



INDIVIDUAL ANNUAL PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

MSUNDUZI MUNICIPALITY

Herein represented by:

Mr Mxolisi Alexius Nkosi (Full Name)

In his/her capacity as: *Municipal Manager* (Supervisor)

AND

Mrs Nelisiwe M. Ngcobo (Full Name)

As the *DMM: Financial Services - CFO* (Jobholder)

PERIOD OF AGREEMENT: 1 July 2015 to 30 June 2016

Following completion of this form, it must be forwarded to the Section:
Human Resource Management.

Signatures: Employee: Date: 07 / 07 / 2015

Supervisor: Date: 07 / 07 / 2015

**WHEREBY IT IS AGREED AS FOLLOWS:****1. PURPOSE**

- 1.1 The purpose of entering into this agreement is to communicate to the Employee the performance expectations of the Municipality.
- 1.2 The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Non-Section 57 (1) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) as reviewed annually.
- 1.3 Should any non-agreement arise between the Employer and the Employee in respect of matters regulated by this plan, the process outlined in the Municipality's PMDS should be followed. If this process fails, the Employee may apply the formal grievance rules.

2. VALIDITY OF THE AGREEMENT

- 2.1 The agreement will be valid for the period **1 July 2015 to 30 June 2016**
- 2.2 The content of the plan may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon, especially where changes are significant.
- 2.3 If at any time during the validity of this plan the work environment of the Municipality changes (whether as a result of Council or Management decisions or otherwise), to the extent that the contents of this agreement are no longer appropriate, the contents shall immediately be revised.

3. JOB DETAILS

Employee Number : 0058246

Management level : Level 2

Component : Financial Services

Unit : Financial Services

Location : Head Office – Professor Nyembezi Building

Occupational classification : Senior Management (Section 56)

Designation : Deputy Municipal Manager: Finance (CFO)

Signatures: Employee: _____ Date: 07 / 07 / 2015

Supervisor: _____ Date: 07 / 07 / 2015



4. JOB PURPOSE

The purpose of the DMM: Financial Services' job should be in line with the Municipality's priorities as identified in the 2015 – 2016 Service Delivery Budget and Implementation Plan. The purpose of the DMM: Financial Services is to assist the Municipal Manager in implementing the Municipality's Strategic Objectives by ensuring efficient provisioning and management of Municipal Financial Services, through the implementation of policies, strategies, projects and processes that advance the realisation of goals and objectives of the Msunduzi Municipality.

Overall accountability of the jobholder:

The jobholder is the DMM: Financial Services and has the responsibility for Municipal Financial Services. The incumbent will provide continuous Management and other relevant information to the Municipal Manager in the Municipality's delivery of services.

5. JOB FUNCTIONS

The key functions of the jobholder are to:

- ⇒ Provides leadership in determining and implementation of organisational financial strategies
- ⇒ Ensures long term financial viability
- ⇒ Consolidates the overall financial plan
- ⇒ Maximises financial planning and risk management
- ⇒ Ensures effective and efficient financial oversight
- ⇒ Develops and implements cost management strategies through effective accounting controls and financial management techniques
- ⇒ Sets parameters for cash flow management and operations of the finance personnel
- ⇒ Ensures financial data integrity: accuracy and reliability
- ⇒ Ensures quality budget formulations and effective budget execution

6. REPORTING REQUIREMENTS/LINES & ASSESSMENT LINES

The Jobholder shall report to the Supervisor on all parts of this plan. He/She shall:

- ⇒ Timeously alert the supervisor of any emerging factors that could preclude the achievement of any performance plan undertakings, including the contingency measures that she/he proposes to take to ensure the impact of such deviation from the original plan is minimised.
- ⇒ Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations.
- ⇒ Discuss and thereafter document for the record and future use any revision of targets as necessary as well as progress made towards the achievement of performance plan measures.

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



In turn the supervisor shall:

- ⇒ Meet to provide feedback on performance and to identify areas for development at least four times a year.
- ⇒ Create an enabling environment to facilitate effective performance by the Jobholder.
- ⇒ Facilitate access to skills development and capacity building opportunities.
- ⇒ Work collaboratively to solve problems and generate solutions to common problems within the municipality that may be impacting on the performance of the Jobholder.

7. PERFORMANCE ASSESSMENT/APPRaisal FRAMEWORK

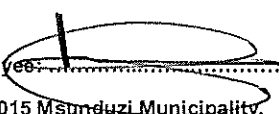
Performance will be assessed according to the information contained in the Workplan.

- 7.1 The Key Performance Areas (KPA's) and Core Managerial Competencies (CMCs) together with their weighting, during the period of this agreement shall be as set out in the table below.
- 7.2 The Employee undertakes to focus and to actively work towards the promotion and implementation of the KPA's within the framework of the laws and regulations governing the Municipality. The specific duties/outputs required under each of the KPA's are outlined in the attached work plan. KPA's should include all special projects the Employee is involved in. The WORKPLAN should outline the Employee's specific responsibilities in such projects.

