

2020/21

Work-Plan

Of

Chief Financial Officer

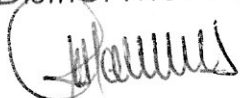
U.P. Mahlasela

1. PURPOSE	2
2. KEY RESPONSIBILITIES	2
3. CREATING AN INDIVIDUAL SCORE CARD	2
3.1. WHAT IS THE BALANCED SCORECARD?	2
3.2. CREATING KEY PERFORMANCE AREAS	3
3.3. GUIDELINES FOR CREATING KPAs	3
3.3. CREATING OBJECTIVES	4
3.4. CREATING KEY PERFORMANCE INDICATORS	5
3.5. WEIGHT	5
4. COMPETENCIES	5
4.1. CORE MANAGERIAL COMPETENCIES	5
4.2. CORE OCCUPATIONAL COMPETENCIES	5
ALIGNMENT CRITERIA, NKPA WEIGHTING & CCR & OCC WEIGHTING	6
IDP OBJECTIVES REFERENCE	6
NKPA WEIGHTING	8
CCR & COC WEIGHTING	10
WORK-PLAN	ERROR! BOOKMARK NOT DEFINED.
1. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	ERROR! BOOKMARK NOT DEFINED.
2. LOCAL ECONOMIC DEVELOPMENT	ERROR! BOOKMARK NOT DEFINED.
3. FINANCIAL VIABILITY & MANAGEMENT	ERROR! BOOKMARK NOT DEFINED.
GOOD GOVERNANCE & PUBLIC PARTICIPATION	17
CROSS CUTTING ISSUES	18
COMMITMENT OF SUPPORT TEAM REPORTING DIRECTLY TO THE EMPLOYEE	19

Alfred Nzo District Municipality

1 | Page

Employee Signature



Supervisor Signature



1. Purpose

The scorecard defines the Council's expectations of the Chief Financial Officer Performance agreement to which this document is attached, 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

The following objects of local government will inform the Chief Financial Officer performance against set performance indicators:

- ↓ Provide democratic and accountable government for local communities.
- ↓ Ensure the provision of services to communities in a sustainable manner.
- ↓ Promote social and economic development.
- ↓ Promote a safe and healthy environment.
- ↓ Encourage the involvement of communities and community organisations in the matters of local government.

3. CREATING AN INDIVIDUAL SCORE CARD

3.1. WHAT IS THE BALANCED SCORECARD?

The balanced scorecard is a tool which helps organisations to link their strategic objectives to performance measures, and is set up to focus attention on matters of both internal and external concern. It is a management system that be used by any organisation irrespective of size and purpose of existence to align their vision and mission with customer requirements, to improve operational efficiencies, and to build organisational capabilities.

3.2. CREATING KEY PERFORMANCE AREAS

A Key Performance Area (KPA) is a group of related Key Performance Indicators (KPI). KPAs also represent a focus area or a group of operations the Municipality wished to categorise its achievements.

According to section 8 of the ANDM policy, the individual performance management system must be informed by the organisation and departmental performance management system. Section 11 of the policy further states that an individual must select between 3 and 6 individual key performance areas which must be aligned to the SDBIP. The general performance management system principles require key performance indicators to be created based on the SMART approach which is further explained below:

The basic guideline of developing specific, measurable objectives requires time, orderly thinking, and a clear picture of the results expected from program activities. The more specific your objectives are, the easier it will be to demonstrate success.

Alfred Nzo District Municipality

Employee Signature



2 | Page

Supervisor Signature



SMART stands for:

TERM	DEFINITION
Specific	What exactly are we going to do for whom?
Measurable	Is it quantifiable and can WE measure it (number, yes/no, percentage or number)
Attainable	Can we get it done in the proposed time frame with the resources and support we have available?
Relevant	Will this objective have an effect on the desired goal or strategy?
Time bound	When will this objective be accomplished?

3.3. GUIDELINES FOR CREATING KPAs

- Individual Key performance areas must be linked to the SDBIP;
- KPIs must be linked to the KPAs;
- KPAs are not activities;
- They must be linked to the Municipalities objectives;
- They must be associated with your manager and or business unit;

3.3. CREATING OBJECTIVES

WHAT ARE OBJECTIVES?

Objectives are the required or desired outcomes that form the Municipalities corporate strategy. Objectives can also be thought of as short-term, intermediate or long-term.

Short-term objectives are generally expected immediately and can occur soon after the program or intervention is implemented, very often within a year.

Intermediate objectives result from and follow short-term outcomes.

Long-term objectives state the ultimate expected impact of the program or intervention.

Well-written objectives will always answer the following question:

WHO is going to do **WHAT**, **WHEN**, and **TO WHAT EXTENT**?

The two general types of objectives are process and outcome.

Process objectives focus on the activities to be completed in a specific time period. They enable accountability by setting specific activities to be completed by specific dates. Process objectives explain what you are doing and when you will do it. They describe participants, interactions, and activities.

Example: By June 30, 2006, provide training for 20 ward committee members on the Municipal government process in order to capacitate them on responding accordingly to community queries.

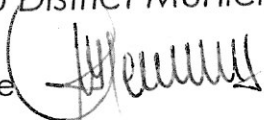
Outcome objectives express the intended results or accomplishments of program or intervention activities. They most often focus on changes in policy, a system, the environment, knowledge, attitudes, or behaviour.

Example: Instil a positive image and attitude of the Municipality to the members of the public and stakeholders

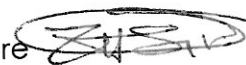
Alfred Nzo District Municipality

3 | Page

Employee Signature



Supervisor Signature



Guideline for creating objectives

- ↓ Objectives must be linked to the IDP;
- ↓ They must be aligned to a National Key Performance Area;
- ↓ They must be derived from the Municipality's goal and or desired outcome;

3.4. CREATING KEY PERFORMANCE INDICATORS

WHAT ARE KEY PERFORMANCE INDICATORS (KPIs)?

A KPI represents the result of a business measure (for example, Number of houses built, % spent on MIG grant) evaluated against a target for that measure. You can use KPIs to assess the progress of the objectives and initiatives that form levels of organizational strategy.

Key Performance Indicator or KPI is a term used in industry to describe a way in which we might measure performance. Organisations commonly use KPIs to evaluate success in a particular activity in which it is engaged. Sometimes the 'success' is defined in terms of making progress towards a strategic initiative or goal and at other times the repeated achievement of an operational goal. The thing that makes a KPI special or different to a simple measure or metric is that it is 'key' to the success of the activity. This inevitably leads to the conclusion that 'Key' Performance Indicators are important and few. How few depend on many things including the type of business, the nature of the activity and the level of control required.

However, whereas a large organisation may quite reasonably have hundreds of measures in place it should only have tens of KPIs. In many quarters, there is a view that the fewer the KPIs the better but there is a balance here. Too few KPIs lead to a measurement at too high a level and therefore an inability to influence the activity and resultant goal. For example, whereas a KPI of 'Increased Profitability' is laudable, without a set of clearly defined initiatives and further KPIs at appropriate levels it is simply and after-the-event measure.

