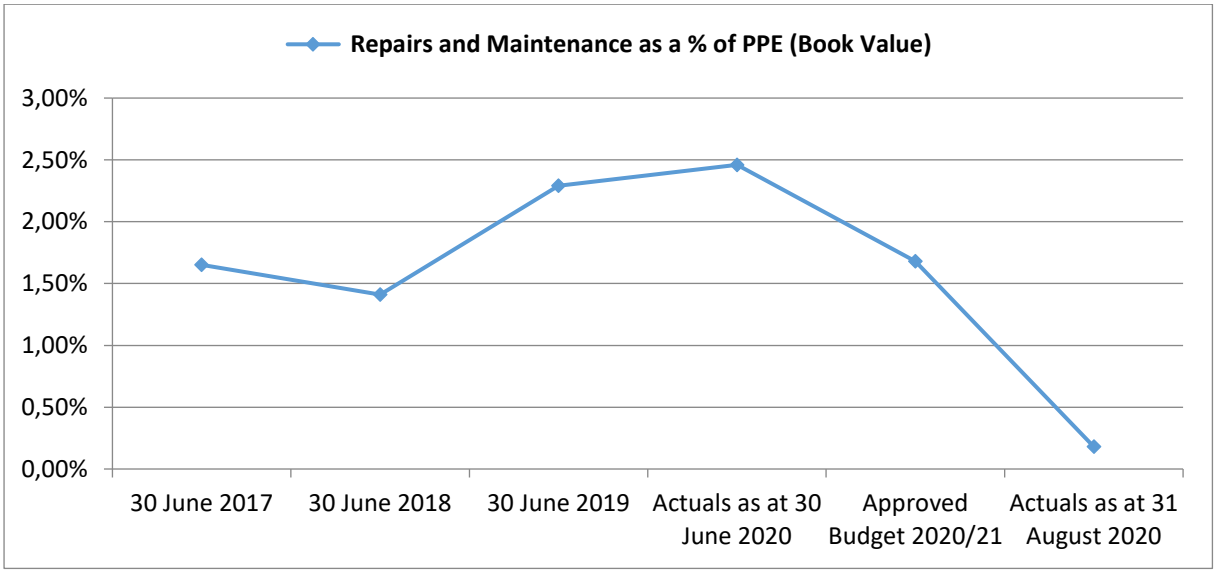
The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to minimise breakdowns and interruptions in service delivery.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Book value of PPE to date

As at 31 August 2020, repairs and maintenance expenditure constituted 0.18% of the book value of PPE, compared to the budgeted ratio of 1.68%.

In terms of the MFMA Circular No.71, the norm is 8%.



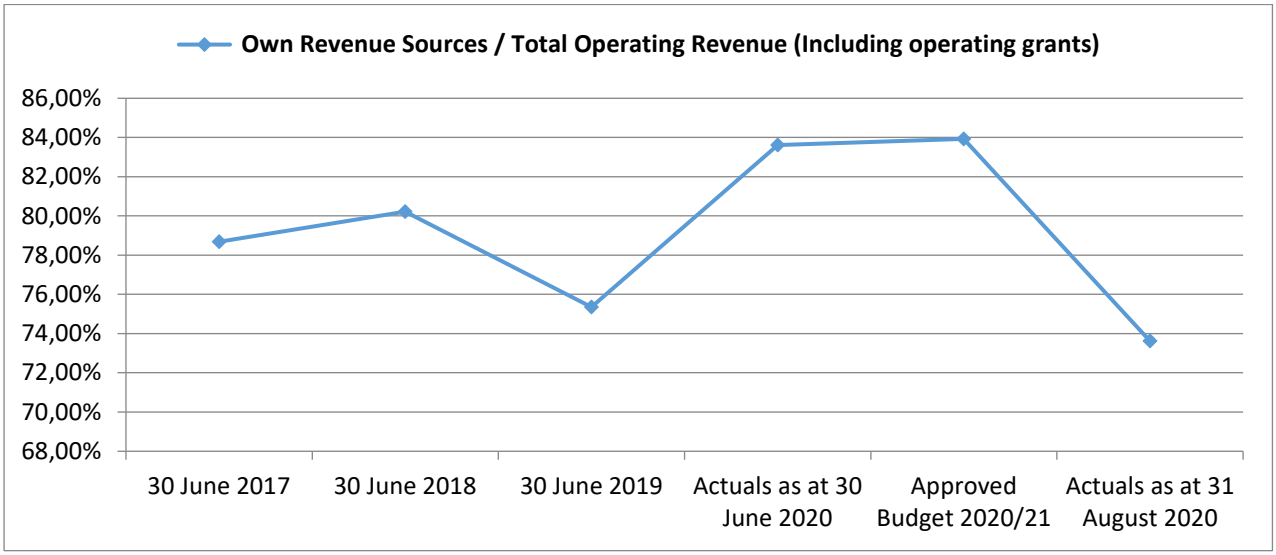
10.4.5. Own Revenue Generation

This ratio measures the extent to which the Municipality has control over its revenue sources, i.e. what percentage of its revenue is generated locally. The higher the ratio, the less reliant a Municipality is on Provincial and National Government to support its operations.

The ratio is determined as follows:

Own Revenue Sources / Total Operating Income (includes operating grants)

As at 31 August 2020, the Municipality's own revenue sources constituted 73.62% of its total Operating Income, compared to the approved budget ratio of 83.93%.



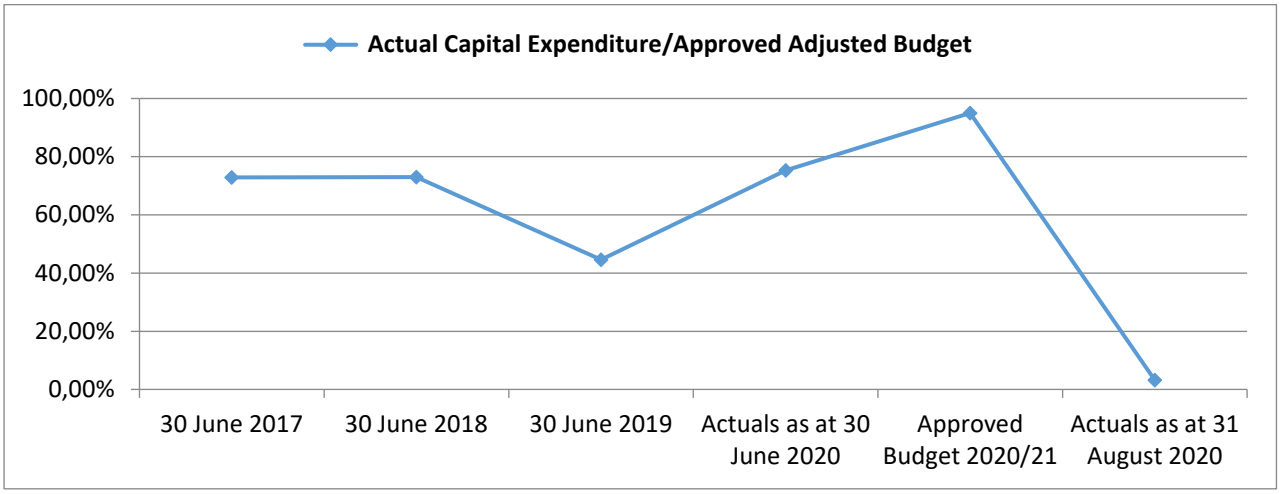
10.4.6. Capital Budget Spending

This ratio assesses the level of actual capital spending, compared to the budgeted capital expenditure.

The ratio is determined as follows:

Actual Capital spending / Approved Capital Budget

The actual spending as at the end of August 2020 amounted to 3.19% compared to the approved budget ratio of 95%.



Item prepared by Manager BTO

Item approved by the CFO: _____

Item noted by the Portfolio Chairperson: _____

(no signature at the time of distribution)

KOUGA MUNICIPALITY (EC108)

ORDINARY COUNCIL MEETING

FINANCE

DATE: 29 OCTOBER 2020 **ITEM NO: 20/10/F12**

MONTHLY BUDGET STATEMENTS FOR THE PERIOD JULY 2020 TO SEPTEMBER 2020 AND FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY AS AT 30 SEPTEMBER 2020 (2020/21 FINANCIAL YEAR)

1. Purpose

This report is submitted in compliance with Sections 71(1) and 52(d) of the Municipal Finance Management Act (MFMA) and the Municipal Budget and Reporting Regulations (MBRR).

2. Legislative Requirements

The Municipality is required to assess on an ongoing basis whether it collects sufficient revenue to meet its commitments, such as paying Employees, Councillors, Eskom, Nelson Mandela Bay Municipality, service providers etc.

In accordance with Section 71(1) of the MFMA, the Accounting officer must by no later than 10 working days after the end of each month, submit to the mayor of the municipality and the relevant provincial treasury a statement in the prescribed format on the state of the municipality's budget.

In accordance with Section 52(d) of the MFMA, the Executive Mayor must within 30 days of the end of each quarter, submit a report to the Council on the implementation of the budget and the financial state of affairs of the municipality.

In accordance with regulation 28 of the MBRR, the monthly budget statements of a municipality must be in the format specified in Schedule C.

3. Executive Summary

This report provides a balanced and consolidated financial performance overview to assist the Executive Mayor in his oversight role.

An analysis of the financial position and performance was undertaken to determine the relative financial strength and liquidity of the Municipality. This was complemented by analysing the cash flow position, the investment portfolio, ratios, the operating and capital budget performance for the months of September 2020, so as to facilitate an informed assessment of the relative liquidity and financial position of the Municipality.

The financial performance highlights are as follows:

- Operating revenue amounted to R 299,290 million, whilst operating expenditure amounted to R 210,027 million, resulting in an operating surplus of R 89,264 million.
- Capital expenditure constituted 4,19% of the 2020/21 Adjusted Capital Budget.
- Overdue consumer debts increased by R 41,478 million (24,51%) since June 2020.
- An amount of R 36,585 million is owing to creditors, of which R 34,889 million (95,36%) represents current creditors. Currently all outstanding creditors are not reflected on the creditors age analysis.
- The municipality's investment portfolio has increased by R 8,922,750 (6,33%) since June 2020, from R 141,031,684 to R 149,954,434.

The following key financial ratios are monitored on an on-going basis:

Ratio	Actuals as at 30 June 2018	Actuals as at 30 June 2019	Actuals as at 30 June 2020	Actuals as at 30 September 2019	Actuals as at 30 September 2020	Adjustment Budget 2020/21
Current Ratio	1.58:1	1.31:1	1.32:1	3.24:1	1.99:1	0.96:1
Liquidity Ratio	0.75:1	0.84:1	0.85:1	2.47:1	1.11:1	0.33:1
Cost Coverage (Excluding unspent conditional grants)	1.73 Months	1.97 Months	2.02 Months	2.33 Months	1.53 Months	1.04 Months
Debtors Collection Rate	90.73%	97.62%	95.42%	85.12%	78.46%	85%
Capital Expenditure	72.92%	73.82%	75.33%	8.25%	4.19%	95%

4. Detailed Reports

In order to comply with Schedule C of the Municipal Budget and Reporting Regulations, the following detailed schedules are attached for the period, ending 30 September 2020:

Annexure "A1" – Operating Revenue and Expenditure Performance

Annexure "A2" - Capital Budget Performance

Annexure "A3"- Projected Cash Flow Statement

Annexure "A4" – Municipal Monthly Budget Tables

Annexure "A5"- Analysis of Municipality's Statement of Financial Performance

xiii. Overview of Outstanding Consumer Debtors
xiv. Overview of Creditors position
xv. Investment portfolio
xvi. Grants receipts and Expenditure
xvii. Councillors & Employee benefits
xviii. Key performance Indicators

5. Recommendation

5.1 That the Executive Mayor notes the Municipal Manager's report on the monthly budget statements, in accordance with Section 71(1) of the Municipal Finance Management Act.

5.2 The Executive Mayor's report on the implementation of the budget and the financial state of affairs of the municipality, in accordance with Section 52(d) of the MFMA be noted.

5.3 That the monthly budget statements accordingly be submitted to Provincial Treasury as stipulated in Section 71(1) of the MFMA.

Drafted by Manager Budget & Treasury: Mr S Abrahams

Approved by CFO:

Mr. R Lorgat: ……

Endorsed by Municipal Manager: Mr. C Du Plessis

Noted by Portfolio Councillor: ……

(no signature at the time of distribution)

Annexure "A1"

OVERVIEW OF OPERATING REVENUE AND EXPENDITURE PERFORMANCE FOR THE PERIOD OF JULY TO SEPTEMBER 2020.

Below is an analysis of the operating revenue and expenditure performance

Description	Budget Year 2020/21		
	Adjusted Budget	Actuals as at 30 September 2020	%
R thousands			
Revenue By Source			
Property rates	205 650	98 445	47,87%
Service charges - electricity revenue	291 625	74 322	25,49%
Service charges - water revenue	81 846	21 662	26,47%
Service charges - sanitation revenue	53 555	14 616	27,29%
Service charges - refuse revenue	54 690	14 883	27,21%
Rental of facilities and equipment	4 083	198	4,86%
Interest earned - external investments	13 013	1 170	8,99%
Interest earned - outstanding debtors	6 993	1 759	25,16%
Fines, penalties and forfeits	6 685	199	2,97%
Licences and permits	20 714	6 928	33,44%
Transfers and subsidies	166 000	62 723	37,78%
Other revenue	21 540	2 385	11,07%
Total Revenue (excluding capital transfers and contributions)	**926 393**	**299 290**	**32,31%**
Expenditure By Type			
Employee related costs	348 729	74 175	21,27%
Remuneration of councillors	13 651	3 183	23,32%
Debt impairment	58 222	–	0,00%
Depreciation & asset impairment	89 271	18 382	20,59%
Finance charges	1 388	407	29,35%
Bulk purchases	246 173	82 599	33,55%
Other materials	61 266	5 813	9,49%
Contracted services	71 703	9 443	13,17%
Transfers and subsidies	761	–	0,00%
Other expenditure	101 440	16 024	15,80%
Total Expenditure	**992 604**	**210 027**	**21,16%**
Surplus/(Deficit)	**(66 211)**	**89 264**	

The statement of financial performance indicates a surplus of R 89,264 million.

Below is a discussion of the significant revenue variations:

Revenue Variations

Property Rates

As at 30 September 2020, the Municipality has recognised 47,87% of its property rates revenue, compared to the budget. This is influenced by annual property rates raised in July 2020.

Rental of Facilities

This relates to the rental of municipal buildings, community halls and other municipal facilities. The revenue is influenced by the extent of rental agreements.

Interest earned - external investments

Interest earned on external investments is largely influenced by the municipality's investment portfolio. Currently the investment portfolio amounts to R 149,954 million.