NB: KPA's should preferably not exceed five (5).

Key Performance Areas (KPA's)	Weight
1. WORKPLAN 1: BUDGET & TREASURY	20%
2. WORKPLAN 2: REVENUE MANAGEMENT & EXPENDITURE MANAGEMENT	20%
3. WORKPLAN 3: SUPPLY CHAIN MANAGEMENT & ASSETS & LIABILITIES	20%
4. WORKPLAN 4: REGULATED PERFORMANCE INDICATORS & BACK TO BASICS	20%
5. WORKPLAN 5: PERFORMANCE MANAGEMENT	20%
TOTAL	100%

NOTE: WEIGHTING OF KPA's MUST TOTAL 100%

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



- 7.3 The Employee's assessment will be based on her/his performance in relation to the duties/outputs outlined in the attached WORKPLAN as well as the CMCs marked hereunder. At least **five (5)** CMCs, inclusive of any that may become prescribed from time to time, should be selected from the lists that are deemed to be critical for the Employee's specific job.

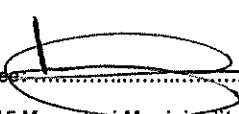
7.4

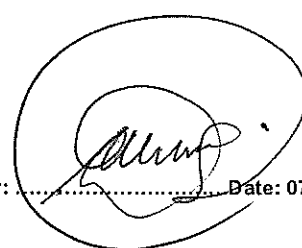
Core Managerial Competencies		Weight
1	Strategic Direction and Leadership	10%
2	People Management	10%
3	Programme and Project Management	10%
4	Financial Management	10%
5	Change Leadership	10%
6	Governance Leadership	10%
7	Moral Competence	10%
8	Planning & Organising	10%
9	Analysis & Innovation	5%
10	Knowledge & Information Management	5%
11	Communication	5%
12	Results & Quality Focus	5%
Total		100%

*** Compulsory**

NOTE: WEIGHTING OF CMCs MUST TOTAL 100%

KPAs shall contribute 80% and CMCs 20% of the final assessment score.

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



8. PERFORMANCE ASSESSMENT

The assessment of an Employee shall be based on his performance in relation to the KPAs and CMCs and performance indicators, as set out in this PERFORMANCE PLAN and attached WORKPLAN. The performance of the employee in respect of all individual KPAs and all individual

KPAs and CMCs will be assessed using a 5 point rating scale, i.e.:

- ⇒ 5 = OUTSTANDING PERFORMANCE
- ⇒ 4 = PERFORMANCE SIGNIFICANTLY ABOVE EXPECTATIONS
- ⇒ 3 = FULLY EFFECTIVE
- ⇒ 2 = PERFORMANCE NOT FULLY EFFECTIVE
- ⇒ 1 = UNACCEPTABLE PERFORMANCE

The total KPAs and the total CMCs scores are combined to produce an overall performance percentage score with percentage ranges that coincide with the above 5 point assessment scale.

Employees: KPAs shall contribute 80% and CMCs 20% of the final assessment

9. FEEDBACK

Performance feedback shall be in writing on the Second Quarter Review Form and Annual Review Form, based on the Employer's assessment of the Employee's performance in relation to the KPAs and GAFs and standards outlined in this performance plan and taking into account the Employee's self-assessment.

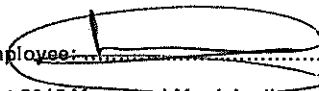
10. DEVELOPMENTAL REQUIREMENTS

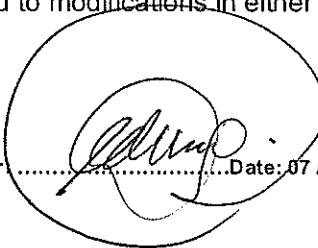
- 10.1 The Supervisor and the Jobholder agree that the Jobholder's key development needs are in relation to his/her current job and envisaged career path in the Municipality. Data on areas for development are identified in the Personal Development Plan (attached)

11. TIMETABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL ASSESSMENT

ANNUAL PERFORMANCE ASSESSMENT 2014/2015	AUGUST/SEPTEMBER 2015
QUARTER 1 – 2015/2016 FINANCIAL YEAR (ORAL)	NOVEMBER/DECEMBER 2015
QUARTER 2 – 2015/2016 FINANCIAL YEAR	FEBRUARY 2016
QUARTER 3 – 2015/2016 FINANCIAL YEAR (ORAL)	APRIL/MAY 2016

Assessment results (*Mid-Year review & annual evaluation*) shall be recorded in writing. Incumbents will be assessed by the Municipal Assessment Committee in their Mid-year and Annual Reviews. Incumbents will be orally assessed by their Supervisor for their 1st and 3rd Quarter Assessments. Assessments will entail a review of progress made in respect of the fulfilling of the aforesaid responsibilities and may lead to modifications in either responsibilities or methods of assessment.