It is therefore important to select KPIs carefully and have the right mix of 'lead' measures i.e. those things that can be measured before the event and are believed to influence the event, and 'lag' measures i.e. those things that prove the event has occurred. A very common method used to compile the right set of KPIs is to apply a management framework such as the Balanced Scorecard.

GUIDELINE FOR CREATING EFFECTIVE KPIs

Aligned. The KPI must be aligned with the Municipalities strategy and objectives.

Owned. The KPI must be owned by an individual who is fully accountable for its outcome.

Actionable. The KPI must be populated with timely; actionable data so users can intervene to improve performance before it's too late.

Few in number. KPIs should focus users on a few high-value tasks, not scatter their attention and energy on too many things.

Understandable. KPIs should be straightforward and easy to understand, not based on complex indexes that users do not know how to influence directly.

Balanced and linked. KPIs should balance and reinforce each other, not undermine each other and sub-optimize processes.

UNIT OF MEASURE

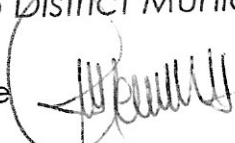
KPIs must use number, percentage, Logic (Yes/No) or currency as a unit of measure.

Relevant. KPIs gradually lose their impact over time, so they must be periodically reviewed and refreshed.

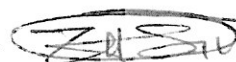
Alfred Nzo District Municipality

4 | Page

Employee Signature



Supervisor Signature



3.5. WEIGHT

In terms of the Performance management policy the 80/20 ratio applies when weighting IKPA against the Core Competencies. The policy further states that the selected IKPA must total 100% and the same applies to Core competencies.

Guidelines for assigning weights to the KPAs

- ↓ Use priority, time spent, importance and value to assign weights;
- ↓ Weights must be allocated in ratio to Municipalities list of priorities for the areas of responsibility;
- ↓ Avoid making weights equal to each other;

4. COMPETENCIES

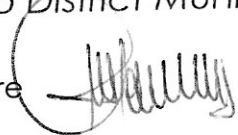
Regulations 26 (8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly accountable to Municipal Managers, 2006 lists the following core competency requirements for employees.

4.1. CORE MANAGERIAL COMPETENCIES

- ↓ Financial Management;
- ↓ People Management and Empowerment;
- ↓ Client Orientation and Customer Focus;
- ↓ Strategic Capability and Leadership;
- ↓ Programme and Project Management;
- ↓ Change Management;
- ↓ Knowledge Management;
- ↓ Service Delivery Innovation;
- ↓ Problem Solving and Analysis;
- ↓ Communication;
- ↓ Honesty and Integrity;

4.2. CORE OCCUPATIONAL COMPETENCIES

- ↓ Competence in Self-Management
 - ↓ Interpretation of an implementation within the legislative and national policy framework
 - ↓ Knowledge of developmental local government
 - ↓ Knowledge of global and South African specific political social and economic contexts
 - ↓ Competence in policy conceptualisation, analysis and implementation
 - ↓ Knowledge of one or more functional municipal field/ discipline
 - ↓ Skills in mediation
 - ↓ Skills in governance
 - ↓ Competence as required by other national line sector departments
- Exceptional dynamic creativity to improve the functioning of the municipality




ALIGNMENT CRITERIA, NKPA WEIGHTING & CCR & OCC WEIGHTING

SDBIP OBJECTIVES REFERENCE

INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME	REF	STRATEGIC OBJECTIVE	OUTCOMES/ OUTPUT	BACK TO BASICS	PILLAR No.
A	Municipal Transformation And Organisational Development	Self-sustainable, compliant, efficient and capable Municipality	A1 A2 A3	Improve organisation, capacity, knowledge and Transformation Optimise systems, administration and operating procedures Increase performance and efficiency levels	Implement a differential approach to Municipal Financing, planning and support	Building Capable Local Government Institutions	5
B	Basic Service Delivery	Improved quality of life	B1 B2 B3	Increase access to municipal services Improve the quality of Municipal Infrastructure services Improve the quality and flow of water and sanitation	Improved access to basic services	Delivering Basic Services	2
C	Local Economic Development	Development in Rural areas and maximum utilisation of natural resources	C1 C2 C3	Strengthen internal & external LED capacity Improve economic viability Promote the earnings potential of ANDM Communities	Implementation of Community works Programme and supported Cooperatives	N/a	N/A
D	Financial Viability And Financial Management	Self-sustainable, compliant, efficient and capable Municipality	D1 D2	Increase revenue collection Improve expenditure management and controls	Improve Municipal Financial and Administrative Capability	Sound financial management and accounting	4

Alfred Nzo District Municipality

6 | Page

Employee Signature

Supervisor Signature




INDEX	NATIONAL KEY PERFORMANCE AREAS	DESIRED OUTCOME	REF	STRATEGIC OBJECTIVE	OUTCOME 9 OUTPUT	BACK TO BASICS	PILLAR NO.
E	Good Governance And Public Participation	Self-sustainable, compliant, efficient and capable Municipality	D3	Maximise economies of scale and value for money by complying with SCM policies.			
			D4	Improve budgeting, reporting and compliance.			
			D5	Optimise use of municipal assets			
			D6	Strengthen financial management system			
F	Cross Cutting Issues	Integrated Development and strong partnerships.	E1	Promote Public participation and Good Meaningful Governance	Deepen Democracy through a refines Ward Committee System	Putting People First	1 & 3
			E2	Strengthen Governance and reduce risk		Good Governance	
			F1	Improve Municipal planning and spatial development	One window of co-ordination	N/a	N/A
			F2	Improve Disaster Management and Prevention			
			F3	Improve community and health and safety			
			F4	Improve Environmental Health & Safety			
			F5	Strengthen Intergovernmental Relations			

Alfred Nzo District Municipality

7 | Page

Employee Signature

Supervisor Signature



NKPA WEIGHTING

NKPA	Weight
Municipal Transformation & Organisational Development	5%
Basic Service Delivery	10%
Local Economic Development	5%
Municipal Financial Viability and Management	70%
Good Governance & Public Participation	5%
Cross cutting	5%
Total	100%

KPA 1: Municipal Transformation and Institutional Development In this KPA, the municipality will assess whether the desired impact is being achieved and will assess performance with respect to the management of municipal resources such as : • Human Resources (Capital) Management and Development • Information Management, Systems and Technology • Business Systems and Process (Supply Chain, Fleet, Asset, Records, Performance Management) • Administrative Support to Council Alfred Nzo District Municipality Organisational Performance Management Framework • Policies and Frameworks • Strategic Planning, Development and Strategic Plans • Capacity Building and Skills Development • Support to Local Municipalities.

This relates to the inputs required to achieve the strategic goals of the municipality.