Fines, penalties and forfeits

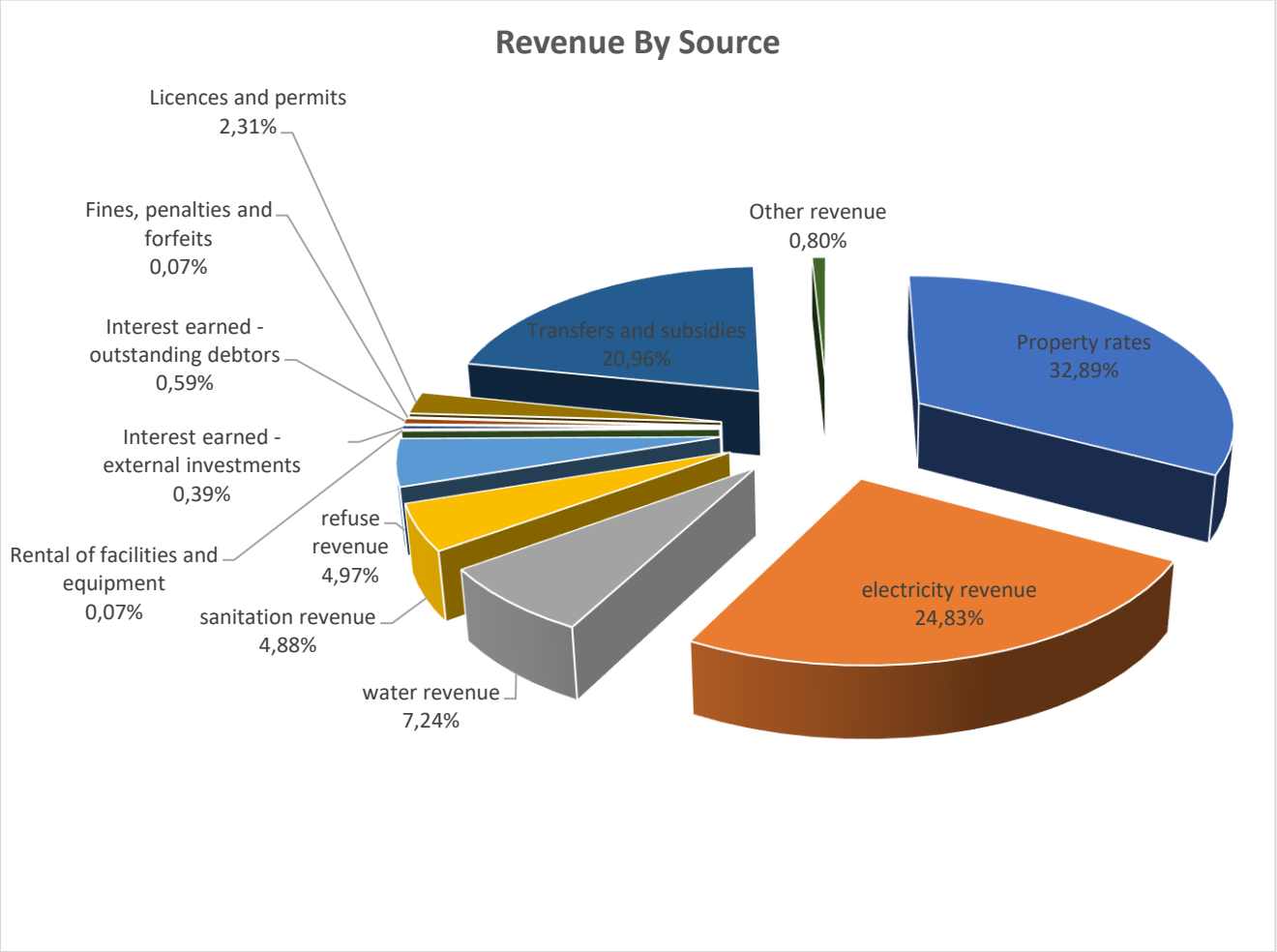
Fines, penalties and forfeits are largely influenced by the lower than anticipated revenue from traffic fines.

Transfers and Subsidies

Transfers and subsidies received mainly represents the Equitable Share Allocation in the amount of R 61,492 million.

Other revenue

This relates to the various operating revenue, such legal fees recovered, insurance refunds, sale of municipal land and building related fees. The revenue is influenced by the anticipated land sale for an amount of R 11,000 million and budgeted insurance refunds amounting to R 3,000 million.



Expenditure Variations

Bad Debts

Bad debts are written off upon Council approval.

Bulk purchases

Item Description	Adjusted Budget 2020/21	Actuals as at 30 September 2020	%
Bulk purchases - Electricity	246 173 454	79 669 670	32.36%

Other materials

Other materials relate to consumables, fuel and oil. It includes material and supplies used for repairs and maintenance and bulk purchases water account.
This is influence by the low spending on repairs and maintenance budget and bulk water purchases.

Transfers and subsidies

Transfers and subsidies relate to grant-in-aid given by the municipality to various non-profit organizations, in line with the Council approved grant-in-aid policy.

Contracted Services

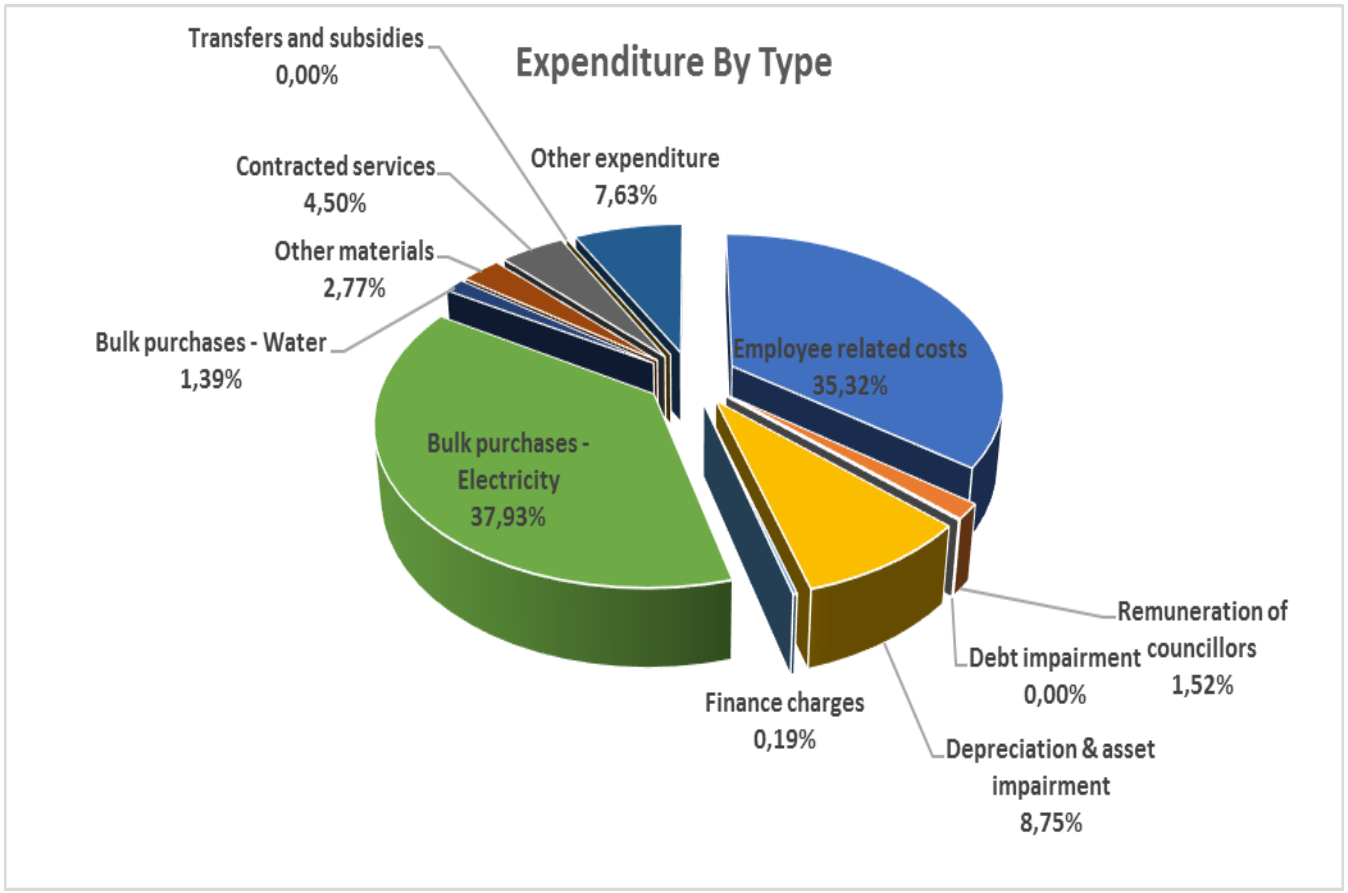
Contracted services mostly relate to outsourced work, in relation to the maintenance of municipal infrastructure assets and includes consultation fees.

The contracted services are broken down as follows:

Item Description	Adjusted Budget 2020/21	Actuals as at 30 September 2020	%
Consultants and Professional Services	10 740 448	156 798	1.46%
Drivers Licence Cards	850 000	45 662	5.37%
Transport Services	397 556	1 800	0.45%
Dune Stabilisation	6 759 604	2 644 246	39.12%
Valuer	2 082 451	7 475	0.36%
Other Contracted Services	1 420 011	150 306	10.58%
Legal Advice and Litigation	2 449 703	183 551	7.49%
Maintenance of Buildings and Facilities	4 648 303	583 516	12.55%
Catering Services	447 385	5 056	1.13%
Maintenance of Vehicles	6 558 120	1 301 366	19.84%
Qualification Verification	800 000	239 600	29.95%
Maintenance of Water Infrastructure	1 653 900	123 474	7.47%
Maintenance of Equipment	619 275	54 105	8.74%
Burial Services	202 250	-	0.00%
Roads Maintenance	11 000 000	1 265 272	11.50%
Medical Health Services & Support	600 000	168 819	28.14%
Maintenance of Electrical Infrastructure	2 266 032	956 266	42.20%
Maintenance of Sanitation Infrastructure	1 339 000	367 676	27.46%
Laboratory Services:Water	702 408	-	0.00%
Special Rating Area	7 350 000	506 193	6.89%
Internal Auditors	450 000	-	0.00%
Legal Cost:Collection	1 250 000	141 696	11.34%
Security Services	2 239 147	382 309	17.07%
Occupational Health and Safety	73 150	-	0.00%
Animal Care	400 000	-	0.00%
Personnel and Labour	1 432 000	101 206	7.07%
Professional Staff	482 230	28 500	5.91%
Employee Wellness	250 000	28 127	11.25%
Call Centre	250 000	-	0.00%
Clearing and Grass Cutting Services	790 000	-	0.00%
Litter Picking and Street Cleaning	1 200 000	-	0.00%
Total	**71 702 973**	**9 443 019**	**13.17%**

The other expenditure is broken down as follows:

Item Description	Adjusted Budget 2020/21	Actuals as at 30 September 2020	%
Bank Charges	999 180	170 242	17.04%
Other	5 077 157	457 690	9.01%
Air Transport	360 700	-	0.00%
Uniform and Protective Clothing	4 448 945	248 936	5.60%
Signage	660 170	8 059	1.22%
Vehicle Tracking	619 329	142 269	22.97%
Accommodation	693 900	-	0.00%
Leases:Other Assets	4 245 514	1 138 654	26.82%
Software Licences	3 917 205	464 870	11.87%
Printing, Publications and Books	1 339 088	135 844	10.14%
Cellular Contract (Subscription and Calls)	1 727 723	300 814	17.41%
Claims paid to Third Parties	274 835	1 216	0.44%
External Audit Fees	4 500 000	1 094	0.02%
Tenders	940 000	33 121	3.52%
Gifts and Promotional Items	213 465	25 223	11.82%
Registration Fees:Professional and Regulatory Bodies	730 320	27 382	3.75%
Leases:Machinery and Equipment	274 822	-	0.00%
Insurance Claims	3 164 901	- 3 000	-0.09%
Workmen''s Compensation Fund	1 594 581	269 365	16.89%
Leases:Furniture and Office Equipment	6 608 585	650 371	9.84%
Postage/Stamps/Franking Machines	1 483 156	311 290	20.99%
Advertising, Publicity and Marketing	300 000	-	0.00%
Achievements and Awards	1 520 500	47 784	3.14%
Own Transport	628 750	50 604	8.05%
Motor Vehicle Licence and Registrations	763 909	236 623	30.98%
Skills Development Fund Levy	1 760 001	161 678	9.19%
Storage of Files (Archiving)	500 000	16 802	3.36%
Staff Recruitment	200 000	-	0.00%
Hire Charges	17 099 630	4 335 673	25.36%
Non-employees	322 000	14 072	4.37%
Municipal Services	11 468 404	4 080 959	35.58%
Leases:Computer Equipment	120 000	-	0.00%
Insurance Underwriting:Premiums	5 655 503	-	0.00%
Registration Fees:Seminars, Conferences, Workshops	1 436 100	21 390	1.49%
External Computer Service:Internet Charge	4 288 705	1 020 498	23.80%
Bargaining Council	3 040 340	-	0.00%
Third Party Vendors	5 112 212	914 562	17.89%
Remuneration to Ward Committees	3 000 000	739 463	24.65%
Telephone, Fax, Telegraph and Telex	100 000	-	0.00%
Supplier Development Programme	250 000	-	0.00%
Total	**101 439 630**	**16 023 547**	**15.80%**


Expenditure By Type
Transfers and subsidies
0,00%
Other expenditure
7,63%
Contracted services
4,50%
Other materials
2,77%
Bulk purchases - Water
1,39%
Bulk purchases -
Electricity
37,93%
Employee related costs
35,32%
Remuneration of
councillors
1,52%
Debt impairment
0,00%
Finance charges
0,19%
Depreciation & asset
impairment
8,75%

Repairs and Maintenance

Below is an analysis of actual repairs and maintenance expenditure, compared to the 2020/21 Adjusted Budget.

Item Description	Budget Year 2020/21		
	Adjustment Budget 2020/21	Actuals as at 30 September 2020	%
Maintenance of Equipment	384 150,00	45 739,96	11,91%
Maintenance of Unspecified Assets	23 084 571,00	4 096 887,23	17,75%
Materials and Supplies	10 363 227,00	3 132 537,84	30,23%
Maintenance of Buildings and Facilities	3 777 198,00	559 669,57	14,82%
Project Management	60 000,00	-	0,00%
Hire Charges	3 276 076,00	182 565,00	5,57%
Total	**40 945 222,00**	**8 017 399,60**	**19,58%**

It is to be noted that actual repairs and maintenance expenditure constituted 19.58% of the 2020/21 Adjusted Budget.

Annexure "A2"

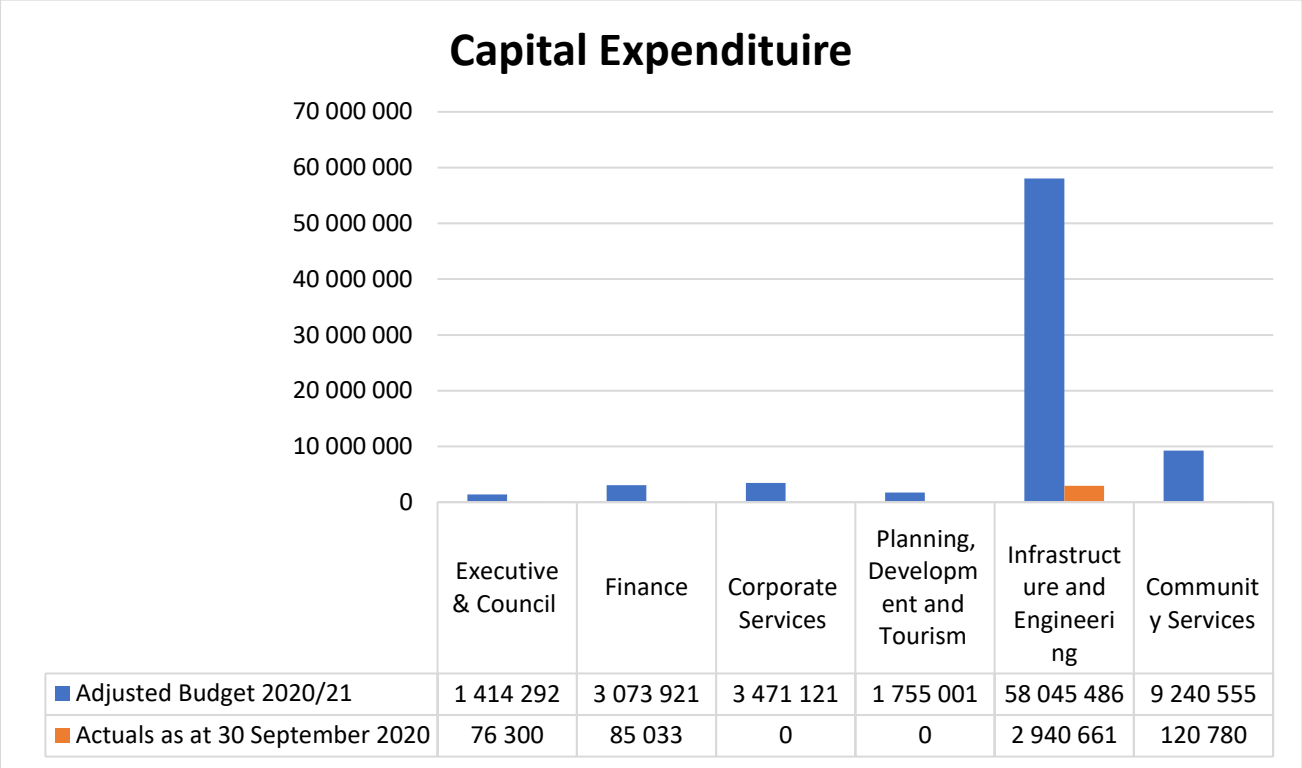
CAPITAL BUDET PERFORMANCE

Below is an analysis of the capital expenditure compared to the 2020/21 Adjusted Capital Budget.