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Supervisor:  Date: 07 / 07 / 2015



12. DISPUTE RESOLUTIONS

- ⇒ Any dispute about the interpretation and application of this agreement shall be mediated by: *Municipal Manager, Msunduzi Municipality*
- ⇒ If this mediation fails, the internal grievance rules will apply.

13. AMENDMENT OF AGREEMENT

Amendments to the agreement shall be in writing and can only be effected after discussion and agreement by both parties.

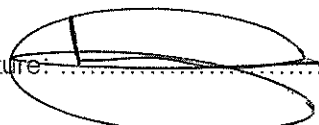
14. The following are annexures of this individual annual performance agreement for the 2015/16 financial year:

ANNEXURE A: CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS
ANNEXURE B: FINANCIAL DECLARATION FORM
ANNEXURE C: PERSONAL DEVELOPMENT PLAN
ANNEXURE D: INDIVIDUAL WORKPLAN

15. SIGNATURES OF PARTIES TO THE AGREEMENT

The contents of this document have been discussed and agreed with the Jobholder concerned.

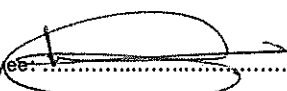
Name of Jobholder: *Nediswa M. Ngobo*

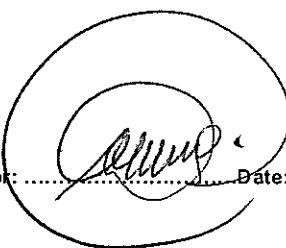
Signature:  Date: 07 / 07 / 2015

AND

Name of Supervisor: *MXOLISO A. NKOSI*

Signature:  Date: 07 / 07 / 2015

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015

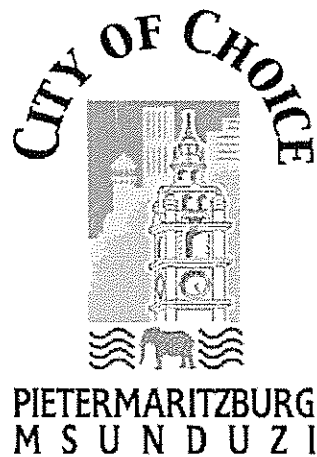


ANNEXURE A

MSUNDUZI MUNICIPALITY

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

SCHEDULE 2



Signatures: Employee: Date: 07 / 07 / 2015

Supervisor: Date: 07 / 07 / 2015



SCHEDULE 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

1. Definitions

In this Schedule “**partner**” means a person who permanently lives with another person in a manner as if married.

2. General conduct

A staff member of a municipality must at all times—

- (a) loyally execute the lawful policies of the municipal council;
- (b) perform the functions of office in good faith, diligently, honestly and in a transparent manner; (c) act in such a way that the spirit, purport and objects of section 50 are promoted;
- (d) act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
- (e) act impartially and treat all people, including other staff members, equally without favour or prejudice.

3. Commitment to serving the public interest

A staff member of a municipality is a public servant in a developmental local system, and must accordingly—

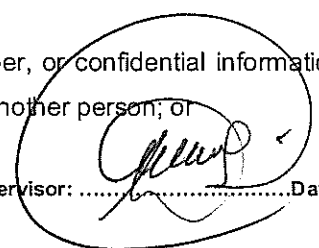
- (a) implement the provisions of section 50 (2);
- (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
- (c) promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
- (d) obtain copies of or information about the municipality’s integrated development plan, and as far as possible within the ambit of the staff member’s job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator;
- (e) participate in the overall performance management system for the municipality, as well as the staff member’s individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

4. Personal gain

(1) A staff member of a municipality may not—

- (a) use the position or privileges of a staff member, or confidential information obtained as a staff member, for private gain or to improperly benefit another person; or

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(b) take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.

(2) Except with the prior consent of the council of a municipality a staff member of the municipality may not—

(a) be a party to a contract for—

(i) the provision of goods or services to the municipality; or

(ii) the performance of any work for the municipality otherwise than as a staff member; (b)

obtain a financial interest in any business of the municipality; or

(c) be engaged in any business, trade or profession other than the work of the municipality.

5. Disclosure of benefits

(1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member, acquired or stands to acquire any direct benefit from a contract concluded with the municipality, must disclose in writing full particulars of the benefit to the council.

(2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.

6. Unauthorised disclosure of information

(1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person.