KPA 2: Basic Service Delivery In this KPA, the municipality will assess whether the desired impact is being achieved and will assess performance with respect to the delivery of municipal basic community services such as: • Water • Sanitation • Health • Community Safety • Disaster Management • Fire • Emergency and Rescue •

This relates to the outputs delivered by the municipality.

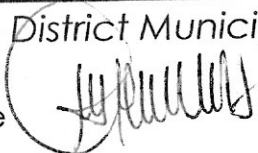
• **KPA 3: Local Economic Development** In this KPA, the municipality will assess whether the desired outcome is achieved and will assess performance with regards to the extent to which the policies and strategies are contributing towards the development in its area by measuring the impact it has on community lives improvement. It is expected that development priorities and indicators will often lie within the shared accountability of the municipality, other spheres of government and civil society. These will measure priorities such as: • Economic growth and development • SMME & Cooperatives Development • Tourism • Environmental Management • EPWP.

KPA 4: Municipal Financial Viability and Management In this KPA, the municipality will assess whether the desired impact is being achieved and will assess performance with respect to how the financial resources are managed and how viable is the municipality, thus looking but not limited to: • Accounting and Reporting • Asset Management • Budget and Planning • Revenue • Supply Chain Management.

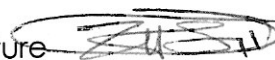
Alfred Nzo District Municipality

8 | Page

Employee Signature



Supervisor Signature



KPA 5: Good Governance and Public Participation In this KPA, the municipality will assess whether the desired impact is achieved and will assess performance with respect to engagements and relationships with its stakeholders in the process of local governance. This will include, amongst others: • Public Participation • Organisational Performance Management Framework • Relationship with Human Settlements.

Functionality and impact of municipal governance structures (council structures including the office of the speaker, and standing committees, oversight committees, clusters etc) • Access to information • Intergovernmental relations • Stakeholder Relations, which sets out how the department will improve its relationship with its key stakeholders • Corporate Governance (Audit Committees) • Special designated groups (Youth, gender, children, disable)


This relates to the governance processes of the municipality.

KPA 6: Cross Cutting In this KPA the municipality will assess performance with respect to engagements and relationships with its stakeholders in the process of local governance. This will include, amongst others: • IGR meetings • IDP meetings.


Alfred Nzo District Municipality

9 | Page

Employee Signature

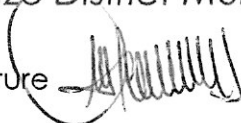
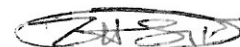


Supervisor Signature



CCR & COC WEIGHTING

No	COMPETENCY REQUIRED	CATEGORY	Weight
1	Financial Management - Compulsory	Core Managerial Competency	70%
2	People Management - Compulsory		5%
3	Client orientation and Customer Care - Compulsory		5%
4	Strategic capability		5%
5	Programme and Project Management		%
6	Change Management		%
7	Knowledge Management		5%
8	Service Delivery Innovation		%
9	Problem Solving and Analytical Thinking		5%
10	Communication		%
11	Honesty and integrity		5%
12	Competence in self- management		%
13	Interpretation of and implementation within the legislative and national policy frameworks	Core Occupational Competencies	%
14	Knowledge of developmental local government		%
15	Knowledge of performance management and reporting		%
16	Knowledge of global and south African specific political, social and economic contexts		%
17	Competence in policy conceptualization , analysis and implementation		%
18	Knowledge of more than one functional municipal field/ discipline		%
19	Skills in Mediation		%
20	Skills in Governance		%
21	Competence as required by other national line sector departments		
22	Exceptional and dynamic creativity to improve the functioning of the municipality		
Total			100%

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
		Improve organizational capacity, knowledge and transformation	Date by which the departmental skills audit is conducted and recommendations submitted to corporate services.		R0.00	1		N/A	N/A		Conduct departmental skills assessment Submit recommendations to Corporate services unit			N/A	Signed Skills Development form with recommendations

100%

[Handwritten signature]

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
1.	A						4	Conduct 1 Departmental meeting by 30 September 2020, December 2020, March 2021	Conduct 1 Departmental meeting by 30 December 2020	-	Conduct 1 Departmental meeting by 30 March 2020	-	Conduct 1 Departmental meeting by 30 June 2021	-	Attendance Registers
2	1		Number of Monthly Departmental meetings conducted	15%	R0.00	6	4 Departmental meetings conducted by September 2020, December 2020, March 2021	Conduct 1 Departmental meeting by 30 September 2020	Conduct 1 Departmental meeting by 30 December 2020	-	Conduct 1 Departmental meeting by 30 March 2020	-	Conduct 1 Departmental meeting by 30 June 2021	-	Attendance Registers

ALFRED NZO DISTRICT MUNICIPALITY

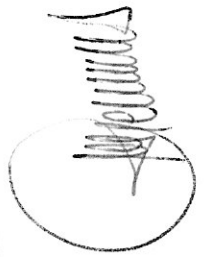
EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
		Number of %	Payroll administration reports for monitoring abnormalities within Department		R0.00	12	12	3	3	monthly payroll reports signed	3	monthly payroll reports signed	3	monthly payroll report	Signed payroll report
		% compliance with leave administration Within Department			R0.00	100 %	100%	Monitor Staff Leave	Monitor Staff Leave	100%	Monitor Staff Leave	100%	Monitor Staff Leave	100%	Approved Leave Reports

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
			Number of Quarterly Performance Reports with POE submitted to PMS unit 10 days after the end of each quarter		R0.00	4	4 Signed performance reports with POE submitted 10 days after each quarter	1 signed quarterly performance report with POE submitted 10 days after each quarter	1 signed quarterly performance report with POE submitted 10 days after each quarter	1 signed quarterly performance report with POE submitted 10 days after each quarter	1	1 signed quarterly performance report with POE submitted 10 days after each quarter	1	Signed Performance report Proof of submission
		Increase performance and efficiency levels												

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

LOCAL ECONOMIC DEVELOPMENT

Item Number	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
	Promote the earning potential of ANDM Communities	Number of Procurement Plans Approved by 20 July 20	100%	OPEX	30%	50%	Develop a procurement plan by 20 July 2020	N/A	N/A	50%	N/A	50%	Signed Procurement Plan
	Number of SCM Reports produced on Implementation of Procurement Plan per quarter	Produce 4 reports on implementation of procurement plan by 30 June 2021		R0.00	R0.00	R0.00	1 Quarterly procurement plan report submitted to Accounting officer by the 30 th July 2020	1 Quarterly procurement plan report submitted to Accounting officer by the 30 th October 2020	1 Quarterly procurement plan report submitted to Accounting officer by the 31 st January 2021	R0.00	1 Quarterly procurement plan report submitted to Accounting officer by the 31 st May 2021	R0.00	SCM – Quarterly report