Project Description	Funding	Adjusted Budget 2020/21	Actuals as at 30 September 2020	%
Executive & Council				
Computer Equipment	Internal	147 445,00	26 000,00	17,63%
Vehicle	Internal	400 000,00	-	0,00%
Furniture and Equipment	Internal	16 847,00	-	0,00%
Ward councilors Capital project	Internal	850 000,00	50 300,00	5,92%
		1 414 292,00	**76 300,00**	**5,39%**
Corporate Services				
EDMS	Internal	1 560 455,00	-	0,00%
Library Upgade	Internal	22 000,00	-	0,00%
Computer Software and Applications	Internal	434 000,00	-	0,00%
Computer Equipment	Internal	402 220,00	-	0,00%
Fencing of municipal building	Internal	100 000,00	-	0,00%
Bio-metric System	Internal	600 000,00	-	0,00%
Furniture and Equipment	Internal	352 446,00	-	0,00%
		3 471 121,00	**-**	**0,00%**
Finance				
SCM Furniture	Internal	327 833,00	-	0,00%
Computer Equipment	Internal	900 000,00	107 200,00	11,91%
Furniture and Equipment	Internal	141 005,00	- 22 167,22	-15,72%
Cibex Software	Internal	681 497,00	-	0,00%
WIFI Solution	Internal	75 904,00	-	0,00%
Machinery and Equipment	Internal	156 465,00	-	0,00%
DISASTER RECOVERY SERVER	Internal	637 267,00	-	0,00%
Office upgrade ICT	Internal	153 950,00	-	0,00%
		3 073 921,00	**85 032,78**	**2,77%**
Planning, Development & Tourism				
Land acquisition housing projects	Internal	360 000,00	-	0,00%
Computer Software and Applications	Internal	315 000,00	-	0,00%
Vehicles	Internal	400 000,00	-	0,00%
Computer Equipment	Internal	30 000,00	-	0,00%
Furniture and equipment	Internal	250 000,00	-	0,00%
Restoration of Fisherman Grave Site	Internal	100 000,00	-	0,00%
Kouga Business Support Centre	Internal	300 000,00	-	0,00%
Sanitation Infrastructure: Waste Water Treatment Works	Distr	1,00	-	0,00%
		1 755 001,00	**-**	**0,00%**
Community Services				
Vehicles	Internal	1 296 500,00	-	0,00%
Vehicles	Distr	5 118 200,00	-	0,00%
Jack Hammer and water pump	Internal	250 000,00	-	0,00%
Kouga Skip Bins	Internal	200 000,00	-	0,00%
Machinery and Equipment (Security Cameras System)	Internal	1 119 138,00	-	0,00%
Fleet Management	Internal	100 000,00	-	0,00%
Machinery and Equipment	Internal	278 500,00	-	0,00%
Computer Equipment	Internal	30 000,00	-	0,00%
Furniture and Equipment	Internal	144 760,00	-	0,00%
Fencing Humansdorp Fire Station	Internal	200 000,00	-	0,00%
Upgrading of Sports Facilities	Internal	153 457,00	-	0,00%
Upgrading of Pellsrus, Kabeljous, Cape St Francis	Internal	150 000,00	81 380,00	54,25%
Fencing Community Hall	Internal	200 000,00	39 400,00	19,70%
		9 240 555,00	**120 780,00**	**1,31%**

Project Description	Funding	Adjusted Budget 2020/21	Actuals as at 30 September 2020	%
Infrastructure and Engineering				
Saffery Substation	Internal	1 000 000,00	-	0,00%
SUBSTATION SECURITY	Internal	200 000,00	-	0,00%
Replace 250mm Water Main Canal Road St Francis Ba	Internal	1 000 000,00	-	0,00%
Repair Leaking Concrete Water Tower Paradise Beach	Internal	300 000,00	-	0,00%
Replace Main Waterline Sout Rivier Bridge Crossing	Internal	1 000 000,00	-	0,00%
Replace 250mm Water Main Mimosa Street Jbay	Internal	330 000,00	-	0,00%
Upgrade Hankey Water Treatment Works	Internal	600 000,00	-	0,00%
New bypass Sewer Rising Main and Pump Stations Jba	Internal	1 000 000,00	-	0,00%
Fencing Kruisfontein Waste Water Treatment Plant	Internal	800 000,00	-	0,00%
Upgrade Sewer Rising Mains Jbay (La Mer-4A-4B) Pre	Internal	1 000 000,00	-	0,00%
Piped Reticulation - St Francis Bay	Internal	1 500 000,00	-	0,00%
New overheadlines 66kv overheadlines(Jbay to Melk	Internal	3 043 086,00	39 864,60	1,31%
Electrcial supply of tri switches St francis Bay	Internal	200 000,00	-	0,00%
Machinery & Equipment	Internal	300 000,00	-	0,00%
Electrical Mini sub station 22 000/11000/400 St Fr	Internal	485 935,00	-	0,00%
Humansdorp, Kruisfontein and Osean View Electrific	INEP	4 521 739,00	926 636,90	20,49%
Electrical Oil circuit breakers replacement with v	Internal	800 000,00	-	0,00%
Electrcial Supply auto recloser St Francis Bay	Internal	400 000,00	-	0,00%
Electrcial 5 MV 22000/11000 transformer	Internal	1 406 000,00	-	0,00%
Patensie Sewage Package Plant	MIG	-	66 362,56	
Kouga Backup Generators	Internal	500 000,00	-	0,00%
Upgrade Sanitation System Old Hankey	MIG	6 333 460,00	642 548,45	10,15%
Construct emergency overflow pond Koraal Sewer pu	Internal	1 300 000,00	-	0,00%
Upgrade Loerie sewer pump station	Internal	1 600 000,00	-	0,00%
Upgrading of Gravel Roads in Humansdorp	MIG	7 890 511,00	-	0,00%
Container toilets	Internal	1 100 000,00	-	0,00%
Fencing Main Substation Jeffrey's Bay	Internal	500 000,00	-	0,00%
Substations Movements in Ocean View	Internal	3 000 000,00	-	0,00%
Roads Capital	Internal	2 500 000,00	-	0,00%
Mini Fresh Food and Craft Markets in Jbay & Hankey	MIG	1 092 413,00	-	0,00%
Security Camera	Internal	150 000,00	-	0,00%
LV Networks (Informal Areas, Electrification/illeg	Internal	1 000 000,00	-	0,00%
Purchase of mini sub station 11000/400,22000/400	Internal	422 552,00	-	0,00%
Upgrading of Kwanomzamo Sports Facility	MIG	5 087 154,00	-	0,00%
Upgrading of Sports Facilities	MIG	5 682 636,00	1 265 248,13	22,27%
		58 045 486,00	**2 940 660,64**	**5,07%**
		77 000 376,00	**3 222 773,42**	**4,19%**
Internal Generated Funds		42 074 262,00	321 977,38	0,77%
Transfers recognised - Capital		34 926 114,00	2 900 796,04	8,31%
		77 000 376,00	**3 222 773,42**	**4,19%**

It is to be noted that capital expenditure as at 30 September 2020 amounted to 4.19%, compared to the adjusted capital budget of R 77,000,376.



	Executive & Council	Finance	Corporate Services	Planning, Development and Tourism	Infrastructure and Engineering	Community Services
Adjusted Budget 2020/21	1 414 292	3 073 921	3 471 121	1 755 001	58 045 486	9 240 555
Actuals as at 30 September 2020	76 300	85 033	0	0	2 940 661	120 780

Annexure "A3"

PROJECTED CASH FLOW STATEMENT FOR THE 2020/21 FINANCIAL YEAR

Projected Cash Flow Statement as at 30 September 2020

The purpose of the cash flow statement is to compare the cash inflows (receipts) with the cash outflows (payments), so as to ascertain the adequacy of the cash inflows to cover the cash outflows.

Table C7 Monthly Budget Statement – Cash Flow – M03 September 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			174 803	174 803	22 730	72 552	43 701	28 852	66%	174 803
Service charges			424 039	493 499	51 377	115 649	123 375	(7 726)	-6%	493 499
Other revenue			53 022	53 022	2 922	26 823	13 255	13 568	102%	53 022
Transfers and Subsidies - Operational			145 612	166 000	7 591	71 967	41 500	30 467	73%	166 000
Transfers and Subsidies - Capital			38 356	37 164	1 113	9 181	9 291	(110)	-1%	37 164
Interest			18 957	18 957	356	2 068	4 739	(2 671)	-56%	18 957
Dividends				–	–	–	–	–		–
Payments										
Suppliers and employees			(815 350)	(921 829)	(73 284)	(281 456)	(230 457)	50 999	-22%	(921 829)
Finance charges			(1 388)	(1 388)	(126)	(407)	(347)	60	-17%	(1 388)
Transfers and Grants			(761)	(761)	–	–	(190)	(190)	100%	(761)
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	**37 290**	**19 466**	**12 680**	**16 378**	**4 867**	**(11 511)**	**-237%**	**19 466**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								–		
Decrease (increase) in non-current receivables								–		
Decrease (increase) in non-current investments								–		
Payments										
Capital assets			(56 912)	(77 800)	(3 223)	(5 312)	(19 450)	(14 138)	73%	(77 800)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	**(56 912)**	**(77 800)**	**(3 223)**	**(5 312)**	**(19 450)**	**(14 138)**	**73%**	**(77 800)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits								–		
Payments										
Repayment of borrowing			(9 608)	(9 608)	(724)	(2 143)	(2 402)	(259)	11%	(9 608)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	**(9 608)**	**(9 608)**	**(724)**	**(2 143)**	**(2 402)**	**(259)**	**11%**	**(9 608)**
NET INCREASE/ (DECREASE) IN CASH HELD		–	**(29 230)**	**(67 942)**	**8 733**	**8 923**	**(16 985)**			**(67 942)**
Cash/cash equivalents at beginning:			76 328	141 032		141 032	141 032			141 032
Cash/cash equivalents at month/year end:		–	47 099	73 090		149 954	124 046			73 090

Annexure "A4"

MUNICIPAL MONTHLY BUDGET TABLES

3. MONTHLY BUDGET TABLES

The seven main budget tables, as required in terms of the Municipal Budget and Reporting Regulations, are included in this section of the report. These tables set out the Municipality's 2020/21 budget performance for the period of September 2020 and are to be noted. Each table is accompanied by explanatory notes.

Table C1 Monthly Budget Statement Summary – M03 September 2020

Description	2019/20	Budget Year 2020/21							
R thousands	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Financial Performance									
Property rates	–	205 650	205 650	11 931	98 445	51 413	47 032	91%	205 650
Service charges	–	481 716	481 716	39 517	125 483	120 429	5 054	4%	481 716
Investment revenue	–	13 013	13 013	689	1 170	3 253	(2 083)	-64%	13 013
Transfers and subsidies	–	145 612	166 000	(1 944)	62 723	41 500	21 223	51%	166 000
Other own revenue	–	60 015	60 015	3 917	11 469	15 004	(3 534)	-24%	60 015
Total Revenue (excluding capital transfers and contributions)	**–**	**906 005**	**926 393**	**54 109**	**299 290**	**231 598**	**67 692**	**29%**	**926 393**
Employee costs	–	336 974	348 729	24 819	74 175	87 182	(13 007)	-15%	348 729
Remuneration of Councillors	–	13 651	13 651	1 063	3 183	3 413	(229)	-7%	13 651
Depreciation & asset impairment	–	89 271	89 271	6 127	18 382	22 318	(3 936)	-18%	89 271
Finance charges	–	1 388	1 388	126	407	347	60	17%	1 388
Materials and bulk purchases	–	305 802	307 440	26 003	88 412	76 860	11 552	15%	307 440
Transfers and subsidies	–	761	761	–	–	190	(190)	-100%	761
Other expenditure	–	248 495	231 365	10 687	25 467	57 841	(32 375)	-56%	231 365
Total Expenditure	**–**	**996 342**	**992 604**	**68 826**	**210 027**	**248 151**	**(38 124)**	**-15%**	**992 604**
Surplus/(Deficit)	**–**	**(90 337)**	**(66 211)**	**(14 716)**	**89 264**	**(16 553)**	**105 816**	**-639%**	**(66 211)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	38 356	37 164	3 305	3 981	9 291	###	-57%	37 164
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and	–	–	–	–	–	–	### –		–
Surplus/(Deficit) after capital transfers & contributions	**–**	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**	**100 506**	**-1384%**	**(29 047)**
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–		–
Surplus/ (Deficit) for the year	**–**	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**	**100 506**	**-1384%**	**(29 047)**
Capital expenditure & funds sources									
Capital expenditure	**–**	**56 912**	**77 800**	**1 406**	**3 223**	**19 450**	**(16 227)**	**-83%**	**77 800**
Capital transfers recognised	–	33 610	35 726	1 101	2 901	8 932	(6 031)	-68%	35 726
Borrowing	–	–	–	–	–	–	–		–
Internally generated funds	**–**	**23 303**	**42 074**	**305**	**322**	**10 519**	**(10 197)**	**-97%**	**42 074**
Total sources of capital funds	**–**	**56 912**	**77 800**	**1 406**	**3 223**	**19 450**	**(16 227)**	**-83%**	**77 800**
Financial position									
Total current assets	–	182 094	213 364		268 419				213 364
Total non current assets	–	2 229 248	2 311 167		2 229 248				2 311 167
Total current liabilities	–	190 365	221 493		135 166				221 493
Total non current liabilities	–	170 192	163 445		170 192				163 445
Community wealth/Equity	**–**	**2 050 785**	**2 139 593**		**2 192 310**				**2 139 593**
Cash flows									
Net cash from (used) operating	–	37 290	19 466	12 680	16 378	4 867	(11 511)	-237%	19 466
Net cash from (used) investing	–	(56 912)	(77 800)	(3 223)	(5 312)	(19 450)	(14 138)	73%	(77 800)
Net cash from (used) financing	–	(9 608)	(9 608)	(724)	(2 143)	(2 402)	(259)	11%	(9 608)
Cash/cash equivalents at the month/year end	**–**	**47 099**	**73 090**	**–**	**149 954**	**124 046**	**(25 908)**	**-21%**	**73 090**
Debtors & creditors analysis	**0-30 Days**	**31-60 Days**	**61-90 Days**	**91-120 Days**	**121-150 Dys**	**151-180 Dys**	**181 Dys-1 Yr**	**Over 1Yr**	**Total**
Debtors Age Analysis									
Total By Income Source	39 097	39 281	7 775	6 170	5 377	5 441	25 057	121 634	249 832
Creditors Age Analysis									
Total Creditors	34 889	288	252	1 234	11	1	68	(158)	36 585

Explanatory notes to Table C 1 – Monthly Budget Summary

The aim of the Budget Summary is to provide a concise overview of the actual budget performance from all of the major financial perspective (operating expenditure, capital expenditure, financial position, cash flow, and MFMA funding compliance). The table provides an overview of the actual amounts spent compared to the monthly budget projections within the context of operating

performance, resources utilised for capital expenditure, financial position, cash and funding compliance.