(2) For the purpose of this item "privileged or confidential information" includes any information—

(a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;

(b) discussed in closed session by the council or a committee of the council; (c)

disclosure of which would violate a person's right to privacy; or

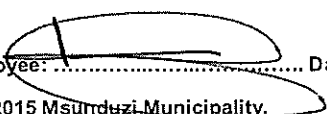
(d) declared to be privileged, confidential or secret in terms of any law.

(3) This item does not derogate from a person's right of access to information in terms of national legislation.

7. Undue influence

A staff member of a municipality may not—

(a) unduly influence or attempt to influence the council of the municipality, or a structure or

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;

(b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or

(c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

8. Rewards, gifts and favours

- (1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for— (a) persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
- (b) making a representation to the council, or any structure or functionary of the council; (c) disclosing any privileged or confidential information; or
- (d) doing or not doing anything within that staff member's powers or duties.

(2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of subitem (1).

9. Council property

A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

10. Payment of arrears

A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.

11. Participation in elections

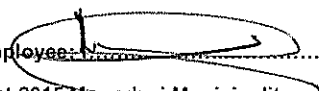
A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.

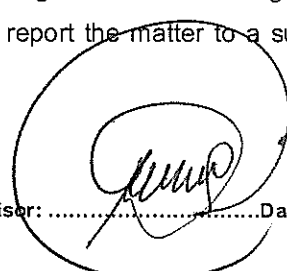
12. Sexual harassment

A staff member of a municipality may not embark on any action amounting to sexual harassment.

13. Reporting duty of staff members

Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



14. Breaches of Code

Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67(1)(h) of this Act.

14A. Disciplinary steps

(1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach.

(2) Such other disciplinary steps may include—

- (a) suspension without pay for no longer than three months; (b) demotion;
- (c) transfer to another post;
- (d) reduction in salary, allowances or other benefits; or
- (e) an appropriate fine.

Signatures: Employee: Date: 07 / 07 / 2015

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Supervisor: Date: 07 / 07 / 2015

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ANNEXURE B

MSUNDUZI MUNICIPALITY

FINANCIAL DISCLOSURE FORM



Signatures: Employee: Date: 07 / 07 / 2015

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Supervisor: Date: 07 / 07 / 2015



FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials) Ngobo M. Neliswe of
Box 2344
KwaDukuza, 4450 (Postal address) and
8 Tarpon Crescent, Blythedale Beach
KwaDukuza, 4450 (Residential address)
 employed as DMM: Finance at the Msunduzi
 Municipality hereby certify that the following information is complete and correct to the best of
 my knowledge:

1. Shares and other financial interests (Not bank accounts with financial institutions)

See information sheet: Note (1)

Number of shares / extent of financial interest	Nature	Nominal value	Name of Company or entity
N/A	N/A	N/A	N/A

2. Directorships and Partnerships

See information sheet: Note (2)

Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income
N/A	N/A	N/A

3. Remunerated work outside the Municipality (As sanctioned by Council)

See information sheet: Note (3)

Name of Employer	Type of work	Amount of Remuneration or Income
N/A	N/A	N/A

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



Council sanction confirmed:

Signature of Municipal Manager: _____

Date: _____

4. Consultancies and retainerships

See information sheet: Note (4)

Name of client	Nature	Type of business activity	Value of benefits received
N/A	N/A	N/A	N/A

5. Sponsorships

See information sheet: Note (5)

Source of sponsorship	Description of sponsorship	Value of sponsorship
N/A	N/A	N/A

6. Gifts and hospitality from a source other than a family member

See information sheet: Note (6)

Description	Value	Source
N/A	N/A	N/A

7. Land and property

See information sheet: Note (7)

Description	Extent	Area	Value
No 8 Tarpon Crescent House,	927 Hect. House	Beach Blythedale	R1,5 million

Signatures: Employee: _____ Date: 07 / 07 / 2015

Supervisor: _____ Date: 07 / 07 / 2015



SIGNATURE OF EMPLOYEE: _____

DATE: 07 / 07 / 2015

PLACE: Pietermaritzburg**OATH/AFFIRMATION**

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:
 - (i) Do you know and understand the contents of the declaration?
Answer Yes
 - (ii) Do you have any objection to taking the prescribed oath or affirmation?
Answer No
 - (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?
Answer Yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

Commissioner of Oath /Justice of the Peace

Full first names and surname: _____ (Block letters)

Designation (rank): _____ Ex Officio Republic of South Africa

Street address of institution: _____

Date: _____

Place: _____

CONTENTS NOTED: MM [Signature]

DATE: _____

Signatures: Employee: [Signature] Date: 07 / 07 / 2015Supervisor: [Signature] Date: 07 / 07 / 2015



INFORMATION SHEET FOR THE GENERIC FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the Financial

Disclosure form (Annexure A):

NOTE 1: Shares and other financial interests

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognised by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2: Directorships and partnerships

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3: Remunerated work outside the Municipality (As sanctioned by Council)

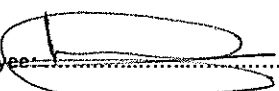
Designated employees are required to disclose the following details with regard to remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.