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
		Effective and efficient Processing	Finalized Bid Processes within 10 days of receiving minutes from the quotations committee on quarterly basis in 2020/2021 FY		R0.00	100%	100%	Finalise Bid Processes within 10 working days after submission by the quotations committee	Finalise Bid Processes within 10 working days after submission by the quotations committee	R0.00	Finalise Bid Processes within 10 working days after submission by the quotations committee	R0.00	Finalise Bid Processes within 10 working days after submission by the quotations committee	R0.00	Dated and signed quotations committee meetings and Official orders
		Effective and efficient Processing	Finalized bid processing within 90 working days in 2020/21 FY		R0.00	100%	100%	Finalise bid processing within 90 working days of closure for tenders by adhering to 10 day turnaround time after submission of documents from the BEC	Finalise bid processing within 90 working days of closure for tenders by adhering to 10 day turnaround time after submission of documents from the BEC	R0.00	Finalise bid processing within 90 working days of closure for tenders by adhering to 10 day turnaround time after submission of documents from the BEC	R0.00	Finalise bid processing within 90 working days of closure for tenders by adhering to 10 day turnaround time after submission of documents from the BEC	R0.00	Finalise bid processing within 90 working days of closure for tenders by adhering to 10 day turnaround time after submission of documents from the BEC

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

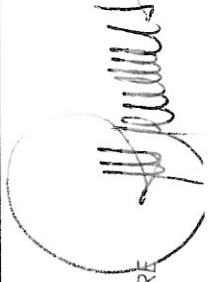


Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
		Effective and efficient contract management	100% of contracts / SLAs with service providers signed within 30 days after date of appointment		R0.00	100%	100%	3 Monthly updated Contract Register with new awarded contracts	3 Monthly updated Contract Register with new awarded contracts	R0.00	3 Monthly updated Contract Register with new awarded contracts	R0.00	3 Monthly updated Contract Register	R0.00	Updated Contract Register Signed SLAs/Contracts

FINANCIAL VIABILITY & MANAGEMENT

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q2 TARGET	Q3 Target	Q3 TARGET	Q4 Target	Q4 TARGET	POE

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE 

SUPERVISOR SIGNATURE

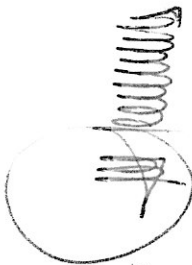


Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 TARGET	Q2 Target	Q3 Target	Q4 Target	Q4 TARGET	POE
1	D2	Improve expenditure management and controls	Number of payroll calendar developed and approved by 30 June 2021		R0.00	1	1	Develop 1 Payroll Calendar for July – December by 31 July 2021	R0.00	None	Develop 1 Payroll Calendar for Jan – June by the 31 January 2021	None	R0.00	Approved Payroll calendar
2	D2		Number of payroll runs processed by the 15 th and 25 th of each month		R0.00	6	6	6 Payroll Payments released by 15 th and 25 th of each month	R0.00	6 Payroll Payments released by 15 th and 25 th of each month	6 Payroll Payments released by 15 th and 25 th of each month	6 Payroll Payments released by 15 th and 25 th of each month	R0.00	Proof of payment – Bank Statement

ALFRED NZO DISTRICT MUNICIPALITY

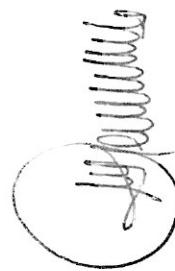
EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 TARGET	Q2 Target	Q3 Target	Q4 Target	Q4 TARGET	POE	
3	D2		Number of payroll reconciliations performed		R0.00	14	14	Perform 3 monthly payroll reconciliations By 30 September 2020	R0.00	Perform 3 monthly payroll reconciliations by 30 December 2020 Submission of provisional EMP reconciliation to SARS	R0.00	Perform 3 monthly payroll reconciliations by March 2021	R0.00	Perform 3 monthly payroll reconciliations by 30 June 2021 Printing of IRP5's by 30 May 2021 Submission of annual EMP reconciliation to SARS	Payroll Recon EMP 201 EMP 501 IRP5's
4	D2	12, 3rd party payments made by the 7 th of each month			R0.00	100%	100%	3 Third Party Payments by 7 th of each month	R0.00	3 Third Party Payments by 7 th of each month	R0.00	3 Third Party Payments by 7 th of each month	R0.00	3rd party proof of payment	
5	D2	Creditors paid within 30 days from receipt of invoice.			R0.00	100%	100%	Payments processed within 30 days of receipt of invoice	R0.00	Payments processed within 30 days of receipt of invoice.	R0.00	Payments processed within 30 days of receipt of invoice.	R0.00	Creditors age analysis report Payment circular	

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 TARGET	Q2 Target	Q3 Target	Q3 TARGET	Q4 Target	Q4 TARGET	POE
7	E2	Strengthen Governance and reduce risk and to maximize VAT collection	Number of VAT returns submitted by the 25 th monthly.		R13,000,000.00	12	12	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	VAT201 SARS Statement Monthly Vat Recon.
								3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	3 monthly Vat Returns submitted to SARS by 25th of each month to SARS	
								reconciliation reviewed by the 10 th of every month.	reconciliation reviewed by the 10 th of every month..	reconciliation reviewed by the 10 th of every month.	reconciliation reviewed by the 10 th of every month.	reconciliation reviewed by the 10 th of every month.	reconciliation reviewed by the 10 th of every month.	reconciliation reviewed by the 10 th of every month.	
									R3 250 000.00	R3 250 000.00	R3 250 000.00	R3 250 000.00	R3 250 000.00	R3 250 000.00	

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
2	D2		Number of Fruitless and wasteful expenditure report		R0.00	04	04	1 Fruitless and wasteful expenditure report if Any (Quarterly)	1 Fruitless and wasteful expenditure report if Any (Quarterly)	R0.00	1 Fruitless and wasteful expenditure report if Any (Quarterly)	R0.00	1 Fruitless and wasteful expenditure report if Any (Quarterly)	R0.00	Fruitless and wasteful expenditure report (Quarterly)
4	D2	Improve expenditure management and controls	Number of monthly creditors reconciliation s performed / reviewed		R0.00	12	12	Review 3 monthly creditors reconciliation	Review 3 monthly creditors reconciliation	R0.00	Review 3 monthly creditors reconciliation	R0.00	Review 3 monthly creditors reconciliation	R0.00	Creditors Recons
5	D2	12 EPWP Payroll Run by the 25th every month			R0.00	12	12	EPWP Wages released by 25th of each month.	EPWP Wages released by 25th of each month.	R0.00	EPWP Wages released by 25th of each month.	R0.00	EPWP Wages released by 25th of each month.	R0.00	Proof of payment