Table C2 Monthly Budget Statement – Financial Performance (standard classification) – M03 September 2020

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands	1								%	
Revenue - Functional										
Governance and administration		–	**332 007**	**352 395**	**13 139**	**163 066**	**88 099**	74 967	85%	**352 395**
Executive and council		–	28	28	–	–	7	(7)	-100%	28
Finance and administration		–	331 979	352 367	13 139	163 066	88 092	74 974	85%	352 367
Internal audit		–	–	–	–	–	–	–		–
Community and public safety		–	**15 620**	**15 620**	**1 037**	**3 392**	**3 905**	(513)	-13%	**15 620**
Community and social services		–	2 498	2 498	30	77	625	(548)	-88%	2 498
Sport and recreation		–	8 085	8 085	379	2 135	2 021	113	6%	8 085
Public safety		–	1 985	1 985	622	623	496	127	25%	1 985
Housing		–	–	(0)	–	–	(0)	0	-100%	(0)
Health		–	3 051	3 051	7	557	763	(205)	-27%	3 051
Economic and environmental services		–	**23 813**	**23 813**	**320**	**6 607**	**5 953**	653	11%	**23 813**
Planning and development		–	7 173	7 173	(1 610)	1 670	1 793	(124)	-7%	7 173
Road transport		–	15 252	15 252	1 808	4 490	3 813	677	18%	15 252
Environmental protection		–	1 389	1 389	122	447	347	100	29%	1 389
Trading services		–	**572 921**	**571 729**	**42 919**	**130 207**	**142 932**	(12 726)	-9%	**571 729**
Energy sources		–	304 317	304 317	24 514	75 335	76 079	(744)	-1%	304 317
Water management		–	100 261	100 261	6 754	22 182	25 065	(2 883)	-12%	100 261
Waste water management		–	93 692	93 692	7 025	17 382	23 423	(6 041)	-26%	93 692
Waste management		–	74 651	73 459	4 625	15 308	18 365	(3 057)	-17%	73 459
Other	4	–	–	–	–	–	–	–		–
Total Revenue - Functional	2	–	**944 362**	**963 558**	**57 415**	**303 271**	**240 889**	**62 382**	**26%**	**963 558**
Expenditure - Functional										
Governance and administration		–	**242 971**	**237 945**	**13 105**	**36 359**	**59 486**	(23 128)	-39%	**237 945**
Executive and council		–	41 969	43 769	2 623	7 665	10 942	(3 277)	-30%	43 769
Finance and administration		–	200 981	194 154	10 482	28 694	48 539	(19 845)	-41%	194 154
Internal audit		–	21	21	–	–	5	(5)	-100%	21
Community and public safety		–	**93 241**	**94 878**	**6 975**	**18 912**	**23 720**	(4 807)	-20%	**94 878**
Community and social services		–	10 773	10 773	729	2 037	2 693	(657)	-24%	10 773
Sport and recreation		–	45 537	46 175	3 379	8 845	11 544	(2 698)	-23%	46 175
Public safety		–	25 505	25 505	2 113	5 812	6 376	(564)	-9%	25 505
Housing		–	5 399	6 399	381	1 156	1 600	(443)	-28%	6 399
Health		–	6 026	6 026	373	1 062	1 507	(444)	-29%	6 026
Economic and environmental services		–	**122 804**	**131 291**	**9 760**	**27 393**	**32 823**	(5 430)	-17%	**131 291**
Planning and development		–	39 343	41 831	2 258	6 640	10 458	(3 817)	-37%	41 831
Road transport		–	81 450	87 450	7 134	19 979	21 862	(1 884)	-9%	87 450
Environmental protection		–	2 011	2 011	369	773	503	271	54%	2 011
Trading services		–	**534 193**	**525 357**	**38 983**	**127 360**	**131 339**	(3 979)	-3%	**525 357**
Energy sources		–	316 672	306 581	25 944	89 552	76 645	12 907	17%	306 581
Water management		–	91 486	92 377	4 405	11 980	23 094	(11 114)	-48%	92 377
Waste water management		–	62 587	59 775	5 809	14 988	14 944	44	0%	59 775
Waste management		–	63 448	66 624	2 825	10 840	16 656	(5 816)	-35%	66 624
Other		–	**3 133**	**3 133**	**3**	**3**	**783**	**(780)**	**-100%**	**3 133**
Total Expenditure - Functional	3	–	**996 342**	**992 604**	**68 826**	**210 027**	**248 151**	**(38 124)**	**-15%**	**992 604**
Surplus/ (Deficit) for the year		–	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**	**100 506**	**-1384%**	**(29 047)**

Explanatory notes to Table C2 – Budgeted Financial Performance (revenue and expenditure by standard classification)

The standard classification refers to a modified Government Finance Statistics (GFS) reporting structure. The aim of the standard classification approach is to ensure that all municipalities report their operations in one common format, to facilitate comparison across all municipalities.

Table C3 Monthly Budget Statement – Financial Performance (revenue and expenditure by municipal vote – M03 September 2020

Vote Description	Ref	2019/20	Budget Year 2020/21							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCIAL SERVICES		–	325 858	346 246	13 056	162 931	86 562	76 369	88,2%	346 246
Vote 3 - CORPORATE SERVICES		–	307	307	–	–	77	(77)	-100,0%	307
Vote 4 - COMMUNITY SERVICES		–	111 700	110 508	7 675	23 772	27 627	(3 855)	-14,0%	110 508
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	501 976	501 976	36 329	115 477	125 494	(10 017)	-8,0%	501 976
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	4 521	4 521	354	1 091	1 130	(39)	-3,4%	4 521
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Revenue by Vote	2	**–**	**944 362**	**963 558**	**57 415**	**303 271**	**240 889**	**62 382**	**25,9%**	**963 558**
Expenditure by Vote	1									
Vote 1 - EXECUTIVE COUNCIL		–	45 541	46 614	2 808	7 664	11 654	(3 989)	-34,2%	46 614
Vote 2 - FINANCIAL SERVICES		–	115 737	109 469	4 670	12 750	27 367	(14 617)	-53,4%	109 469
Vote 3 - CORPORATE SERVICES		–	43 677	46 967	2 998	8 906	11 742	(2 836)	-24,2%	46 967
Vote 4 - COMMUNITY SERVICES		–	191 251	199 658	13 214	38 687	49 914	(11 228)	-22,5%	199 658
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	575 140	560 204	43 619	137 728	140 051	(2 323)	-1,7%	560 204
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	24 996	29 692	1 516	4 291	7 423	(3 132)	-42,2%	29 692
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Expenditure by Vote	2	**–**	**996 342**	**992 604**	**68 826**	**210 027**	**248 151**	**(38 124)**	**-15,4%**	**992 604**
Surplus/ (Deficit) for the year	2	**–**	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**	**100 506**	**-1384,1%**	**(29 047)**

Explanatory notes to Table C3 – Budgeted Financial Performance (revenue and expenditure by municipal vote)

The purpose of the format in which the monthly budget reporting table is represented, is to enable the Council to enforce a vote in accordance with the municipality's organisational structure, so as to assign responsibility for the revenue and expenditure recorded against these votes to the Municipal Manager and Directors concerned.

Operating revenue and expenditure is thus presented by "vote". A "vote" is defined as one of the main segments into which a budget of a municipality is divided into, for the appropriation of funds.

Table C4 Monthly Budget Statement – Financial Performance (revenue and expenditure) – M03 September 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates			205 650	205 650	11 931	98 445	51 413	47 032	91%	205 650
Service charges - electricity revenue			291 625	291 625	24 250	74 322	72 906	1 416	2%	291 625
Service charges - water revenue			81 846	81 846	6 488	21 662	20 462	1 200	6%	81 846
Service charges - sanitation revenue			53 555	53 555	4 374	14 616	13 389	1 227	9%	53 555
Service charges - refuse revenue			54 690	54 690	4 405	14 883	13 672	1 211	9%	54 690
Rental of facilities and equipment			4 083	4 083	69	198	1 021	(822)	-81%	4 083
Interest earned - external investments			13 013	13 013	689	1 170	3 253	(2 083)	-64%	13 013
Interest earned - outstanding debtors			6 993	6 993	994	1 759	1 748	11	1%	6 993
Dividends received			–	–	–	–	–	–		–
Fines, penalties and forfeits			6 685	6 685	107	199	1 671	(1 473)	-88%	6 685
Licences and permits			20 714	20 714	2 282	6 928	5 178	1 749	34%	20 714
Agency services			–	–	–	–	–	–		–
Transfers and subsidies			145 612	166 000	(1 944)	62 723	41 500	21 223	51%	166 000
Other revenue			21 540	21 540	464	2 385	5 385	(3 000)	-56%	21 540
Gains			–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)		–	**906 005**	**926 393**	**54 109**	**299 290**	**231 598**	**67 692**	**29%**	**926 393**
Expenditure By Type										
Employee related costs			336 974	348 729	24 819	74 175	87 182	(13 007)	-15%	348 729
Remuneration of councillors			13 651	13 651	1 063	3 183	3 413	(229)	-7%	13 651
Debt impairment			89 573	58 222	–	–	14 556	(14 556)	-100%	58 222
Depreciation & asset impairment			89 271	89 271	6 127	18 382	22 318	(3 936)	-18%	89 271
Finance charges			1 388	1 388	126	407	347	60	17%	1 388
Bulk purchases			279 744	246 173	23 170	82 599	61 543	21 056	34%	246 173
Other materials			26 059	61 266	2 833	5 813	15 317	(9 503)	-62%	61 266
Contracted services			60 352	71 703	3 836	9 443	17 926	(8 483)	-47%	71 703
Transfers and subsidies			761	761	–	–	190	(190)	-100%	761
Other expenditure			98 571	101 440	6 851	16 024	25 360	(9 336)	-37%	101 440
Losses			–	–	–	–	–	–		–
Total Expenditure		–	**996 342**	**992 604**	**68 826**	**210 027**	**248 151**	**(38 124)**	**-15%**	**992 604**
Surplus/(Deficit)		–	**(90 337)**	**(66 211)**	**(14 716)**	**89 264**	**(16 553)**	**105 816**	**(0)**	**(66 211)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			38 356	37 164	3 305	3 981	9 291	(5 310)	**(0)**	37 164
(National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)				–	–	–	–	–		
Transfers and subsidies - capital (in-kind - all)				–	–	–	–	–		
Surplus/(Deficit) after capital transfers & contributions		–	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**			**(29 047)**
Taxation								–		
Surplus/(Deficit) after taxation		–	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**			**(29 047)**
Attributable to minorities										
Surplus/(Deficit) attributable to municipality		–	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**			**(29 047)**
Share of surplus/ (deficit) of associate										
Surplus/ (Deficit) for the year		–	**(51 980)**	**(29 047)**	**(11 411)**	**93 244**	**(7 262)**			**(29 047)**

Explanatory notes to Table C4 – Budgeted Financial Performance (revenue and expenditure)

The Financial Performance Budget is required to be approved concurrently by revenue source and expenditure type, so as to ensure consistency with annual reporting format requirements. A key aim is to facilitate comparison between the monthly results, the monthly budget-to-date projections and the original budget, so as to assess performance.

Table C5 Monthly Budget Statement – Capital Expenditure (municipal vote, standard classification and funding) – M03 September 2020

Vote Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
R thousands	1									
Multi-Year expenditure appropriation	2									
Vote 1 - EXECUTIVE COUNCIL		–	–	–	–	–	–	–		–
Vote 2 - FINANCIAL SERVICES		–	–	–	–	–	–	–		–
Vote 3 - CORPORATE SERVICES		–	–	–	–	–	–	–		–
Vote 4 - COMMUNITY SERVICES		–	–	–	–	–	–	–		–
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	–	–	–	–	–	–		–
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	–	–	–	–	–	–		–
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital Multi-year expenditure	4,7	**–**	**–**	**–**	**–**	**–**	**–**	**–**		**–**
Single Year expenditure appropriation	2									
Vote 1 - EXECUTIVE COUNCIL		–	835	1 414	76	76	354	(277)	-78%	1 414
Vote 2 - FINANCIAL SERVICES		–	800	3 074	107	85	768	(683)	-89%	3 074
Vote 3 - CORPORATE SERVICES		–	1 349	3 471	–	–	868	(868)	-100%	3 471
Vote 4 - COMMUNITY SERVICES		–	11 572	9 241	121	121	2 310	(2 189)	-95%	9 241
Vote 5 - INFRASTRUCTURE AND ENGINEERING		–	39 758	58 845	1 101	2 941	14 711	(11 771)	-80%	58 845
Vote 6 - PLANNING DEVELOPMENT AND TOURISM		–	2 597	1 755	–	–	439	(439)	-100%	1 755
Vote 7 - COMMUNITY SERVICES (CONTINUED)		–	–	–	–	–	–	–		–
Vote 8 - [NAME OF VOTE 8]		–	–	–	–	–	–	–		–
Vote 9 - [NAME OF VOTE 9]		–	–	–	–	–	–	–		–
Vote 10 - [NAME OF VOTE 10]		–	–	–	–	–	–	–		–
Vote 11 - [NAME OF VOTE 11]		–	–	–	–	–	–	–		–
Vote 12 - [NAME OF VOTE 12]		–	–	–	–	–	–	–		–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–		–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–		–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–		–
Total Capital single-year expenditure	4	–	56 912	77 800	1 406	3 223	19 450	**(16 227)**	**-83%**	77 800
Total Capital Expenditure		**–**	**56 912**	**77 800**	**1 406**	**3 223**	**19 450**	**(16 227)**	**-83%**	**77 800**
Capital Expenditure - Functional Classification										
Governance and administration		**–**	**3 734**	**8 678**	**184**	**161**	**2 170**	(2 008)	-93%	**8 678**
Executive and council			835	1 014	76	76	254	(177)	-70%	1 014
Finance and administration			2 899	7 664	107	85	1 916	(1 831)	-96%	7 664
Internal audit			–	–	–	–	–	–		–
Community and public safety		**–**	**16 028**	**19 451**	**635**	**1 386**	**4 863**	(3 477)	-71%	**19 451**
Community and social services			–	–	–	–	–	–		–
Sport and recreation			11 600	11 948	635	1 386	2 987	(1 601)	-54%	11 948
Public safety			3 669	6 743	–	–	1 686	(1 686)	-100%	6 743
Housing			760	760	–	–	190	(190)	-100%	760
Health			–	–	–	–	–	–		–
Economic and environmental services		**–**	**9 628**	**12 528**	**–**	**–**	**3 132**	(3 132)	-100%	**12 528**
Planning and development			1 737	2 137	–	–	534	(534)	-100%	2 137
Road transport			7 891	10 391	–	–	2 598	(2 598)	-100%	10 391
Environmental protection			–	–	–	–	–	–		–
Trading services		**–**	**27 422**	**37 043**	**587**	**1 675**	**9 261**	(7 585)	-82%	**37 043**
Energy sources			8 172	18 429	339	967	4 607	(3 641)	-79%	18 429
Water management			3 380	3 380	–	–	845	(845)	-100%	3 380
Waste water management			14 633	14 633	248	709	3 658	(2 949)	-81%	14 633
Waste management			1 237	600	–	–	150	(150)	-100%	600
Other			100	100	–	–	25	(25)	-100%	100
Total Capital Expenditure - Functional Classification	3	**–**	**56 912**	**77 800**	**1 406**	**3 223**	**19 450**	**(16 227)**	**-83%**	**77 800**
Funded by:										
National Government			31 644	30 608	1 101	2 901	7 652	(4 751)	-62%	30 608
Provincial Government			–	0	–	–	0	(0)	-100%	0
District Municipality			1 965	5 118	–	–	1 280	(1 280)	-100%	5 118
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private			–	–	–	–	–	–		–
Transfers recognised - capital		**–**	**33 610**	**35 726**	**1 101**	**2 901**	**8 932**	**(6 031)**	**-68%**	**35 726**
Borrowing	6		–	–	–	–	–	–		–
Internally generated funds			23 303	42 074	305	322	10 519	(10 197)	-97%	42 074
Total Capital Funding		**–**	**56 912**	**77 800**	**1 406**	**3 223**	**19 450**	**(16 227)**	**-83%**	**77 800**