NOTE 4: Consultancies and retainerships

Designated employees are required to disclose the following details with regard to

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



consultancies and retainerships:

- The nature of the consultancy or retainership of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

NOTE 5: Sponsorships

Designated employees are required to disclose the following details with regard to sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

NOTE 6: Gifts and hospitality from a source other than a family member

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

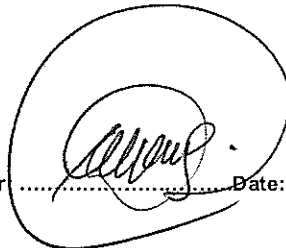
Designated employees must disclose any material advantages that they received from any source e.g. any discount prices or rates that are not available to the general public. All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7: Land and Property

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description of the land or property;
- The extent of the land or property;
- The area in which it is situated; and
- The value of the interest.

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



ANNEXURE C

PERSONAL DEVELOPMENT PLAN

ENTERED INTO BY AND BETWEEN:

MSUNDUZI MUNICIPALITY

Herein represented by:

Mr Mxolisi Alexius Nkosi **(Full Name)**

In his/her capacity as: *Municipal Manager* **(Supervisor)**

AND

Mrs Nelisiwe M. Ngcobo **(Full Name)**

As the *DMM: Financial Services - CFO* **(Jobholder)**

PERIOD OF DEVELOPMENT: 1 July 2014 to 30 June 2015

Following completion of this form, it must be forwarded to the Section:
Human Resource Development.

Signatures: Employee: Date: 07 / 07 / 2015

Supervisor: Date: 07 / 07 / 2015



MUNICIPALITY:	MSUNDUZI MUNICIPALITY
NAME:	NELISIWE NGCOBO
JOB TITLE:	DEPUTY MUNICIPAL MANAGER: FINANCE
SUPERVISOR	MUNICIPAL MANAGER
UNIT	FINANCIAL SERVICES
COMPONENT:	FINANCIAL SERVICES

PURPOSE: To enable the Supervisor and the employee to identify skills development requirements and as a result agree on the steps taken to address those developmental gaps

1. What are the competencies required for this job (refer to competency profile of job description)?

MRMA / MEMP
Degree (Finance)
Member of Info

2. What competencies from the above list, does the job holder already possess?

B Com
Member of Info
Awaiting results for MEMP

3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)

MEMP

4. Actions/Training interventions to address the gaps/needs

Awaiting Certificate for MEMP
Studied Graap

Signatures: Employee: Date: 07 / 07 / 2015

Supervisor: Date: 07 / 07 / 2015



5. Indicate the competencies required for future career progression/development

MBA (Final stage)
Graap

6. Actions/Training interventions to address future progression

Registration in July
Enrolled Graap

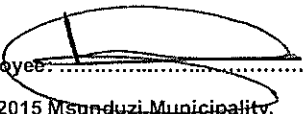
7. Comments/Remarks of the Incumbent

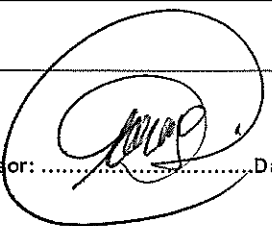
Priority has been on the
MEMD, now that is complete
the focus will be on MBA.

8. Comments/Remarks of the supervisor

IMPACT ASSESSMENT

Impact of Development on work (After 3 – 6 Months)	
Employee	Supervisor/Manager

Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015



AGREED UPON:

Signature:

Supervisor:

Date:

A large, stylized signature in black ink, likely belonging to the supervisor, M. A. Nkomo.

M. A. Nkomo

07 / 07 / 2015

Signature:

Incumbent:

Date:

A stylized signature in black ink, likely belonging to the incumbent, M. R. Ngwenya.

M. R. Ngwenya

07 / 07 / 2015

Date of next review: _____

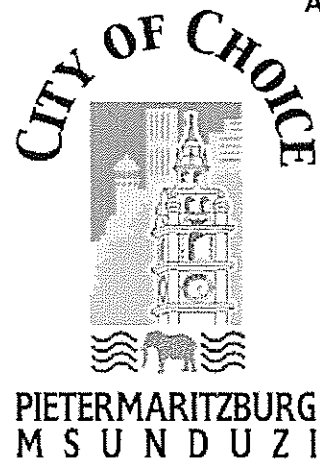
Signatures: Employee: Date: 07 / 07 / 2015