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

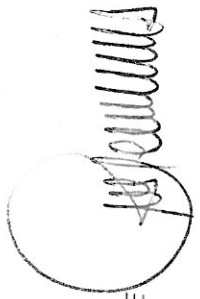


Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
6	D2		12 dated accurate commitment registers.		R0.00	100%	100%	3 updated and reconciled Commitments Register by the 10 th of every month	3 updated and reconciled Commitments Register by the 10 th of every month	R0.00	3 updated and reconciled Commitments Register by the 10 th of every month	R0.00	3 updated and reconciled Commitments Register by the 10 th of every month	R0.00	Commitment Register
			12 Capital Grants reconciliation		R0.00	100%	100%	3 Capital grant reconciliation	3 Capital grant reconciliation	R0.00	3 Capital grant reconciliation	R0.00	3 Capital grant reconciliation	R0.00	Signed Grants Reconciliation
			12 DoRA Reports produced and submitted		R0.00	12	12	3 monthly DoRA reports (Capital and Operational Grants)	3 monthly DoRA reports (Capital and Operational Grants)	R0.00	3 monthly DoRA reports (Capital and Operational Grants)	R0.00	3 monthly DoRA reports (Capital and Operational Grants)	R0.00	Signed DoRA reports and Proof of Submission

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

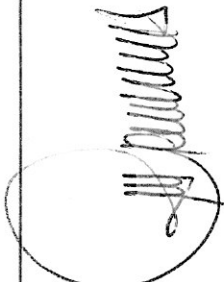
SUPERVISOR SIGNATURE

2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
			12 monthly Retentions registers reconciled to the ledger		R0.00	12	12	3 monthly retentions register reconciled to the ledger	3 monthly retentions register reconciled to the ledger	R0.00	3 monthly retentions register reconciled to the ledger	R0.00	3 monthly retentions register reconciled to the ledger	R0.00	Signed Retention Register

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE



SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
1	D4	Improve budgeting, reporting and compliance.	12 Section 71 reports submitted to the MM by the 10 th working day of each month		R0.00	12	12	3 Monthly Section 71 reports submitted to the accounting officer and NT by the 10 th of every month	3 Monthly Section 71 reports submitted to the accounting officer and NT by the 10 th of every month	R0.00	3 Monthly Section 71 reports submitted to the accounting officer and NT by the 10 th of every month	R0.00	3 Monthly Section 71 reports submitted to the accounting officer and NT by the 10 th of every month	R0.00	Proof of Submission.
								1 quarterly section 52 reports submitted to the accounting officer and NT by the 10 th of every month	1 quarterly section 52 reports submitted to the accounting officer and NT by the 10 th of every month	R0.00	1 quarterly section 52 reports submitted to the accounting officer and NT by the 10 th of every month	R0.00	1 quarterly section 52 reports submitted to the accounting officer and NT by the 10 th of every month	R0.00	Section 52 report

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

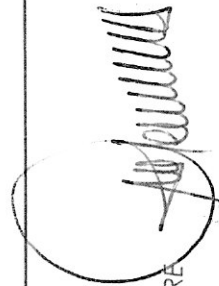
SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
			12 Monthly section 66 reports submitted		R0.00	12	12	3 Monthly section 66 reports submitted	3 Monthly section 66 reports submitted	3 Monthly section 66 reports submitted	R0.00	3 Monthly section 66 reports submitted	R0.00	Section 66 Report
			1 Section 72 Report submitted by the 25 th January 2021		R0.00	12	12	n/a	n/a	1 Section 72 Report submitted by the 25 th January 2021	R0.00	n/a	R0.00	Section 72 Report Proof of submission
4	D4		100% transacting on Mscod of Charts of Accounts		R0.00	100%	100%	Implementati on of mSCOA - Transacting on mScoa	Implementati on of mSCOA - Transacting on mScoa	Implementati on of mSCOA - Transacting on mScoa	R0.00	Implementati on of mSCOA - Transacting on mScoa	R0.00	Green NT Portal Reports

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

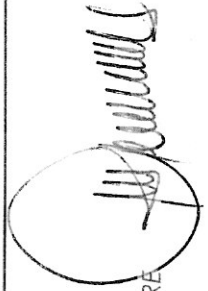


SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
			100% Statutory Mscod Reporting on the NT Portal by 30 June 2021		R0.00	100%	100%	Submit correct adjusted budgets strings to IT for uploading to the NT Portal by 5 th March 2020		R0.00	Submit Adjusted correct adjusted budgets strings to IT for uploading to the NT Portal by 16 April 2020	R0.00	Submit correct adjusted budgets strings to IT for uploading to the NT Portal by 12 th June 2020	R0.00	Green NT Portal Reports
5	D4	Submit Annual Financial Statements to AG by 31 August 2020			R 6 795 750.00	05	05	Submit AFS to Audit Committee and Auditor General by 31st August 2020.	Submit adjusted ANDM AFS to AG by 30 November 2020.	R2 795 750.00	Submit Mid Term by 25 February.	2 000 000.00	N/A	R2 000 000.00	ANDM Audited AFS, AG confirmation of AFS submission.

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

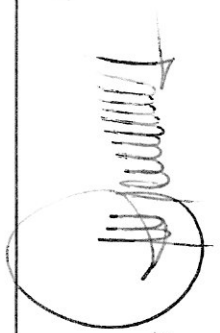


Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
1		Consolidated set of Annual Financial Statements submitted to AG by the 30 September 2020	1	1	R0.00	1	1	Consolidated set of Annual Financial Statements submitted to AG by the 30 September 2020	Submit Adj. Consolidated AFS to AG by 5th December 2020	R0.00	n/a	R0.00	n/a	R0.00	Proof of submission
1		BTO Annual Report to Planning and Economic Development for institutional consolidation by 25 January 2020	1	1	R0.00	1	1	N/A	N/A	R0.00	1 BTO Annual Report to Planning and Economic Development for institutional consolidation by 25 January 2020	R0.00	N/A	R0.00	Proof of Submission
1		Number of standing committee reports submitted by 30 June 2020	1	4	R0.00	4	4	1 Quarterly standing Committee Report Submitted 10 working days after the end of each quarter	1 Quarterly standing Committee Report Submitted 10 working days after the end of each quarter	R0.00	1 Quarterly standing Committee Report Submitted 10 working days after the end of each quarter	R0.00	1 Quarterly standing Committee Report Submitted 10 working days after the end of each quarter	R0.00	BTO Standing Committee Report

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
6	E2	Strengthen governance and reduce risk.	5 day turnaround time to respond and resolve audit queries		R0.00	100%	100%	5 day turnaround time to respond and resolve audit queries		5 day turnaround time to respond and resolve audit queries	R0.00		R0.00	AG Management report.
7	F1	Improve Municipal Planning and spatial development	1 IDP/budget process plans developed and tabled to Council by 30 August		R0.00	1	1	1 IDP/budget process plans developed and tabled to Council by 30 August	N/A	N/A	R0.00	N/A	R0.00	Council resolutions: IDP budget process plan,

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

[Signature]