Explanatory notes to Table C5 – Budgeted Capital Expenditure by vote, standard classification and funding

Table C5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote; capital expenditure by standard classification; and the funding necessary to fund the capital budget, including information on capital transfers from national and provincial departments

Table C6 Monthly Budget Statement – Financial Position – M03 September 2020

Description	Ref	2019/20	Budget Year 2020/21			
		Audited Outcome	Original Budget	Adjusted Budget	YearTD actual	Full Year Forecast
R thousands	1					
ASSETS						
Current assets						
Cash			4 710	7 309	34 250	7 309
Call investment deposits			42 389	65 781	115 704	65 781
Consumer debtors			81 061	76 556	87 441	76 556
Other debtors			44 682	54 465	21 771	54 465
Current portion of long-term receivables			3	3	3	3
Inventory			9 249	9 249	9 249	9 249
Total current assets		–	**182 094**	**213 364**	**268 419**	**213 364**
Non current assets						
Long-term receivables			13	13	13	13
Investments			–	–	–	–
Investment property			242 552	242 552	242 552	242 552
Investments in Associate			–	–	–	–
Property, plant and equipment			1 985 075	2 065 509	1 985 075	2 065 509
Biological			–	–	–	–
Intangible			1 608	3 092	1 608	3 092
Other non-current assets			–	–	–	–
Total non current assets		–	**2 229 248**	**2 311 167**	**2 229 248**	**2 311 167**
TOTAL ASSETS		–	**2 411 341**	**2 524 530**	**2 497 667**	**2 524 530**
LIABILITIES						
Current liabilities						
Bank overdraft			–	–	–	–
Borrowing			9 608	6 747	9 608	6 747
Consumer deposits			17 378	17 378	17 378	17 378
Trade and other payables			133 730	167 719	78 531	167 719
Provisions			29 649	29 649	29 649	29 649
Total current liabilities		–	**190 365**	**221 493**	**135 166**	**221 493**
Non current liabilities						
Borrowing			6 747	–	6 747	–
Provisions			163 445	163 445	163 445	163 445
Total non current liabilities		–	**170 192**	**163 445**	**170 192**	**163 445**
TOTAL LIABILITIES		–	**360 557**	**384 937**	**305 358**	**384 937**
NET ASSETS	2	–	**2 050 785**	**2 139 593**	**2 192 310**	**2 139 593**
COMMUNITY WEALTH/EQUITY						
Accumulated Surplus/(Deficit)			2 050 785	2 139 593	2 192 310	2 139 593
Reserves						
TOTAL COMMUNITY WEALTH/EQUITY	2	–	**2 050 785**	**2 139 593**	**2 192 310**	**2 139 593**

Explanatory notes to Table C6 – Budgeted Financial Position

v. The table represents Assets less Liabilities as Community Wealth. The order of items within each group is also aligned to the convention of showing items in order of liquidity; i.e. assets readily converted to cash or liabilities immediately required to be met from cash appear first.

vi. Any movement on the Budgeted Financial Performance or the Capital Budget will invariably impact on the Budgeted Financial Position.
For example, the collection rate assumption will impact on the cash position of the municipality and consequently inform the level of cash and cash equivalents at year end.
Similarly, the collection rate assumption informs the budget provision for bad debts. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as compliance assessment is directly informed by forecasting the statement of financial position.

Table C7 Monthly Budget Statement – Cash Flow – M03 September 2020

Description	Ref	2019/20	Budget Year 2020/21							
R thousands	1	Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates			174 803	174 803	22 730	72 552	43 701	28 852	66%	174 803
Service charges			424 039	493 499	51 377	115 649	123 375	(7 726)	-6%	493 499
Other revenue			53 022	53 022	2 922	26 823	13 255	13 568	102%	53 022
Transfers and Subsidies - Operational			145 612	166 000	7 591	71 967	41 500	30 467	73%	166 000
Transfers and Subsidies - Capital			38 356	37 164	1 113	9 181	9 291	(110)	-1%	37 164
Interest			18 957	18 957	356	2 068	4 739	(2 671)	-56%	18 957
Dividends				–	–	–	–	–		–
Payments										
Suppliers and employees			(815 350)	(921 829)	(73 284)	(281 456)	(230 457)	50 999	-22%	(921 829)
Finance charges			(1 388)	(1 388)	(126)	(407)	(347)	60	-17%	(1 388)
Transfers and Grants			(761)	(761)	–	–	(190)	(190)	100%	(761)
NET CASH FROM/(USED) OPERATING ACTIVITIES		–	**37 290**	**19 466**	**12 680**	**16 378**	**4 867**	**(11 511)**	**-237%**	**19 466**
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE								–		
Decrease (increase) in non-current receivables								–		
Decrease (increase) in non-current investments								–		
Payments										
Capital assets			(56 912)	(77 800)	(3 223)	(5 312)	(19 450)	(14 138)	73%	(77 800)
NET CASH FROM/(USED) INVESTING ACTIVITIES		–	**(56 912)**	**(77 800)**	**(3 223)**	**(5 312)**	**(19 450)**	**(14 138)**	**73%**	**(77 800)**
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								–		
Borrowing long term/refinancing								–		
Increase (decrease) in consumer deposits								–		
Payments										
Repayment of borrowing			(9 608)	(9 608)	(724)	(2 143)	(2 402)	(259)	11%	(9 608)
NET CASH FROM/(USED) FINANCING ACTIVITIES		–	**(9 608)**	**(9 608)**	**(724)**	**(2 143)**	**(2 402)**	**(259)**	**11%**	**(9 608)**
NET INCREASE/ (DECREASE) IN CASH HELD		–	**(29 230)**	**(67 942)**	**8 733**	**8 923**	**(16 985)**			**(67 942)**
Cash/cash equivalents at beginning:			76 328	141 032		141 032	141 032			141 032
Cash/cash equivalents at month/year end:		–	47 099	73 090		149 954	124 046			73 090

Explanatory notes to Table C7 – Budgeted Cash Flow Statement

v. The budgeted cash flow statement represents the first measurement in determining whether the budget is funded.

vi. It reflects the expected cash inflows versus outflows that are likely to result from the implementation of the budget.

Annexure "A5"

ANALYSIS OF THE MUNICIPALITY'S STATEMENT OF FINANCIAL POSITION

In this section the Municipality's Debtors, Creditors and Investments will be analysed. These components have a significant impact on the Municipality's financial position.

11. Overview of outstanding Consumer Debtors (Inclusive of VAT)

Below is an analysis of the outstanding consumer debtors as at 30 Jun 2020, compared to the position as at 30 September 2020.

Debtors' Age Analysis (Inclusive of VAT) as at 30 June 2020

Description	Budget Year 2019/20								
R thousands	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	10 490	2 322	2 227	2 043	1 790	1 597	8 488	26 445	55 403
Trade and Other Receivables from Exchange Transactions - Electricity	17 553	2 229	1 537	1 203	844	482	2 801	6 842	33 490
Receivables from Non-exchange Transactions - Property Rates	10 814	1 487	1 302	1 052	569	480	7 280	19 249	42 233
Receivables from Exchange Transactions - Waste Water Management	5 540	1 142	1 015	894	816	715	3 878	11 221	25 221
Receivables from Exchange Transactions - Waste Management	4 493	1 202	1 076	976	919	864	4 643	15 574	29 747
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–	–	–	–	–	–	–
Interest on Arrear Debtor Accounts	0	–	–	41	70	94	1 441	16 851	18 498
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–	–	–	–	–	–	–
Other	(14 234)	405	436	348	284	315	2 183	9 583	(679)
Total By Income Source	**34 657**	**8 787**	**7 594**	**6 557**	**5 292**	**4 547**	**30 714**	**105 766**	**203 914**
2018/19 - totals only									–
Debtors Age Analysis By Customer Group									
Organs of State	1 000	436	403	434	386	172	1 023	2 532	6 387
Commercial	5 371	662	586	506	260	150	658	3 227	11 420
Households	28 285	7 688	6 605	5 617	4 646	4 225	29 033	100 007	186 107
Other	–	–	–	–	–	–	–	–	–
Total By Customer Group	**34 657**	**8 787**	**7 594**	**6 557**	**5 292**	**4 547**	**30 714**	**105 766**	**203 914**

Debtors' Age Analysis (Inclusive of VAT) as at 30 September 2020

Description	Budget Year 2019/20								
R thousands	0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total
Debtors Age Analysis By Income Source									
Trade and Other Receivables from Exchange Transactions - Water	10 167	4 430	2 849	1 970	1 660	1 788	8 931	29 970	61 766
Trade and Other Receivables from Exchange Transactions - Electricity	21 434	5 178	1 254	1 052	911	787	2 566	8 064	41 246
Receivables from Non-exchange Transactions - Property Rates	11 926	23 643	1 114	867	727	739	2 244	24 112	65 372
Receivables from Exchange Transactions - Waste Water Management	5 704	2 134	1 062	873	790	800	3 952	12 935	28 251
Receivables from Exchange Transactions - Waste Management	4 678	1 338	1 053	978	942	912	4 890	17 549	32 341
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–	–	–	–	–	–	–
Interest on Arrear Debtor Accounts	67	207	82	63	56	57	848	18 344	19 723
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–	–	–	–	–	–	–
Other	(14 880)	2 350	360	368	292	357	1 627	10 658	1 133
Total By Income Source	**39 097**	**39 281**	**7 775**	**6 170**	**5 377**	**5 441**	**25 057**	**121 634**	**249 832**
2018/19 - totals only									–
Debtors Age Analysis By Customer Group									
Organs of State	1 346	3 065	407	437	365	323	1 034	3 186	10 161
Commercial	6 119	1 148	430	371	320	299	960	3 549	13 195
Households	31 632	35 067	6 938	5 362	4 693	4 819	23 064	114 900	226 476
Other	–	–	–	–	–	–	–	–	–
Total By Customer Group	**39 097**	**39 281**	**7 775**	**6 170**	**5 377**	**5 441**	**25 057**	**121 634**	**249 832**

The aforementioned analysis indicates that from 30 June 2020 to 31 August 2020, the overdue debts have increased by R 41,478 million from R 169,257 million to R 210,735 million, as follows:

R thousands	OVERDUE AMOUNTS AS AT		
Debtors Age Analysis By Income Source	**30-Jun-20**	**30-Sep-20**	**DIFFERENCE**
Trade and Other Receivables from Exchange Transactions - Water	44 912	51 599	6 687
Trade and Other Receivables from Exchange Transactions - Electricity	15 937	19 812	3 875
Receivables from Non-exchange Transactions - Property Rates	31 419	53 446	22 027
Receivables from Exchange Transactions - Waste Water Management	19 681	22 547	2 866
Receivables from Exchange Transactions - Waste Management	25 254	27 663	2 408
Receivables from Exchange Transactions - Property Rental Debtors	–	–	–
Interest on Arrear Debtor Accounts	18 498	19 656	1 159
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	–	–	–
Other	13 556	16 012	2 457
Total By Income Source	**169 257**	**210 735**	**41 478**
Debtors Age Analysis By Customer Group			–
Organs of State	5 386	8 815	3 429
Commercial	6 049	7 076	1 027
Households	157 822	194 844	37 022
Other	–	–	–
Total By Customer Group	**169 257**	**210 735**	**41 478**

12. Overview of Creditors position

Below is an analysis of the status of the major creditors

Description	Budget Year 2020/21								
R thousands	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
Creditors Age Analysis By Customer Type									
Bulk Electricity	24 814	–	–	–	–	–	–	–	**24 814**
Bulk Water	2	0	(0)	–	0	–	6	(158)	**(150)**
PAYE deductions	3 938								**3 938**
VAT (output less input)									**–**
Pensions / Retirement deductions									**–**
Loan repayments									**–**
Trade Creditors	6 135	288	252	1 234	11	1	61	–	**7 982**
Auditor General									**–**
Other									**–**
Total By Customer Type	**34 889**	**288**	**252**	**1 234**	**11**	**1**	**68**	**(158)**	**36 585**

The above amounts represent invoices still to be paid. The major creditors as at 30 September 2020 are as follows:

Eskom	R 24,814 million
SARS: PAYE	R 3,938 million
Other Creditors	R 7,833 million
TOTAL	**R 36,585 million**

It is to be noted that the Eskom amount of R 24,814 million, represents the current account for September 2020, which will be fully paid on 26 October 2020.

The PAYE deductions represent employee related costs for the month of September 2020, with the amounts in question being paid on 5 October 2020 to SARS.

13. Investment Portfolio

Below is an analysis of the Investment Portfolio as at 30 September 2020.

	Balance as at 30 June 2020	Invested	Interest	Withdrawals	Adjustments	Balance as at 30 September 2020
Standard Bank	11 052 011,82	-	94 010,40	-		11 146 022
ABSA	29 118 474,34	-	162 903,39	10 000 000,00	299,00	19 281 079
Nedbank	14 049 368,39	-	121 190,09	-		14 170 558
RMB	50 227 523,83	37 009 444,04	478 932,14	34 614 761,81		53 101 138
INVESTEC	17 846 935,53	-	158 473,02	-		18 005 409
Total	**122 294 314**	**37 009 444**	**1 015 509**	**44 614 762**	**299**	**115 704 206**
	Balance as at 30 June 2020	**Invested**	**Interest**	**Withdrawals**	**Adjustments**	**Balance as at 30 September 2020**
General Account	74 231 786,46	525 444,04	538 975,47	12 264 268,13	299,00	63 031 639
Conditional Grants	48 054 951,81	36 484 000,00	476 472,07	32 350 493,68	-	52 664 930
Housing Funds	7 575,64	-	61,50	-	-	7 637
Total	**122 294 314**	**37 009 444**	**1 015 509**	**44 614 762**	**299**	**115 704 206**
Cheque Accounts FNB	18 737 370	15 512 857				34 250 227
TOTAL Investments & Bank	**141 031 684**	**52 522 301**	**1 015 509**	**44 614 762**	**299**	**149 954 434**

The increase in the investment portfolio since 30 June 2020 amounts to R 8,922,749. The following analysis indicates the extent to which the investments are committed:

Cash backed Reserves

Bank Balances and Cash	R 34,250,227
Short-term Investment Deposits	R115,704,206
	R149,954,434

Application of Cash

Unspent Conditional Grants	41,946,370
Internally Generated Funds	41,752,285
Outstanding Creditors Liability	36,584,800
	120,283,455
Reserves in excess of commitments	**29,670,979**

The cash backed reserves exceed the commitments at this stage by an amount of R 29,670,979. It should be noted that the excess of reserves over commitments as at 30 September 2020, is mainly due to an amount of R 61,492 million in respect of the Equitable share allocation received on 07 July 2020, but not yet fully spent.

These funds are already committed towards spending in the 2020/21 Operating budget.