Supervisor: Date: 07 / 07 / 2015



ANNEXURE D

**MSUNDUZI MUNICIPALITY
PERFORMANCE WORKPLAN**



EMPLOYEE NUMBER:	0058246
SURNAME & INITIALS:	NGCOBO N.M
DESIGNATION:	DEPUTY MUNICIPAL MANAGER
COMPONENT:	FINANCE
UNIT:	FINANCE
MANAGEMENT LEVEL:	LEVEL 2
OCCUPATIONAL CLASSIFICATION:	SENIOR MANAGEMENT (SECTION 56)
LOCATION:	PROFESSOR NYEMBEZI BUILDING

This performance workplan has been agreed between the parties hereunder and shall be revised and assessed during the 1st Quarter (Orally), 2nd Quarter (Written), 3rd Quarter (Orally) and Annual Quarter (Written)

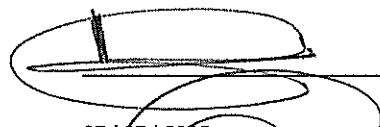
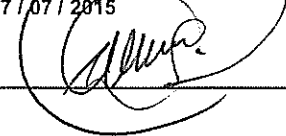
Signatures (WE AGREE WITH THE CONTENTS OF THIS PERFORMANCE WORKPLAN)

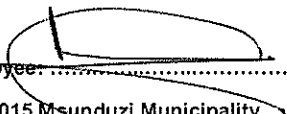
EMPLOYEE:

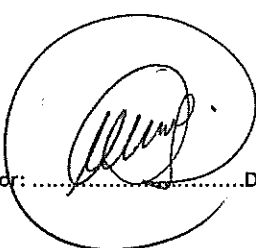
DATE:

SUPERVISOR:

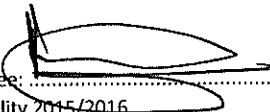
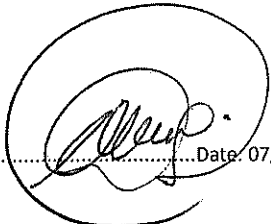
DATE:


07 / 07 / 2015

07 / 07 / 2015

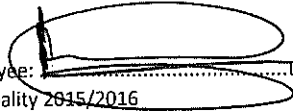
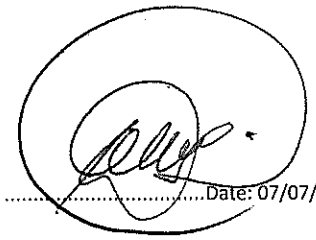
Signatures: Employee:  Date: 07 / 07 / 2015

Supervisor:  Date: 07 / 07 / 2015

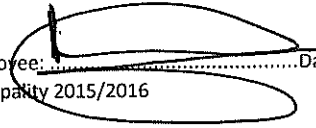
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 1: BUDGET & TREASURY									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D3	B & T 01	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	IDP/Budget process plan	Implementation of process plan	Final Draft budget submitted to SMC by the 30th of April 2015	Final Draft budget for 2016/17 FY & two outer years prepared & submitted to SMC by the 29 February 2016	Date Final Draft budget for 2016/17FY & two outer years prepared & submitted to SMC	N/A	N/A	Final Draft budget for 2016/17 FY & two outer years prepared & submitted to SMC by the 29 February 2016	N/A
D	D3	B & T 02	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	IDP/Budget process plan	Implementation of process plan	Summary of the approved budget and tariff of charges for the 2015/2016 FY advertised by the 30th of June 2015	Summary of the approved budget and tariff of charges for the 2015/2016 FY advertised in the Natal Witness by the 30th of June 2015	Date Summary of the approved budget and tariff of charges for the 2015/2016 FY advertised in the Natal Witness	N/A	N/A	Summary of the Draft rates & tariff of charges for the 2016/2017 FY advertised in the Natal Witness by the 29th of January 2015	Summary of the approved budget and tariff of charges for the 2016/2017 FY advertised in the Natal Witness by the 30th of June 2015