2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
8	F1	1 adjusted budget submitted to Accounting Officer by 25 February 2021		R0.00	3	3	3	n/a	n/a	R0.00	Submit 1 adjusted budget to Municipal Manager by 25 February 2021 Submit to NT and PT Adjusted Budget 10 days after the council approval. Advertise Draft Budget immediately after approval by council	R0.00	R0.00	R0.00	Proof of submission Council Resolution / Budget Advert

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

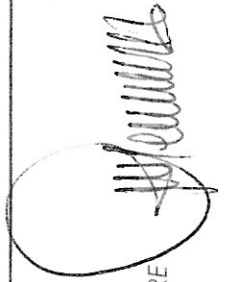
SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
			1 Final 2020/2021 Budget submitted to Accounting Officer by 23 May 2021		R0.00	1	1								Proof of Submission Council Resolution Budget Advert
											1 Final 2019/2020 Budget submitted to Accounting Officer by 23 May 2021				
											Advertise Draft Budget Submit Budgets to NT 10 days after council approval				

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

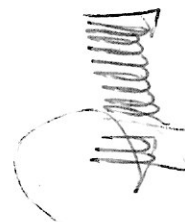


SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
2	D1	% Revenue collection rate as measured in accordance with the MSA performance Regulations			R 56,283,727.00	100%	100%	30 % Collection rate against 3 Monthly billed Revenue	60 % Collection rate against 3 Monthly billed Revenue	80 % Collection rate against 3 Monthly billed Revenue	R18 733 333.33	90 % Collection rate against 3 Monthly billed Revenue	R18 817 060.34	Billed vs Collection Report
3	D1	Increase revenue collection	Number of accounts billed and meters read		R0.00	12 months	12 months	Undertake 3 monthly reading of 715 meters monthly by the 5 th of every month	Undertake 3 monthly reading of 715 meters monthly by the 5 th of every month	Undertake 3 monthly reading of 715 meters monthly by the 5 th of every month	R0.00	Undertake 3 monthly reading of 715 meters monthly by the 5 th of every month	R0.00	Meter Reading Report
6	D1	Number of Billings Performed and sent to customers by the 7 th of each Month			R5,000 000.00	12	12	3 Monthly Billing and send Statements to consumers	Perform 3 monthly Billing and send Statements to consumers	Perform 3 monthly Billing and send Statements to consumers	R1 500 000.00	Perform 3 monthly Billing and send Statements to consumers	R1 500 000.00	Billing Report, Consumer Statements

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budget	POE
7	D1	Number of non-paying consumers referred to IDMS for restriction and disconnections			R0.00	12	12	Refer non-paying consumers to IDMS for restriction and disconnections	Refer non-paying consumers to IDMS for restriction and disconnections	Refer non-paying consumers to IDMS for restriction and disconnections	Refer non-paying consumers to IDMS for restriction and disconnections	R0.00	Non-paying Consumers report/Restrictions report
8	D1	Number of Debtors and votes recons performed			R0.00	12	12	Review 3 Monthly debtors and votes recons	Review 3 Monthly debtors and votes recons	Review 3 Monthly debtors and votes recons	Review 3 Monthly debtors and votes recons	R0.00	Debtors reconciliations the ledger
10	D1	% Implementation of credit control and debt management policy			R0.00	100%	100%	Implementation of credit control and debt management policy.	Implementation of credit control and debt management policy.	Implementation of credit control and debt management policy.	Implementation of credit control and debt management policy.	R0.00	Revenue report
14	D1	No of grants register updated and reconciled to DORA			R0.00	12	12	Update and reconcile to DORA Review 3 monthly grants register.	Update and reconcile to DORA Review 3 monthly grants register.	Update and reconcile to DORA Review 3 monthly grants register.	Update and reconcile to DORA Review 3 monthly grants register.	R0.00	Grant Income register

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE 

SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
15	D1	No. of bank reconciliations performed			R0.00	12	12	Review 3 monthly bank reconciliations	Review 3 monthly bank reconciliations	Review 3 monthly bank reconciliations		Review 3 monthly bank reconciliations		Bank Recon.
16	D1	No. investment register updated and reconciled			R0.00	12	12	Update and reconcile 3 investment register monthly	Update and reconcile 3 investment register monthly	Update and reconcile 3 investment register monthly		Update and reconcile 3 investment register monthly		Signed Investment register
17	D1	No. of updated interest register			R0.00	12	12	Review 3 monthly reconciliation interest register	Review 3 monthly reconciliation interest register	Review 3 monthly reconciliation interest register		Review 3 monthly reconciliation interest register		Monthly Interest register

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE



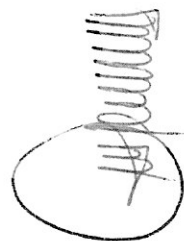
SUPERVISOR SIGNATURE



2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Numb	IDP Ref	IDP Objective	KPI	Weight	Total Budget	NE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
1	A2	Optimize systems, administration and operating procedures	Number of Contracts Register updated by 30 June 2021		R0.00	4	4	1 Quarterly Updating of contracts register.	1 Quarterly Updating of contracts register.	R0.00	1 Quarterly Updating of contracts register.	R0.00	1 Quarterly Updating of contracts register.	R0.00	Quarterly Contracts Register.
6	D3	Maximize economies of scale and value for money by complying with SCM policies.	Number of procurement plans approved.		R0.00	1	1	1 Consolidate procurement plan Developed by 31 July 2019.	N/A		N/A		N/A		Signed Consolidated procurement plan.
7	D3		No of SCM Deviations from SCM policy		R0.00	12	12	3 X Monthly Valid deviations reports from SCM policy	3 X Monthly Valid deviations reports from SCM policy	R0.00	3 X Monthly Valid deviations reports from SCM policy	R0.00	3 X Monthly Valid deviations reports from SCM policy	R0.00	Deviation register and Reports

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budget	POE
9	D3	Number of SCM report produced on a monthly and Quarterly basis			R 0.00	12	12	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	R0.00	Long Term Contract Quotation Report 7day Notice Report Irregular Exp., Pending order

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budget	POE
1	D5	Optimize use of municipal assets	Number of GRAP compliance fixed assets register updated		R 2,150,000.00	12	12	Review Monthly reconciliations and updating of FAR with additions.	Review Monthly reconciliations and updating of FAR with additions	Review Monthly reconciliations and updating of FAR with additions	Review Monthly reconciliations and updating of FAR with additions	R 1 000 000.00	Signed Monthly reconciliations. Updated GRAP compliant FAR.
			No of engineers SP appointed for updating of FAR									R 1 150 000.00	