14. Allocation and Grants receipts and expenditure for the 20120/2021 financial year

Supporting Table SC6 Monthly Budget Statement – transfers and grant receipts – M03 September 2020

Description	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
RECEIPTS:								
Operating Transfers and Grants								
National Government:	123 238	123 238	400	64 080	30 809	31 716	102,9%	123 238
Operational Revenue:General Revenue:Equitable Share	119 105	119 105	–	61 492	29 776	31 716	106,5%	119 105
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]	1 054	1 054		264	264			1 054
Local Government Financial Management Grant [Schedule 5B]	1 500	1 500		1 500	375			1 500
Municipal Infrastructure Grant [Schedule 5B]	1 579	1 579	400	824	395			1 579
Provincial Government:	–	–	–	–	–	–		–
Other transfers and grants [insert description]						–		–
District Municipality:	3 815	3 815	–	695	954	(259)	-27,1%	3 815
Environmental Health			–	695	–	695	#DIV/0!	–
Other grant providers:	3 815	3 815	–		954	(954)	-100,0%	3 815
Other grant providers:	–	–	–	–	–	–		–
[insert description]						–		–
Total Operating Transfers and Grants	127 053	127 053	400	64 775	31 763	31 457	99,0%	127 053
Capital Transfers and Grants								
National Government:	36 391	35 199	7 591	15 660	8 800	6 860	78,0%	35 199
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]	5 200	5 200	–		1 300	(1 300)	-100,0%	5 200
Municipal Infrastructure Grant [Schedule 5B]	29 999	29 999	7 591	15 660	7 500	8 160	108,8%	29 999
Municipal Disaster Relief Grant	1 192		–	–	–	–		–
Provincial Government:	–	–	–	–	–	–		–
[insert description]						–		–
District Municipality:	1 965	1 965	714	714	491	222	45,3%	1 965
[insert description]					–	–		–
Other grant providers:	1 965	1 965	714	714	491	222	45,3%	1 965
Other grant providers:	–	–	–	–	–	–		–
[insert description]						–		–
Total Capital Transfers and Grants	38 356	37 164	8 305	16 373	9 291	7 082	76,2%	37 164
TOTAL RECEIPTS OF TRANSFERS & GRANTS	165 409	164 217	8 705	81 149	41 054	38 539	93,9%	164 217

Below is an analysis of the spending associated with the grants as at 30 September 2020:

Supporting Table SC7 Monthly Budget Statement – transfers and grants expenditure – M03 September 2020.

Description	Ref	2019/20	Budget Year 2020/21							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands									%	
EXPENDITURE										
Operating expenditure of Transfers and Grants										
National Government:		–	123 238	123 238	610	63 109	20 540	42 569	207,3%	123 238
Operational Revenue:General Revenue:Equitable Share			119 105	119 105		61 492	19 851	41 641	209,8%	119 105
Expanded Public Works Programme Integrated Grant for Municipalities [Schedule 5B]			1 054	1 054	396	988	176	812	462,3%	1 054
Local Government Financial Management Grant [Schedule 5B]			1 500	1 500	60	169	250	(81)	-32,5%	1 500
Municipal Infrastructure Grant [Schedule 5B]			1 579	1 579	154	460	263	197	74,9%	1 579
								–		
								–		
Other transfers and grants [insert description]								–		
Provincial Government:		–	–	–	–	–	–	–		–
								–		
								–		
								–		
								–		
Other transfers and grants [insert description]								–		
District Municipality:		–	3 815	3 815	–	55	636	(581)	-91,4%	3 815
							–	–		–
Environmental Health			3 815	3 815		55	636	(581)	-91,4%	3 815
Other grant providers:		–	–	–	–	–	–	–		–
								–		
[insert description]								–		
Total operating expenditure of Transfers and Grants:		–	127 053	127 053	610	63 164	21 175	41 988	198,3%	127 053
Capital expenditure of Transfers and Grants										
National Government:		–	36 391	35 199	1 267	3 336	5 867	(2 531)	-43,1%	35 199
Integrated National Electrification Programme (Municipal Grant) [Schedule 5B]			5 200	5 200	390	1 066	867	199	23,0%	5 200
Municipal Infrastructure Grant [Schedule 5B]			29 999	29 999	876	2 270	5 000	(2 730)	-54,6%	29 999
Municipal Disaster Relief Grant			1 192				–	–		–
							–	–		–
							–	–		–
#REF!							–	–		–
Provincial Government:		–	–	–	–	–	–	–		–
								–		
								–		
District Municipality:		–	1 965	1 965	–	–	328	(328)	-100,0%	1 965
							–	–		–
Other grant providers:			1 965	1 965			328	(328)	-100,0%	1 965
Other grant providers:		–	–	–	–	–	–	–		–
							–	–		
							–	–		
Total capital expenditure of Transfers and Grants		–	38 356	37 164	1 267	3 336	6 194	(2 858)	-46,1%	37 164
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		–	165 409	164 217	1 876	66 500	27 370	39 130	143,0%	164 217

Note: The equitable share allocation is utilised to fund indigent household's subsidies granted to qualifying households, with the remainder being used to support the Municipality's operations

Grants received from National Government

DORA Operating Grants

Financial Management Grant (FMG)
The purpose of this grant is to promote and support reforms in financial management by building capacity in municipalities to implement the Municipal Finance Management Act (MFMA).

DORA Allocation:	R 1,500,000
Amount of Grant Received:	R 1,500,000
Expenditure to date:	R 168,871
Unspent as at 30 September 2020:	R 1,331,129

The spending of the grant amounted to 11,26% as at 30 September 2020, compared to the amount of the grant received.

Expanded Public Works Programme (EPWP)
The purpose of this grant is to provide Expanded Public Works Programme (EPWP) incentive funding to expand job creation efforts in specific focus areas, where labour intensive methods can be maximised.

DORA Allocation:	R 1,054,000
Amount of Grant Received:	R 264,000
Expenditure to date:	R 987,713
Overspent as at 30 September 2020:	R -723,713

DORA Capital Grants

Municipal Infrastructure Grant (MIG)
The purpose of this grant is to provide specific capital finance for eradicating basic municipal infrastructure backlogs.

DORA Allocation:	R 31,578,000
Amount of Grant Received:	R 16,484,000
Expenditure to date:	R 2,730,437
Unspent as at 30 September 2020:	R 13,753,563

The spending of the grant amounted to 16,56% as at 30 September 2020, compared to the amount of the grant received.

Integrated National Electrification Programme (INEP)
The purpose of this grant is to implement the Integrated National Electrification Programme (INEP) by providing capital subsidies to municipalities to address the electrification backlog of occupied residential dwellings, and the installation of bulk infrastructure.

Revised DORA Allocation:	R 5,200,000
Amount of Grant Received:	R 0
Expenditure to date:	R 1,065,632
Overspent as at 30 September 2020:	R-1,065,632

15. Councillor and employee benefits

Below is an analysis of Councillor and employee benefits:

Table SC8 Monthly Budget Statement – Councillor and staff benefits – M03 September 2020ser

Summary of Employee and Councillor remuneration	Budget Year 2020/21							
	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance	Full Year Forecast
R thousands							%	
Councillors (Political Office Bearers plus Other)								
Basic Salaries and Wages	9 104	9 104	711	2 132	2 276	(144)	-6%	9 104
Medical Aid Contributions	–	–	12	30	–	30	#DIV/0!	–
Motor Vehicle Allowance	3 081	3 081	237	711	770	(60)	-8%	3 081
Cellphone Allowance	1 465	1 465	104	311	366	(56)	-15%	1 465
Sub Total - Councillors	**13 651**	**13 651**	**1 063**	**3 183**	**3 413**	**(229)**	**-7%**	**13 651**
Senior Managers of the Municipality								
Basic Salaries and Wages	8 253	6 106	488	1 465	1 526	(61)	-4%	6 106
Pension and UIF Contributions	24	36	9	28	9	19	215%	36
Medical Aid Contributions	–	13	4	13	3	10	301%	13
Performance Bonus	180	453	–	–	113	(113)	-100%	453
Motor Vehicle Allowance	857	811	56	168	203	(35)	-17%	811
Cellphone Allowance	8	6	1	2	2	1	57%	6
Other benefits and allowances	55	50	3	5	12	(7)	-58%	50
Payments in lieu of leave	1 849	1 150	–	27	287	(261)	-91%	1 150
Sub Total - Senior Managers of Municipality	**11 226**	**8 624**	**562**	**1 708**	**2 156**	**(448)**	**-21%**	**8 624**
Other Municipal Staff								
Basic Salaries and Wages	198 870	224 540	15 497	46 738	56 135	(9 397)	-17%	224 540
Pension and UIF Contributions	31 286	33 121	2 656	7 995	8 280	(285)	-3%	33 121
Medical Aid Contributions	16 124	17 256	1 349	4 117	4 314	(197)	-5%	17 256
Overtime	30 944	28 149	2 586	7 604	7 037	567	8%	28 149
Motor Vehicle Allowance	8 053	9 393	742	2 218	2 348	(130)	-6%	9 393
Cellphone Allowance	1	288	–	–	72	(72)	-100%	288
Housing Allowances	1 058	905	74	220	226	(7)	-3%	905
Other benefits and allowances	31 481	24 869	873	2 425	6 217	(3 793)	-61%	24 869
Payments in lieu of leave	19	–	270	557	–	557	#DIV/0!	–
Long service awards	1 496	1 557	209	594	389	205	53%	1 557
Sub Total - Other Municipal Staff	**319 332**	**340 079**	**24 257**	**72 467**	**85 020**	**(12 553)**	**-15%**	**340 079**
Total Parent Municipality	**344 210**	**362 353**	**25 882**	**77 359**	**90 588**	**(13 230)**	**-15%**	**362 353**
TOTAL SALARY, ALLOWANCES & BENEFITS	**344 210**	**362 353**	**25 882**	**77 359**	**90 588**	**(13 230)**	**-15%**	**362 353**
TOTAL MANAGERS AND STAFF	**330 559**	**348 702**	**24 819**	**74 175**	**87 176**	**(13 000)**	**-15%**	**348 702**

6. Key performance indicators

The table below reflects the key performance indicators as per the 2019/20 Budget and the associated performance to date.

Borrowing Management		**Actuals as at 30 June 2017**	**Actuals as at 30 June 2018**	**Actuals as at 30 June 2019**	**Actuals as at 30 June 2020**	**Adjustment Budget 2020/21**	**Actuals as at 30 September 2020**
Capital Charges to Operating Expenditure	Interest & principal paid/Total Operating Expenditure	2.51%	1.78%	1.29%	1.23%	1.11%	1.21%
Borrowed funding of "own" capital expenditure	Borrowings/Capital expenditure excl. transfers & grants	0%	0%	0%	0%	0%	0%
Debt Servicing Costs to Operating Revenue	Debt Servicing Costs / Total Operating Revenue - Conditional Grants	0.03	0.02	0.01	0.01	0.01	0.01
Liquidity							
Current Ratio	Current assets / current liabilities	0.85	0.97	1.58	1.44	0.96	1.99
Liquidity Ratio	Monetary assets / current liabilities	0.40	0.47	0.75	0.87	0.33	1.11
Revenue Management							
Annual Debtors Collection Rate	Billed Revenue / Receipted Revenue	95.81%	90.73%	97,62%	95.42%	85%	78.46%

Other indicators		Actuals as at 30 June 2017	Actuals as at 30 June 2018	Actuals as at 30 June 2019	Actuals as at 30 June 2020	Adjustment Budget 2020/21	Actuals as at 30 September 2020
Cost coverage	(Cash and cash equivalents - Unspent Conditional Grants - Overdraft) + Short term investment)/monthly fixed operational expenditure excluding (depreciation, amortisation, provision for bad debts, impairment and loss on disposal of assets)	1.62	1.73	1.90	2.02	1.04	1.53
Employee Costs	Employee Costs / Total Operating Expenditure	33.39%	33.21%	33.39%	35.87%	35.13%	35.32%
Capital Expenditure	Capital Expenditure / Capital Budget	72.92%	72.98%	44.59%	75.33%	95%	4.19%
Repairs and Maintenance as % of Total Operating Expenditure	Repairs and Maintenance / Total Operating Expenditure	4.94%	3.82%	5.63%	5.99%	4.13%	3.82%
Repairs and Maintenance as % of PPE (Book Value)	Repairs and Maintenance / Net PPE	1.65%	1.41%	2.29%	2.46%	1.98%	0.40%
Own Revenue Sources / Total Operating Revenue (Including operating grants)	Own Revenue Sources / Total Operating Revenue (Including Conditional Grants)	78.69%	80.22%	75.36%	83.61%	82.08%	79.04%

The above table is discussed in detail below.

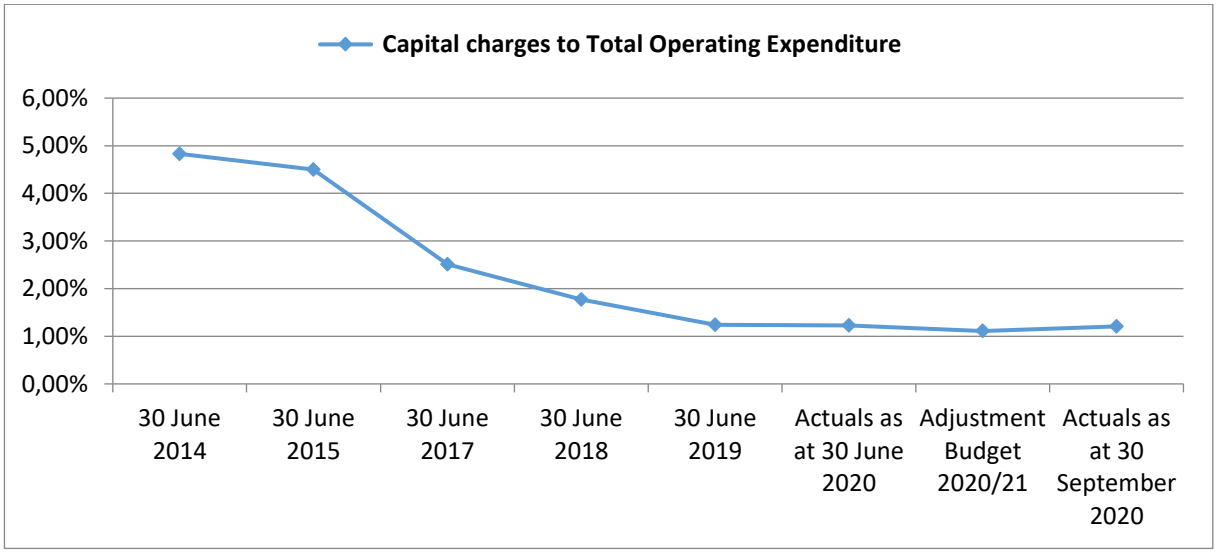
15.1. Borrowing Management

15.1.1. Capital charges to Operating Expenditure

The Ratio indicates the cost required to service the borrowing. It assesses the Borrowing or Payment obligation expressed as percentage of Total Operating Expenditure.

Capital charges/Total Operating Expenditure to date

The ratio indicates that 1.21% of the Total Operating Expenditure was utilised for capital charges as at 30 September 2020, compared to the approved budget ratio of 1,11%.



15.1.2. Borrowed funding of capital expenditure

This ratio indicates the proportion of borrowed funding to actual capital expenditure to date (excluding transfers and grants). The ratio also indicates the extent of capital expenditure being financed from borrowed funding compared to own and other funding sources, excluding transfers and grant funded expenditure.

The ratio is determined as follows:

Capital expenditure funded from Borrowings/Total Capital Expenditure to date (excluding transfers and grants)

The ratio is 0% as no capital expenditure was funded from borrowings, which is in line with the budgeted target as per the 2020/21 Operating Budget as no borrowing is planned for the 2020/21 to 2022/23 financial years.