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

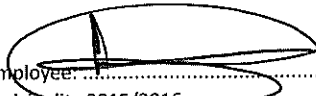
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 1: BUDGET & TREASURY									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D3	B & T 03	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting and auditing	Preparation of annual financial statements	Annual Financial Statements submitted to the AG on the 31st of August 2014	Annual financial statements for the 14/15 FY prepared and submitted to AG by the 31st of August 2014	Date Annual financial statements for the 13/14 FY prepared and submitted to AG	Annual financial statements for the 14/15 FY prepared and submitted to AG by the 31st of August 2015	N/A	N/A	N/A
D	D3	B & T 04	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting	Compliance	Section 71 reports were prepared and submitted within 10 working days after each month end for 2013/14 Financial year	12 x S71 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of June 2016	Number of S71 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of June 2016	3 x S71 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of September 2015	6 x S71 reports produced and submitted to SMC within 10 working days after the end of each month by the 31st of December 2015	9 x S71 reports produced and submitted to SMC within 10 working days after the end of each month by the 31st of March 2016	12 x S71 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of June 2016
D	D3	B & T 05	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting	Compliance	Quarterly submission of Section 52(d) reports to SMC done on an ad-hoc basis in 14/15 FY	4 x Quarterly reports on Section 52(d) produced and submitted to SMC within 10 working days after the end of each Quarter by the 30th of June 2016	Number of Quarterly reports on Section 52(d) produced and submitted to SMC within 10 working days after the end of each Quarter	1 x Quarterly reports on Section 52(d) produced and submitted to SMC within 10 working days after the end of each Quarter by the 30th of September 2015	2 x Quarterly reports on Section 52(d) produced and submitted to SMC within 10 working days after the end of each Quarter by the 31st of December 2015	3 x Quarterly reports on Section 52(d) produced and submitted to SMC within 10 working days after the end of each Quarter by the 31st of March 2016	4 x Quarterly reports on Section 52(d) produced and submitted to SMC within 10 working days after the end of each Quarter by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

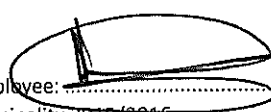
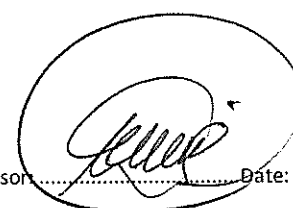
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 1: BUDGET & TREASURY									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D3	B & T 06	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting	Compliance	2013/14 mid-year report tabled by 25 January 2015	Section 72 (mid-year) budget performance report prepared and submitted to Council by the 25th of January 2016	Date Section 72 (mid-year) budget performance report prepared and submitted to Council	N/A	N/A	Section 72 (mid-year) budget performance report prepared and submitted to Council by the 25th of January 2016	N/A
D	D3	B & T 07	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting	Compliance	Grants financial report was tabled to SMC monthly during the 2014/15 FY	12 x Monthly monitoring of grants reports prepared and submitted to SMC by the 30th of June 2016	Number of Monthly monitoring of grants reports prepared and submitted to SMC	3 x Monthly monitoring of grants reports prepared and submitted to SMC by the 15th after month end by the 30th of September 2015	6 x Monthly monitoring of grants reports prepared and submitted to SMC by the 15th after month end by the 31st of December 2015	9 x Monthly monitoring of grants reports prepared and submitted to SMC by the 15th after month end by the 31st of March 2016	12 x Monthly monitoring of grants reports prepared and submitted to SMC by the 15th after month end by the 30th of June 2016
D	D3	B & T 08	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting	Compliance	Section 66 reports are prepared and submitted within 10 working days after each month end for 2014/15 year	12 x Monthly S66 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of June 2016	Number of Monthly S66 reports produced and submitted to SMC within 10 working days after the end of each month	3 x Monthly S66 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of September 2015	6 x Monthly S66 reports produced and submitted to SMC within 10 working days after the end of each month by the 31st of December 2015	9 x Monthly S66 reports produced and submitted to SMC within 10 working days after the end of each month by the 31st of March 2016	12 x Monthly S66 reports produced and submitted to SMC within 10 working days after the end of each month by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

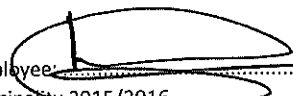
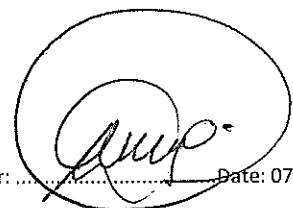
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NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 1: BUDGET & TREASURY									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D3	B & T 09	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial reporting	Compliance	12 x Monthly Cash flow reports prepared and submitted to SMC in 14/15 FY	12 x Monthly Cash flow reports prepared and submitted to SMC by the 30th of June 2016	Number of Monthly Cash flow reports prepared and submitted to SMC	3 x Monthly Cash flow reports prepared and submitted to SMC by the 15th after month end by the 30th of September 2015	6x Monthly Cash flow reports prepared and submitted to SMC by the 15th after month end by the 31st of December 2016	9x Monthly Cash flow reports prepared and submitted to SMC by the 15th after month end by the 31st of March 2016	12 x Monthly Cash flow reports prepared and submitted to SMC by the 15th after month end by the 30th of June 2016
D	D3	B & T 10	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Strengthen Governance	Ensure compliance to MFMA and Treasury regulations	100% of Budget & Treasury policies reviewed and submitted to SMC in the 14/15 FY	100% of Budget & Treasury policies reviewed and submitted to SMC along with standard operating procedures by the 28 February 2016 (, Budget, Cash Management & Investments, Credit Control, Debt Collection, Tariffs, Indigents & Funding and Reserves Policy)	% of Budget & Treasury policies reviewed and submitted to SMC along with standard operating procedures (, Budget, Cash Management & Investments, Credit Control, Debt Collection, Tariffs, Indigents & Funding and Reserves Policy)	N/A	N/A	N/A	100% of Budget & Treasury policies reviewed and submitted to SMC along with standard operating procedures by the 28 February 2016 (, Budget, Cash Management & Investments, Credit Control, Debt Collection, Tariffs, Indigents & Funding and Reserves Policy)