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budget	POE
2	D5	Number of reports produced on the Physical Assets Verification by 30 June 2021 % of assets exposed to risk safeguarded.		R 0	100%	100%	100%		Produce a report on the Review of Physical asset verification		Produce a report on the Review of Physical asset verification	R0.00	Quarterly verification sheet / Reports
3	D5				100%	100%	Review Monthly updating of Fleet Register.	Review Monthly updating of Fleet Register.	Review Monthly updating of Fleet Register.	Review Monthly updating of Fleet Register.	R2 000 000	R2 000 000	Fleet Register
5	D5				100%	100%	Procurement of Service Provider	monitor progress on construction of stores	monitor progress on construction of stores	monitor progress on construction of stores	R 500 000.00	R500 000.00	Close out Report on Stores Construction
6	E2	Strengthen Governance and reduce risk	One long-term Liability managed by 30 June 2021	R0	R0.00	R0.00	100%	1 Payment of DBSA loan instalment by 30 September 2020.	N/A	N/A	N/A	R0.00	POP - DBSA Liabilities register. reconciliations

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
1	A2	Optimise systems, administration and operating procedures	% Implementation of SCOA and migration to SCOA		R1 800 000.00	100%	100%	Rollout and locking of mSCOA Budget	Monitoring and incident management	R500 000	Monitoring and incident management	R500 000	Monitoring and incident management	R800 000	Incident reports Closeout Reports
2	D1	Increase revenue collection	% Revenue collection rate as measured in accordance with the MSA performance Regulations		R5 000 000.00	100%	100%	3 Monthly Revenue Enhancement Report	3 Monthly Revenue Enhancement Report	R2 000 000.00	3 Monthly Revenue Enhancement Report	R1 500 000.00	3 Monthly Revenue Enhancement Rep	R1 500 000.00	Report on revenue enhancement
3	D1														

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



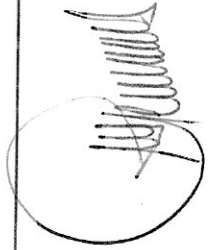
2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Num	IDP Objective	KPI	Wt	GH	Budg	Start	End	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budg	POE
6	D1	Number of Billings Performed and sent to customers by the 7 th of each Month			R13,000 000.00	12	12	3 Monthly Billing and send Statements to consumers	Perform 3 monthly Billing and send Statements to consumers	Perform 3 monthly Billing and send Statements to consumers	Perform 3 monthly Billing and send Statements to consumers	R5 000 000.00	Billing Report, Consumer Statements
7	D1	Number of non-paying consumers referred to IDMS for restriction and disconnections			R0.00	12	12	Refer non-paying consumers to IDMS for restriction and disconnections	Refer non-paying consumers to IDMS for restriction and disconnections	Refer non-paying consumers to IDMS for restriction and disconnections	Refer non-paying consumers to IDMS for restriction and disconnections	R0.00	Non-paying Consumers report/Restrictions report
8	D1	Number of Debtors and votes recons performed			R0.00	12	12	Review 3 Monthly debtors and votes recons	Review 3 Monthly debtors and votes recons	Review 3 Monthly debtors and votes recons	Review 3 Monthly debtors and votes recons	R0.00	Debtors reconciliations
10	D1	% Implementation of credit control and debt management policy			R1,000,000.00	100%	100%	Implementation of credit control and debt management policy.	Implementation of credit control and debt management policy.	Implementation of credit control and debt management policy.	Implementation of credit control and debt management policy.	R250 000.00	Revenue report

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE




2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Num	IDP Objective	KPI	Wt	Budg	Base	Line	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budg	POE
14	D1	No of grants register updated and reconciled to DORA		R0.00	12	12	Update and reconcile to DORA Review 3 monthly grants register.	Update and reconcile to DORA Review 3 monthly grants register.	Update and reconcile to DORA Review 3 monthly grants register.	Update and reconcile to DORA Review 3 monthly grants register.	R0.00	Grant Income register
15	D1	No. of bank reconciliations performed		R0.00	12	12	Review 3 monthly bank reconciliations	Review 3 monthly bank reconciliations	Review 3 monthly bank reconciliations	Review 3 monthly bank reconciliations	R0.00	Bank Recon.
16	D1	No. investment register updated and reconciled		R0.00	12	12	Update and reconcile 3 investment register monthly	Update and reconcile 3 investment register monthly	Update and reconcile 3 investment register monthly	Update and reconcile 3 investment register monthly	R0.00	Investment register
17	D1	No. of updated interest register		R0.00	12	12	Review 3 monthly reconciliation interest register	Review 3 monthly reconciliation interest register	Review 3 monthly reconciliation interest register	Review 3 monthly reconciliation interest register	R0.00	Monthly Interest register

Num	IDP Objective	KPI	Wt	Budg	Base	Line	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budg	POE
1	A2	Optimize systems, administration and operating procedures		R0.00	4	4	1 Quarterly Updating of contracts register.	1 Quarterly Updating of contracts register.	1 Quarterly Updating of contracts register.	1 Quarterly Updating of contracts register.	R0.00	Quarterly Contracts Register.

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

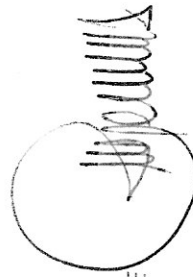
SUPERVISOR SIGNATURE



2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

Num	Ref	IDP Objective	KPI	Weight	Budget	Baseline	Target	Q1 Target	Q2 Target	Q3 Target	Budget	Q4 Target	Budget	POE
4	A3	Increase performance and efficiency levels	% of bids awarded within 90 days		R 0.00	100%	100%	Develop annual calendar of BID Committee sittings.	Sitting of bid Committees on time	Sitting of bid Committees on time	R0.00	Sitting of bid Committees on time	R0.00	Annual calendar of BID Committee sittings.
6	D3	Maximize economies of scale and value for money by complying with SCM policies.	Number of procurement plans approved.		R0.00	1	1	Awarding of bids within timeframes stipulated in the annual procurement Plan.	Awarding of bids within timeframes stipulated in the annual procurement Plan.	Awarding of bids within timeframes stipulated in the annual procurement Plan.	N/A	Awarding of bids within timeframes stipulated in the annual procurement Plan.	N/A	Approved Consolidated procurement plan.
7	D3		No of SCM Deviations from SCM policy		R0.00	12	12	3 X Monthly Valid deviations reports from SCM policy	3 X Monthly Valid deviations reports from SCM policy	3 X Monthly Valid deviations reports from SCM policy	R0.00	3 X Monthly Valid deviations reports from SCM policy	R0.00	Deviation register and Reports

ALFRED NZO DISTRICT MUNICIPALITY



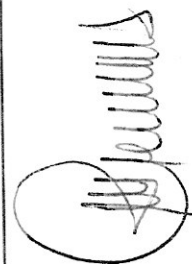
EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



Num	Ref	IDP Objective	KPI	Wt	GHT	Budg	Bdgt	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Budg	POE
9	D3		Number of SCM report produced on a monthly and Quarterly basis			R 0.00	12	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	Prepare Quarterly reports on: Irregular Exp., Pending order, long Term Contract, Quotation Report, and 7day Notice Report	R0.00	Irregular Exp., Pending order Long Term Contract Quotation Report 7day Notice Report

