



MAKANA
MUNICIPALITY | EASTERN CAPE

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**MAKANA LOCAL MUNICIPALITY
AS REPRESENTED BY THE**

NAME: Mr MOPPO MENE
(HEREIN REFERRED TO AS THE 'EMPLOYER')

AND

NAME: Mr GERARD GOLIATH
CHIEF FINANCIAL OFFICER
(HEREIN REFERRED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1st JULY 2018– 30th JUNE 2019

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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


2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st December 2018** and will remain in force until **30th June 2019** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and 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.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / 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**:

REF	KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
KPA 01	Service Delivery Public Safety Community service	10
KPA 02	Local Economic Development	10
KPA 03	Municipal Financial Management and Viability	60
KPA 04	Municipal transformation and Institutional Development	10
KPA 05	Good Governance and Public Participation	10
TOTAL		100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CCR		DEFINITION	WHEIGHT
CCR 01	Strategic Capability and Leadership	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	
CCR 02	Financial Management	Skills required managing projects and	

		/ or department work within the constraints of budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of the other departments on own budget and adopting where necessary.	
CCR 03	Knowledge Management PMS	Understand of the legislative requirements and Regulations associated the PMS	
CCR 04	People Management	Understanding of Policies associated with human resources management	
CCR 05	Problem Solving and Analysis	Understanding the basic steps in problem solving and analysis and solve basic problems using municipal guidelines	
CCR 06	Client orientation and Customer Care	Acknowledges customers rights	
CCR 07	Programme and Projects	Commences project after council approval and is in the IDP and meet annual target.	
TOTAL			100
CCR WEIGHT			20%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2 The intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

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

6.5.2 Assessment of the CCRs

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

6.5.3 Overall rating

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement 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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
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 Performance Agreement 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 Performance Agreement 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.					

6.7 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the audit committee
- 6.8.3 Chairperson of the relevant portfolio committee
- 6.8.4 Municipal manager from another municipality.

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his/her performance agreement shall be reviewed on the following dates.

QUARTERS	REVIEW	PERIOD	TIMEFRAME
First Quarter	Informal Reviews:	July – September	Before October 2018
Second Quarter	Formal Review:	September – December	Before end January 2019
Third Quarter:	Informal Review	January – March	Before end April 2019
Fourth Quarter:	Formal Review	April – June	Before end July 2019

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is will developed **Employee** in consultation with Employer.

9. OBLIGATIONS OF THE EMPLOYER

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

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 A direct effect on the performance of any of the **Employee's** functions;
 - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
 - 10.1.3 A substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

12.1.2 Any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 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 Annexure A may be made available to the public by the **Employer**.

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

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at 27 GRAHAMSTOWN on this the 21ST day of DECEMBER 2018

AS WITNESSES:

1. _____

2. _____


EMPLOYEE

AS WITNESSES:

1.  _____

2.  _____


MUNICIPAL MANAGER

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
- 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
Less than 100	Remedial action
100 - 129	No bonus
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

- 11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -
- 11.2.3.1 That the evaluation period be no less than 6 months
- 11.2.3.2 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.
- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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 within thirty (30) days of receipt of a formal dispute from the **Employee**; or

ADJUSTED

CHIEF FINANCIAL OFFICER : PERFORMANCE PLAN 2018-19								
Predetermined Objective(IDP)	Key Focus Area	Ref No	No	Key Performance Indicator		Annual Target	Portfolio Evidence	
				Quarter 3 Target- Ending 30 March 2019	Quarter 4 Target - Ending 30 June 2019			
KPA 1: FINANCIAL MANAGEMENT								
Annually reporting on the % of the budget actually spent	Financial- Capital Budget	TL 42	1	The percentage of the municipal capital budget actually spent on capital projects as at 30 June 2019	40%	95%	95%	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement
Annually reporting on the % of the budget actually spent	Financial-Operational Budget	TL 43	2	The percentage of the municipal operational budget actually spent on repairs and maintenance(ORM) as at 30 June 2019	2%	2%	2%	AFS and Section 71 In-Year Monthly & Quarterly Budget Statement
Annually reporting on the % of the budget actually spent	Financial- Revenue Management	TL 44	3	Collect 90% of budgeted income by 30 June 2019 for resorts (Excl budgeted debt provision)	85%	90%	90%	Monthly Budget Statement transfers & grant expenditure
Enhance Revenue strategy	Financial- Credit control	TL 45	4	Debt coverage ratio	0	7.5	7.5	Per Calculation
Enhance Revenue strategy	Financial- Revenue	TL 46	5	Debt to revenue ratio	0%	15%	15%	Per Calculation
A financially viable and sustainable Municipality	Financial- Revenue Management	TL 47	6	Outstanding service debtors to revenue ratio	0%	23%	23%	Per Calculation
A financially viable and sustainable Municipality	Financial-Control	TL 48	7	Cost coverage	0	1	1	Per Calculation
Annually reporting on the % of the budget actually spend	Financial- Grants	TL 49	8	100% of the FMG conditional grant spent by 30 June 2019 [(Total amount spent/ Total allocation received) x100]	80%	100%	100%	Table SC7(1) of the Monthly Section 71 report
To ensure the efficient and effective procurement of goods and services	Financial-SCM	TL 50	9	Convine supplier day for SMME's annually	1	0	1	Agenda of Council
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	Financial-GV	TL 51	10	Compile and updated General and Supplementary valuation roll by 30 June 2019	Final valuation roll submitted for public inspection	Updated General and Supplementary valuation roll for implementation	Updated General and Supplementary valuation roll for implementation	Updated General and Supplementary valuation roll for implementation
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	Free basic Services	TL 52	11	Provide free basic water to indigent households	3	3	12	Indigent Report extracted from Munsoft Financial System
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	Free basic Services	TL 53	11	Provide free basic electricity to indigent households	3	3	12	Indigent Report extracted from Munsoft Financial System & pre-paid monthly electricity report
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	Free basic Services	TL 54	12	Provide free basic sanitation to indigent households	3	3	12	Indigent Report extracted from Munsoft Financial System
To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	Free basic Services	TL 55	13	Provide free basic refuse removal to indigent households	3	3	12	Indigent Report extracted from Munsoft Financial System