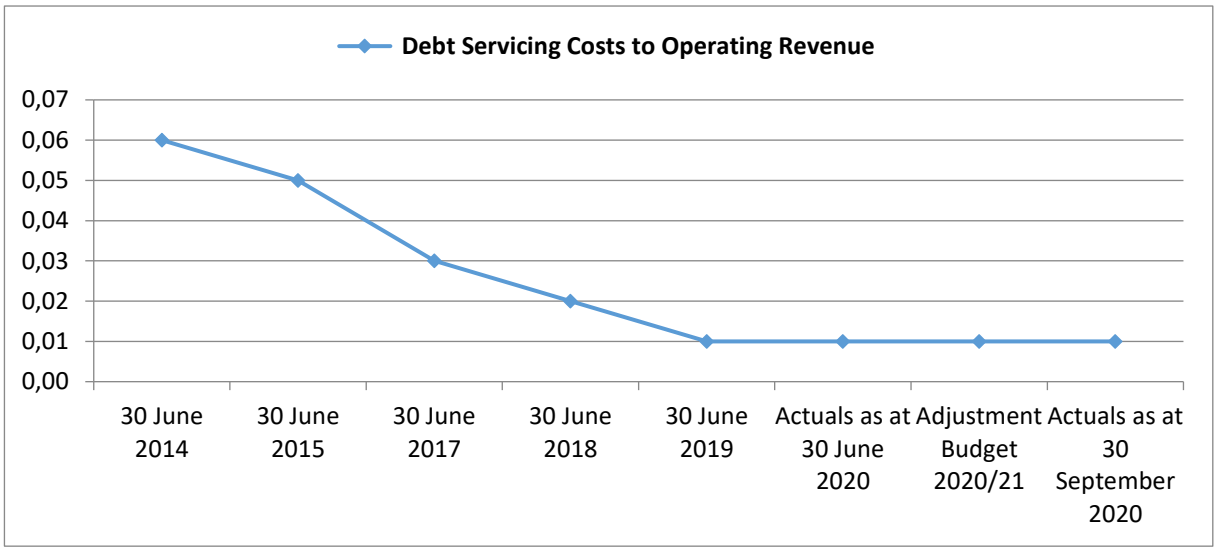
15.1.3. Debt Servicing Costs to Operating Revenue Ratio

This ratio indicates the proportion of debt servicing costs (interest and principal paid on borrowing) to actual operating revenue to date.

The ratio is determined as follows:

Debt Servicing Costs/Operating Revenue

As at 30 September 2020, the ratio was 0.01:1, compared to the approved budget ratio of 0.01:1.



15.2. Liquidity

15.2.1. Current ratio

The Ratio assesses the Municipality's ability to meet its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables etc.).

The ratio is determined as follows:

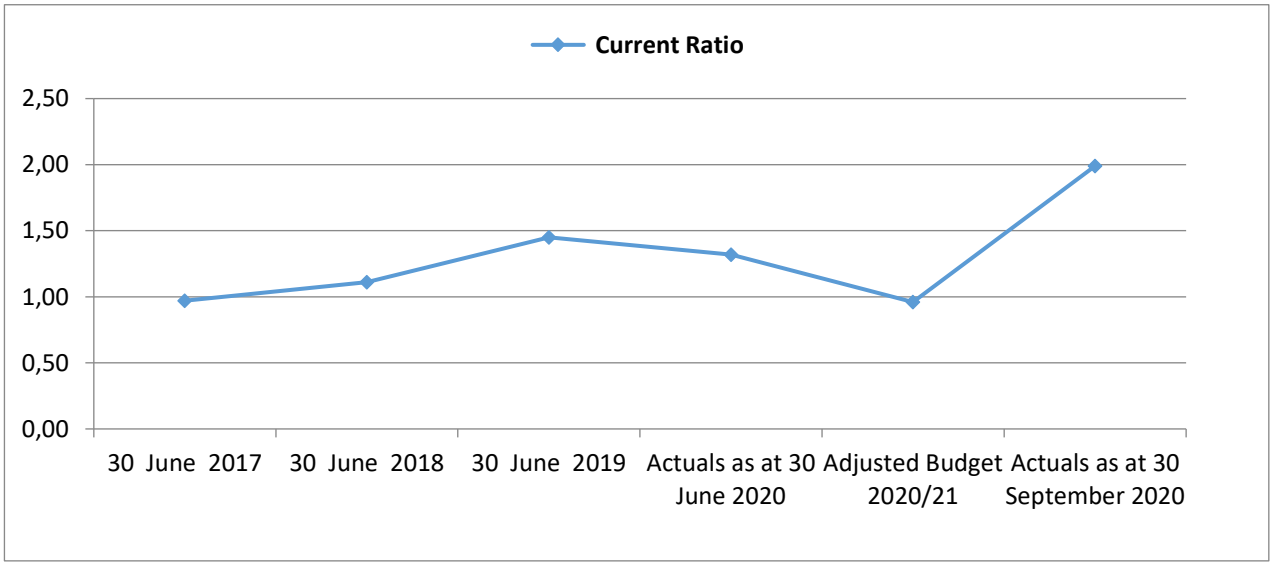
Current assets/Current liabilities

The ratio as at 30 September 2020 was 1.99:1, compared to the adjusted budget ratio of 0.96:1.

In terms of the MFMA Circular No. 71, the norm is 1.5:1 to 2:1

The higher the current Ratio, the stronger the Municipality's financial capacity to meet its current obligations.

A ratio of below 1:1 would suggest that the Municipality would be unable to meet all of its current obligations as and when they fall due.



15.2.2. Liquidity Ratio

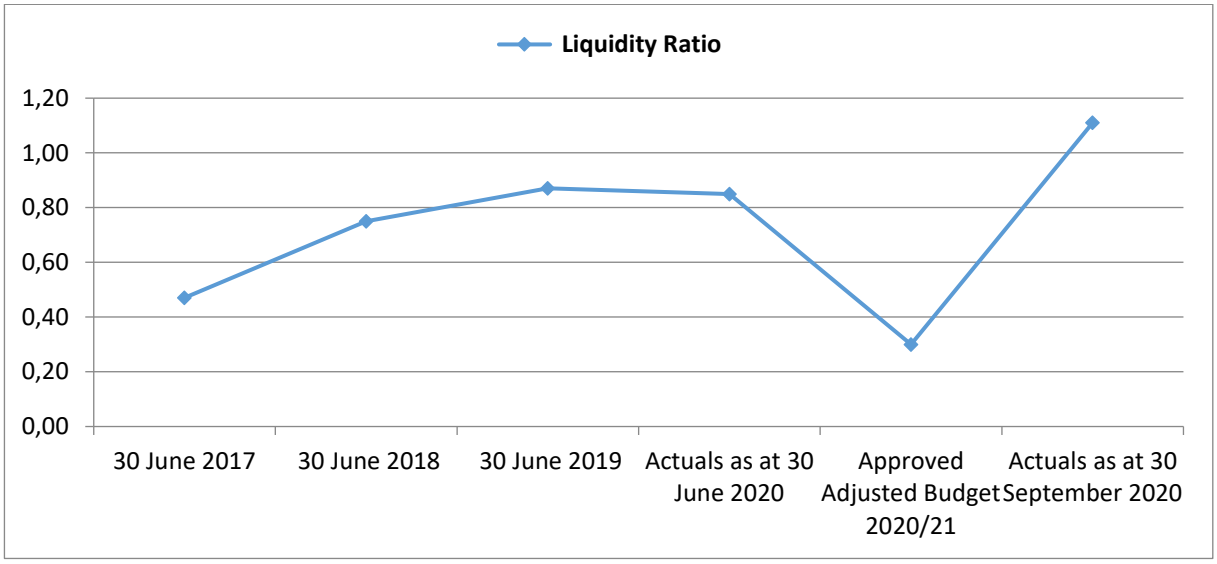
The liquidity ratio assesses a Municipality's ability to meet its short-term commitments from Monetary Assets.

The ratio is determined as follows:

Monetary assets/Current liabilities

A favourable ratio would ensure that the Municipality is able to settle its short-term commitments from monetary assets. The liquidity ratio as at 30 September 2020 was 1.11:1, compared to the budgeted ratio of 0.33:1.

The liquidity ratio is of the utmost importance to measure the financial liquidity and sustainability of the municipality.



15.3. Revenue Management

15.3.1. Annual Debtors Collection Rate

This ratio assesses the actual cash collected, compared to the monetary value of the municipal accounts rendered for municipal rates and services.

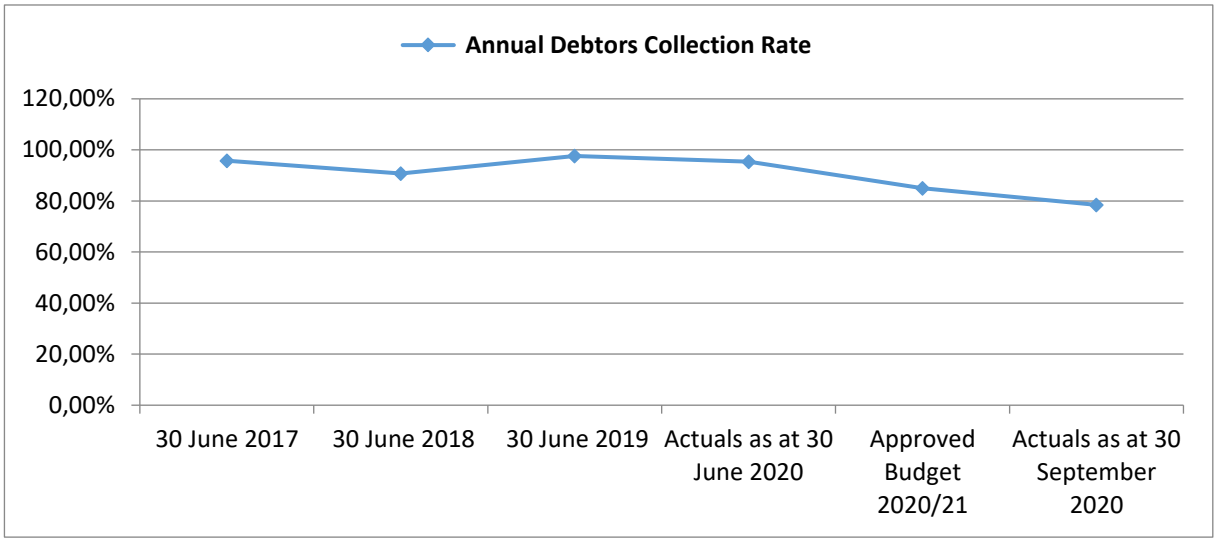
The ratio to determine the percentage collection rate is as follows:

Total Payments Received in Current month/Total Value of Accounts Rendered in the Previous Month X 100

Note: the reason for using the previous month's billing is due to the accounts only being payable the following month (i.e. accountholders are given one calendar month to pay their current accounts).

The average collection rate as at 30 September 2020 was 78.46%, compared to the approved budget collection rate of 85%. The actual collection rate for September is 52.68%. The collection rates have been calculated, based on the revenue receipted, compared to

the revenue billed on a month – to - month basis.



15.4. Other indicators

15.4.1. Cost coverage

The Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and short-term investments, without collecting any additional revenue, during that particular month.

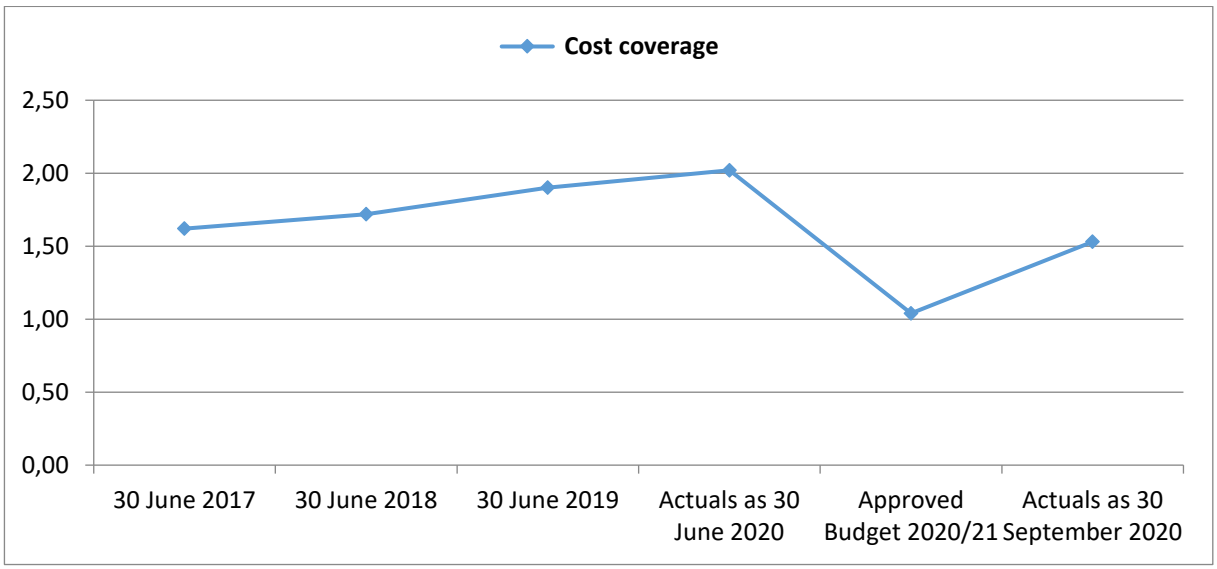
The Ratio is adjusted for Unspent Conditional Grants as the cash is not available for normal day-to-day operational expenditure, but rather reserved for Grant related expenditure.

The ratio is determined as follows:

Cash and cash equivalents – unspent conditional grants – overdraft + short-term investments/ monthly fixed operational expenditure excluding (depreciation, amortisation, provisions for bad debts, impairment and loss on the disposal of assets)

As at 30 September 2020, the Ratio was 1.53 months, compared to the approved budget ratio of 1.04 months.

In terms of MFMA Circular No. 71, the norm is 1 month to 3 months.



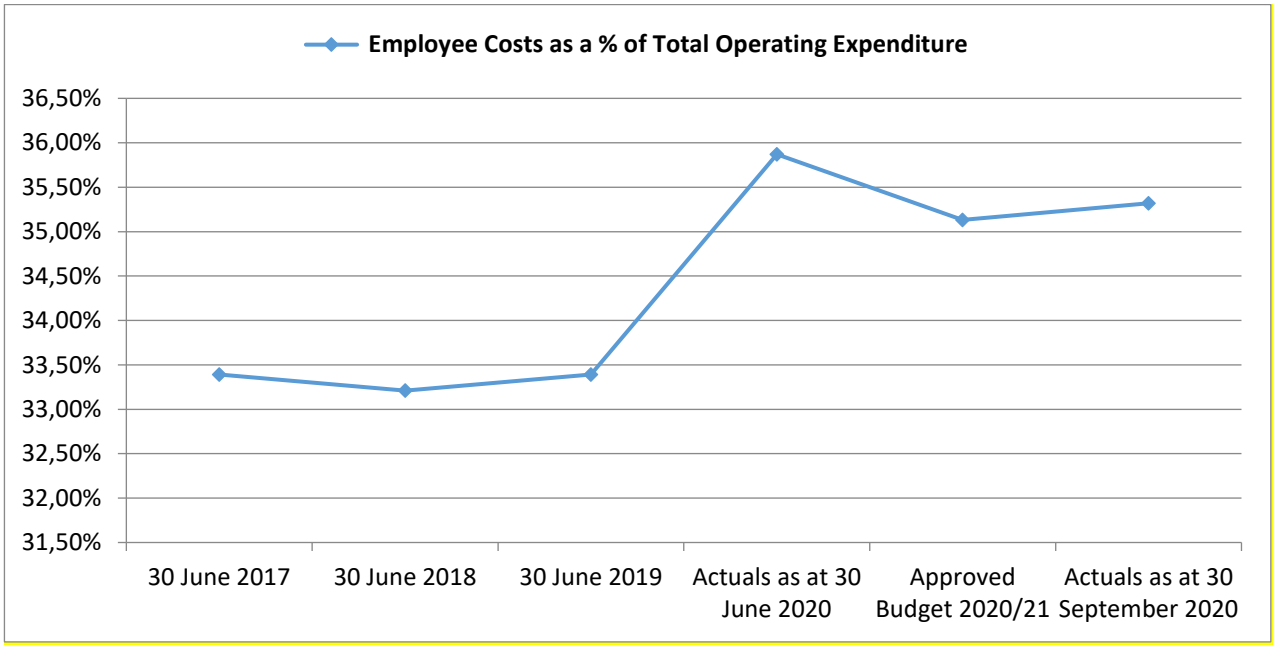
15.4.2. Employee costs as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the employment of human resources.