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE



Item Number	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
1		% of GRAP compliance fixed assets register updated		R 2 150 000.00	12	12	Review Monthly reconciliations and updating of FAR with additions.	Review Monthly reconciliations and updating of FAR with additions	R0.00	Review Monthly reconciliations and updating of FAR with additions	R1 000 000.00	Review Monthly reconciliations and updating of FAR with additions	R1 150 000.00	Monthly reconciliations . Updated GRAP compliant FAR.
2	Optimize use of municipal assets	Number of reports produced on the Physical Assets Verification by 30 June 2021		R0.00	100%	100%		Produce a report on the Review of Physical asset verification	R 4878.10		R 20 439.00	Produce a report on the Review of Physical asset verification	R 20 439.00	Quarterly verification sheet / Reports
3		% of Council vehicles maintained.		R5 000 000.00	100%	100%	Review Monthly updating of Fleet Register.	Review Monthly updating of Fleet Register.	R100 000.00	Review Monthly updating of Fleet Register.	R 200 000.00	Review Monthly updating of Fleet Register.	R 200 000.00	Fleet Register

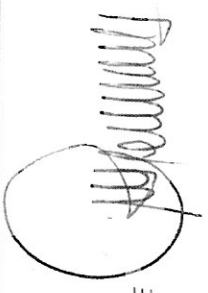
ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

Item Number	IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
5	D5		Number of Stores Constructed		R 1 500 000.00	1	1	Procurement of Service Provider	monitor progress on construction of stores	R 400 000.00	monitor progress on construction of stores	R700 000.00	monitor progress on construction of stores	R400 000.00	Close out Report on Stores Construction
6	E2	Strengthen Governance and reduce risk	% of long-term Liabilities managed		R500 000.00	1	1	1 Payment of DBSA loan instalment by 30 September 2020							POP - DBSA Liabilities register. reconciliations

ALFRED NZO DISTRICT MUNICIPALITY



EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

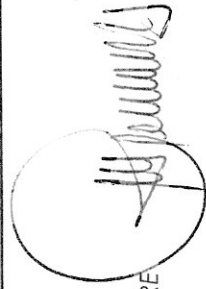


GOOD GOVERNANCE & PUBLIC PARTICIPATION

Item IDP Ref	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
	Strengthen governance and reduce risk	Develop a departmental audit action plan by 20 January 2021		R0.00	1	1	1 updated quarterly audit action plan	1 updated quarterly audit action plan		1 updated quarterly audit action plan		1 updated quarterly audit action plan		Updated Audit Action Plan
		Number of Risk Register reports on the departmental risks implemented to the office of the MM within 30 June 2021		R0.00	1	1	1 updated risk register report submitted to the office of the MM within 5 working days of the end of quarter 1	1 updated risk register report submitted to the office of the MM within 5 working days of the end of quarter 2		1 updated risk register report submitted to the office of the MM within 5 working days of the end of quarter 3		1 updated risk register report submitted to the office of the MM within 5 working days of the end of quarter 4		Risk register

ALFRED NZO DISTRICT MUNICIPALITY

EMPLOYEE SIGNATURE

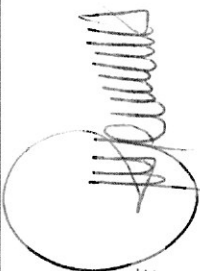


SUPERVISOR SIGNATURE



Item Number	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
		Date Department's Annual Report information submitted		R0.00	1	1	Consolidate Draft Departmental Annual report inputs Submit to Manager PMS by 25 August 2020			Consolidate Final Departmental Annual report inputs Submit Manager PMS	0	N/A		Proof of submission
		Number of Departmental Reports submitted to Standing Committee		R0.00	4	4	1 departmental report Submitted to Standing Committee quarterly	1 departmental report Submitted to Standing Committee quarterly	1	1 departmental report Submitted to Standing Committee quarterly	1	1 departmental report Submitted to Standing Committee quarterly	1	Quarterly reports e-Mail submitting reports

EMPLOYEE SIGNATURE




ALFRED NZO DISTRICT MUNICIPALITY

SUPERVISOR SIGNATURE



COST CUTTING ISSUES

Item Number	IDP Objective	KPI	WEIGHT	Total Budget	BASELINE	Annual Target	Q1 Target	Q2 Target	Budget	Q3 Target	Budget	Q4 Target	Budget	POE
	Improve Municipal planning and spatial development	Number of IDP forum meetings attended by 30 June 2021		R0.00	1	1	N/A	N/A		Attendant IDP Forum meetings	1			Attendance Registers
	Strengthen Intergovernmental Relations	Number of IGR Structure Meetings coordinated by 30 June 2021		R0.00	4	4	Coordinate and conduct one quarterly CFO Forum Meeting	Coordinate and conduct one quarterly CFO Forum Meeting		Coordinate and conduct one quarterly CFO Forum Meeting		Coordinate and conduct one quarterly CFO Forum Meeting	1	Attendance Registers

EMPLOYEE SIGNATURE 

ALFRED NZO DISTRICT MUNICIPALITY

SUPERVISOR SIGNATURE



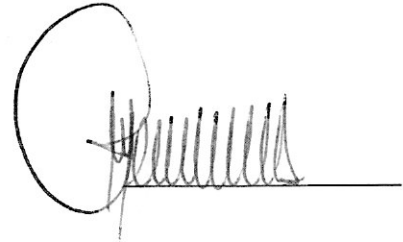
8. AGREEMENT

I have read, understand, and agree to comply with the foregoing scorecard, performance management policy framework of Alfred Nzo District Municipality and the conditions governing the code of conduct of a Municipal employee. I understand that I have to update the electronic performance management system with the highest level of honesty and integrity as required.

Both parties hereby agree that this score card has been developed with the best interest of the Municipality in mind and commit to the above without objection.

U. Mahlasela

27/07/2020



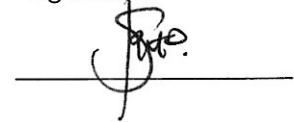
Employee Name

Date

Signature

S. Khuzo

30/07/2020



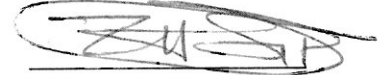
Supervisor Name

Date

Signature

Zif SIKHUNDLA

31/07/2020



Witness 1 Name

Date

Signature

Witness 2 Name

Date

Signature

EMPLOYEE SIGNATURE

SUPERVISOR SIGNATURE

ALFRED NZO DISTRICT MUNICIPALITY

2020-2021 Work-Plan of the Chief Financial Officer, U.P. Mahlasela

COMMITMENT OF SUPPORT TEAM REPORTING DIRECTLY TO THE EMPLOYEE

We, as the **Budget and Treasury Office** hereby make this commitment to support your **Chief Financial Office**, to achieve targets as set in this accountability contract between him and the employer. As support staff, we understand that his targets are impossible to achieve without our full support and co-operation. We, therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.

S. Khuzo

Name

Manager. Exp. Budget & Reporting 03/07/2020

Designation

Date

Signature

Name

Designation

Date

Signature