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NO	STRATEGIC OBJECTIVES	KPI NO	KEY PERFORMANCE INDICATOR	INDICATOR CODE	KEY FOCUS AREA	IDP NO	PROJECT NAME	BUDGET	ANNUAL	QUARTER ONE			QUARTER TWO			QUARTER THREE			QUARTER FOUR		
										Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports
14	Increase % of households with access to free basic service	14.1	Update indigent register annually	1.14.14.1P080	Free basic services	P080	Annual review of Indigent register	Municipal running cost	12 Monthly reports on updating the annual indigent register	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports
14	Increase % of households with access to free basic service	14.2	Provision of free basic service to registered indigent household	1.14.14.2P081	Free basic services	P081	Free basic services	R 30 463	Increase in households provided with free basic services	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports
36	Enhance Revenue strategy	36.1	100% collection of revenue in service charges quarterly	4.36.36.1P215	Revenue	P215	Revenue collection	R 343 493	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
37	% of the budget actually spend	37.1	100% Compliance to MFMA report requirement	4.37.37.1P219	Financial Management	P219	MFMA Reporting	R 432 937	12 Monthly financial reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports
38	To ensure the efficient and effective procurement of goods and services	38.1	One SCM policy capacity session	4.38.38.1P220	SCM Management	P220	Empowering SMMEs and Suppliers	R 138 647	SMMEs Captured on SCM Policy	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted
38	To ensure the efficient and effective procurement of goods and services	38.2	Percentage of tenders processes completed within 120 days	4.38.38.2P221	SCM Management	P221	Bid Committee function	R 157 162	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
38	To ensure the efficient and effective procurement of goods and services	38.3	Annual stock count report to CFO.	4.38.38.3P222	SCM Management	P222	Stock Management	R 25 030	Annual stock count report submitted to CFO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Annual stock count conducted
39	To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	39.1	Report quarterly on the number of capacity building training conducted or attending	4.39.39.1P223	SCM Management	P223	Capacity Building and Training	R 100	Number of training conducted	1	1	1	1	1	1	1	1	1	1	1	1
39	To become a financial viable municipality that is able to account and report on all monies spent for service delivery purposes	39.3	Compliance to Section 102 of MFMA	4.39.39.3P225	Expenditure Management	P225	Decrease in unauthorised, irregular, fruitless, wasteful expenditure	R 7 500	4 Quarterly Reports of Unauthorised, irregular, fruitless and Wasteful expenditure and Minor Breaches	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report
39	Capacity building and effective financial management	39.4	Compliance to Section 99b of MFMA	4.39.39.4P226	Expenditure Management	P226	Creditors payment	R 157 162	12 Monthly reports on updating the annual indigent register	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports	Three(3) Monthly reports
39	Capacity building and effective financial management	39.8	Conduct of supplementary valuation roll	4.39.39.8P230	Properties	P230	General Valuation Roll and Supplementary	R 1 500	1 Supplementary Valuation Roll conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted	Conducted
40	To provide a credible budget	40.1	Compilation of Annual budget 2017/2018	4.40.40.1P231	Expenditure Management	P231	Report on 100% Expenditure of the Operational Budget	R 2 200	Report on 100% Expenditure of the Operational Budget	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations	Compilations
40	To provide a credible budget	40.2	Report on % Capital budget actually spent	4.40.40.2P232	Expenditure Management	P232	Report on 100% Expenditure of the Capital Budget	R 69 049	Report on 100% Expenditure of the Capital Budget	1	1	1	1	1	1	1	1	1	1	1	1
41	Maintaining fully GRAP compliant asset register annually	41.1	Annual count of assets	4.41.41.1P233	Asset management	P233	Asset management	R 138 647	1 Reports	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct	Conduct
42	Maintaining fully GRAP compliant asset register annually	42.1	Fully GRAP Compliant Asset register	4.42.42.1P234	Asset management	P234	Asset register	N/A	4.42.42.1P234	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report	One Report

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