The ratio is determined as follows:

Employee Costs to date/Total Operating Expenditure to Date

As at 30 September 2020, Employee Related Costs constituted 35.32% of the Total Operating Expenditure compared to the approved budget ratio 35.13%.



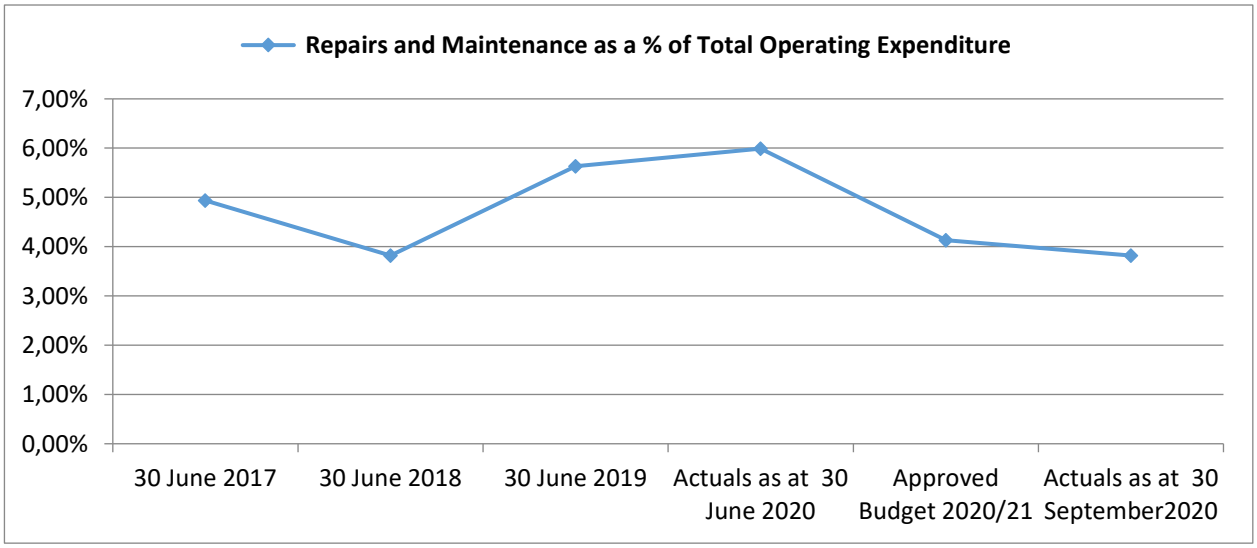
15.4.3. Repairs and Maintenance as a % of Total Operating Expenditure

This ratio assesses the extent to which the Municipality's Total Operating Expenditure is consumed by costs associated with the repairs and maintenance of its assets.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Total Operating Expenditure to date

As at 30 September 2020, the ratio was 3.82%, compared to the approved budget ratio of 4.13%.



15.4.4. Repairs and Maintenance as a % of the book value of Property, Plant and Equipment (PPE)

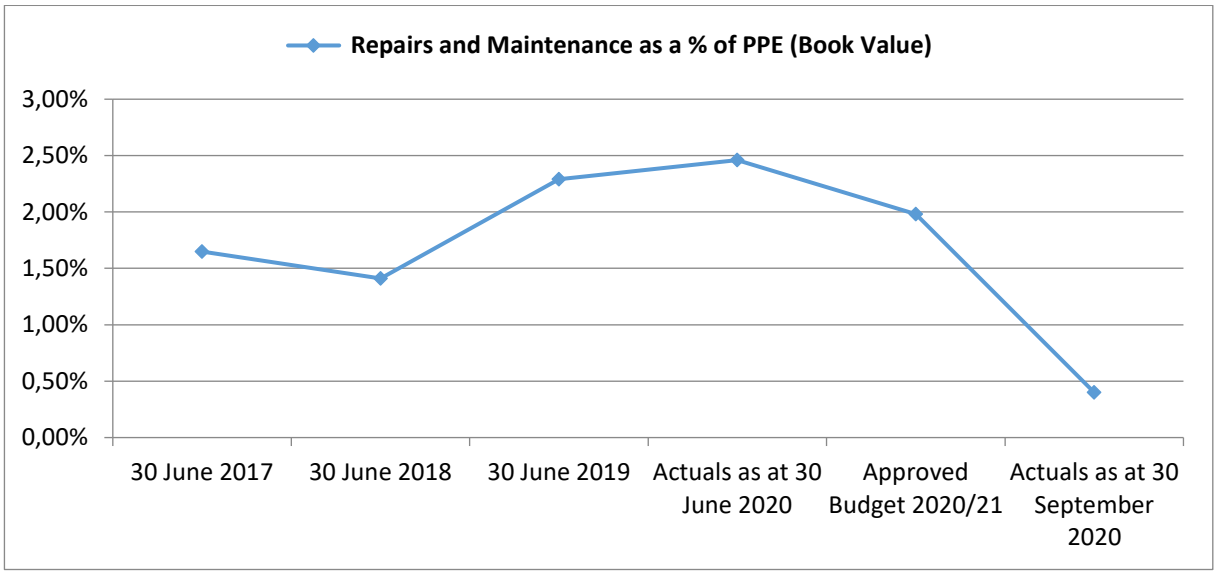
The Ratio measures the level of repairs and maintenance to ensure adequate maintenance to minimise breakdowns and interruptions in service delivery.

The ratio is determined as follows:

Repairs and maintenance expenditure to date / Book value of PPE to date

As at 30 September 2020, repairs and maintenance expenditure constituted 0.40% of the book value of PPE, compared to the budgeted ratio of 1.98%.

In terms of the MFMA Circular No.71, the norm is 8%.



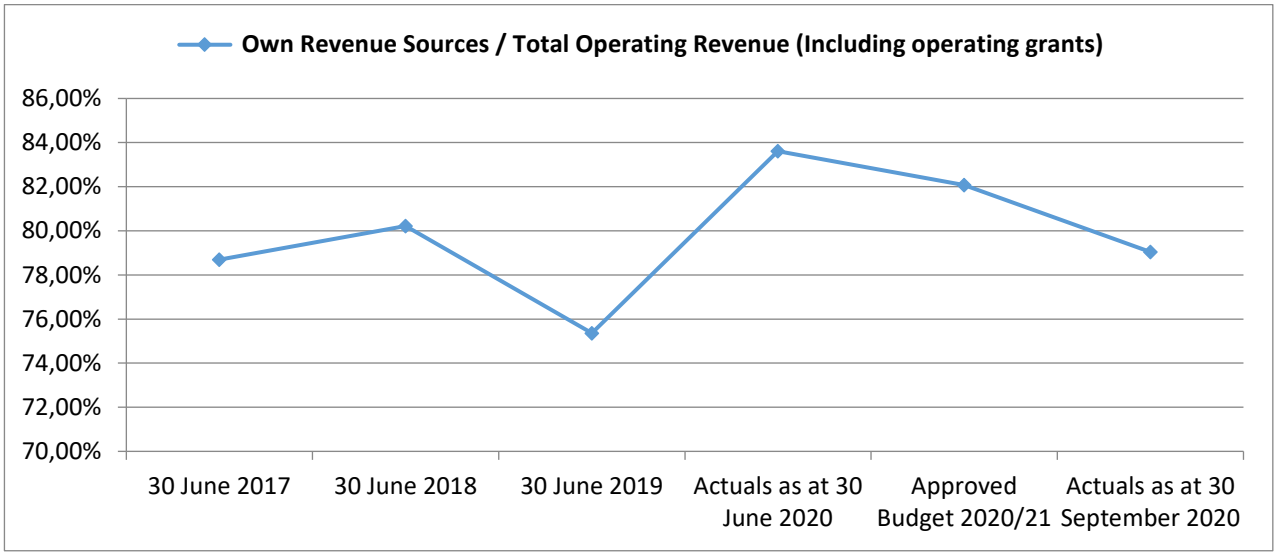
15.4.5. Own Revenue Generation

This ratio measures the extent to which the Municipality has control over its revenue sources, i.e. what percentage of its revenue is generated locally. The higher the ratio, the less reliant a Municipality is on Provincial and National Government to support its operations.

The ratio is determined as follows:

Own Revenue Sources / Total Operating Income (includes operating grants)

As at 30 September 2020, the Municipality's own revenue sources constituted 79.04% of its total Operating Income, compared to the approved budget ratio of 82.08%.



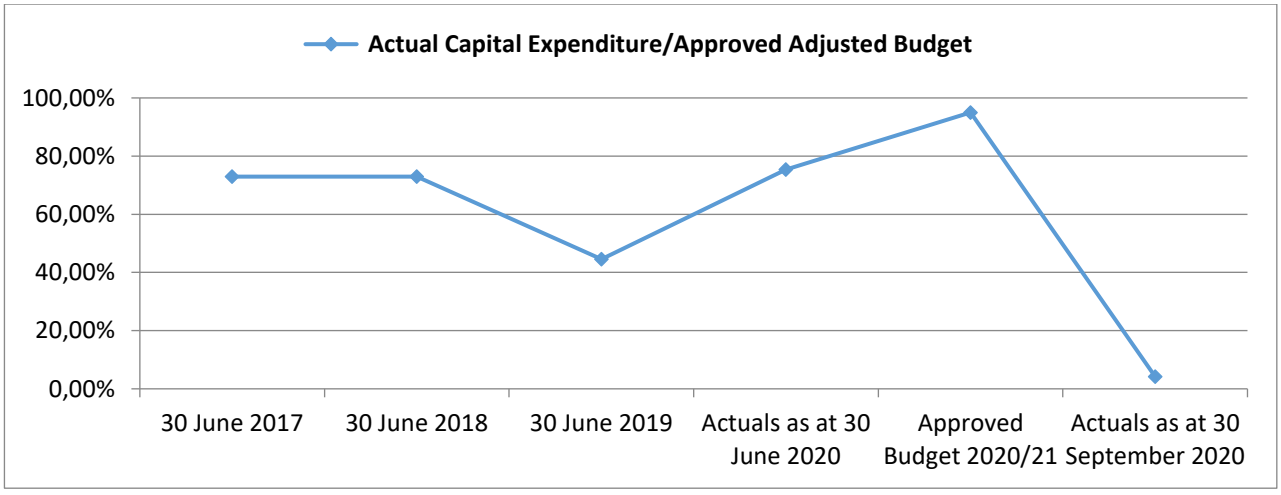
15.4.6. Capital Budget Spending

This ratio assesses the level of actual capital spending, compared to the budgeted capital expenditure.

The ratio is determined as follows:

Actual Capital spending / Approved Capital Budget

The actual spending as at the end of September 2020 amounted to 4.19% compared to the approved budget ratio of 95%.



KOUGA MUNICIPALITY (EC108)

ORDINARY COUNCIL MEETING

FINANCE

DATE: 29 OCTOBER 2020 **ITEM NO: 20/10/F13**

BUDGET AND TREASURY: WITHDRAWALS FROM MUNICIPAL BANK ACCOUNT FOR THE QUARTER ENDED 30 SEPTEMBER 2020

1. Purpose

The purpose of this report is to report on specific withdrawals from the municipal bank account in terms of the Municipal Finance Management Act, No. 56 of 2003.

2. Legislative Requirements

Section 11(4) of the MFMA**:**

"The accounting officer of a municipality must within 30 days after the end of each quarter –

a) table in the municipal council a consolidated report of all withdrawals made in terms of subsection 1(b) to (j)during that quarter; and
b) submit a copy of the report to the relevant provincial treasury and the Auditor-General"

Attached as annexure "A" the withdrawals from municipal bank account report for the quarter ended 30 September 2020.

The following information should be noted for the quarter ended 30 September 2020:

Section 11(1)(b): Expenditure that were authorised in terms of section 26(4) of the MFMA

No withdrawals

Section 11(1) (c): Unforeseeable and unavoidable expenditure

No withdrawals

Section 11(1) (d): Withdrawals in respect of Trust, and so forth

No withdrawals

Section 11(1) (e): Third party payment of monies received on behalf of a person or state body
As per attached Annexure "A"

Section 11(1) (f): Monies erroneously deposited into the municipal bank account

No withdrawals

Section 11(1) (g): Guarantees, sureties and security deposits refunded

No withdrawals

Section 11(1) (g): Guarantees, sureties and security deposits refunded

No withdrawals

Section 11(1) (h): Cash management and investment

As per attached Annexure "A"

Section 11(1) (i): Increased expenditure in terms of section 31 of MFMA

No withdrawals

Section 11(1) (j): Other purposes as prescribed

No withdrawals

2. Recommendation

2.1 That the Council notes the withdrawals that were made in terms of section 11(1) (b) to (j) of the MFMA for the quarter ended 30 September 2020.

2.2 That the report accordingly be submitted to the Provincial treasury and Auditor-General as determined by section 11(4) (b) of the MFMA.

Drafted by Manager Budget & Treasury: Mr S Abrahams

Approved by CFO:

Mr. R Lorgat: …….

Endorsed by Municipal Manager: Mr. C Du Plessis

Noted by Portfolio Councillor: …….

(no signature at the time of distribution)

[ANNEXURE "A"]

PROVINCIAL TREASURY Withdrawals from Municipal Bank Accounts in accordance with section 11(1)(b) to (j)		
NAME OF MUNICIPALITY:	**KOUGA LOCAL MUNICIPALITY (EC108)**	
QUARTER ENDED:	**30 SEPTEMBER 2020**	
MFMA section 11(1) Only the accounting officer or the chief financial officer of the municipality acting on the written authority of the accounting officer may withdraw money or authorize the withdrawal of money from any of the municipality's bank accounts, and may do so only-	**Amount**	**Reason for withdrawal**
(b) to defray expenditure authorized in terms of section 26(4)	R 0.00	
(c) to defray unforeseeable and unavoidable expenditure authorized in terms of section 29(1)	R 0.00	
(d) in the case of a bank account opened in terms of section 12, to make payments from the account in accordance with subsection (4) of that section	R 0.00	
(e) to pay over to a person or organ of state money received by the municipality on behalf of that person or organ of state, including – i. money collected by the municipality on behalf of that person or organ of state by agreement; or ii) any insurance or other payments received by the municipality for that person or organ of state	R 2,537,288	Motor registration transaction fees.
(f) to refund money incorrectly paid into a bank account	R 0.00	
(g) to refund guarantees, sureties and security deposits	R 0.00	
(h) for cash management and investment purposes in accordance with section 13	R 149,954,434	Transferred to investment accounts (Call Accounts).
(i) to defray increased expenditure in terms of section 31; or	R 0.00	
(j) for such other purposes as may be prescribed	R 0.00	
(4) the accounting officer must within 30 days after the end of each quarter – a) table in the municipal council a consolidated report of all withdrawals made in terms of subsection (1) (b) to (j) during that quarter; and b) submit a copy of the report to the relevant provincial treasury and the Auditor-General	**Name and Surname:**	Charl Du Plessis
	Municipal Manager	
	Date:	2020/07/15
Telephone Nr.	**Fax Nr.**	**E-mail**
042 – 200 2055	0865224251	zgongqoba@kouga.gov.za
The completed form must be submitted within 30 days after the end of each quarter to Provincial Treasury and Auditor General.		