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

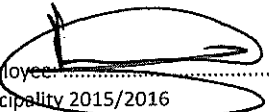
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NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 2: REVENUE MANAGEMENT & EXPENDITURE MANAGEMENT									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D1	REV 01	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Adoption of Revenue related policies	Compliance	All Revenue related policies were reviewed in 2014/15 budget (Credit Control, Tariffs, Indigent, Rates and Debt Write off policies)	Credit Control, Tariffs, Indigent, Rates and Debt Write off policies reviewed and submitted to SMC by the 28 February 2016 for approval by Council	Date Credit Control, Tariffs, Indigent, Rates and Debt Write off policies reviewed and submitted	N/A	1st Draft Credit Control, Tariffs, Indigent, Rates and Debt Write off policies reviewed and submitted to DMM Financial Service Unit by the 31st of October 2015	N/A	N/A
D	D3	REV 02	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Revenue Management	Reports	Monthly debtors age analysis reports submitted to SMC in the 14/15 FY	12 x monthly debtors age analysis reports submitted to SMC by the 30th of June 2016	Number of monthly debtors age analysis reports submitted	3 x monthly debtors age analysis reports submitted to SMC by the 30th of September 2015	6 x monthly debtors age analysis reports submitted to SMC by the 31st of December 2015	9 x monthly debtors age analysis reports submitted to SMC by the 31st of March 2016	12 x monthly debtors age analysis reports submitted to SMC by the 30th of June 2016
D	D1	REV 03	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Revenue Management	Debt collection	85% current debt collected in the 14/15FY	95% Monthly collection rate of current debt by the 30th of June 2016	% of Monthly collection rate of current debt	95 % of Monthly collection rate of current debt by the 30th of September 2015	95 % of Monthly collection rate of current debt by the 31st of December 2015	95 % of Monthly collection rate of current debt by the 31st of March 2016	95 % of Monthly collection rate of current debt by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

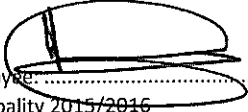
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NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 2: REVENUE MANAGEMENT & EXPENDITURE MANAGEMENT									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D1	REV 04	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Revenue Management	Debt collection	20% arrear debt collected in the 14/15 FY	10% Monthly collection rate of arrear debt by the 30th of June 2016	% of Monthly collection rate of arrear debt	10% of Monthly collection rate of arrear debt by the 30th of September 2015	10% of Monthly collection rate of arrear debt by the 31st of December 2015	10% of Monthly collection rate of arrear debt by the 31st of March 2016	10% Monthly collection rate of arrear debt by the 30th of June 2016
D	D1	REV 05	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Billing management	Accurate Billing	70% electricity and water meters read in the 14/15 FY	90% of all electricity and water meters read on a monthly basis by the 30th of June 2016	% of all electricity and water meters read on a monthly basis	90% of all electricity and water meters read by the 30th of September 2015	90% of all electricity and water meters read by the 31st of December 2015	90% of all electricity and water meters read by the 31st of March 2016	90% of all electricity and water meters read on a monthly basis by the 30th of June 2016
D	D3	REV 06	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Billing management	Reports	Billing vs. collection report submitted monthly to smc in 14/15 FY	12 x monthly reports on billing vs. collection rates submitted to SMC by the 30th of June 2016	Number of monthly reports on billing vs. collection rates submitted	3 X monthly reports on billing vs. collection rates submitted to SMC by the 30th of September 2015	6 X monthly reports on billing vs. collection rates submitted to SMC by the 31st of December 2015	9 X monthly reports on billing vs. collection rates submitted to SMC by the 31st of March 2016	12 x monthly reports on billing vs. collection rates submitted to SMC by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

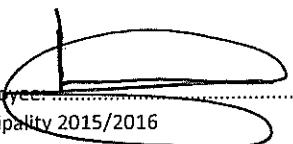
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 2: REVENUE MANAGEMENT & EXPENDITURE MANAGEMENT									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D1	REV 07	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Billing management	Data cleansing	Nil	4 x Quarterly reports on Consumer account data accurately updated (data cleansing) (consumer data is exactly as data on billing system) prepared and submitted to SMC by the 30th of June 2016	Number of Quarterly reports on Consumer account data accurately updated (data cleansing) (consumer data is exactly as data on billing system) prepared and submitted to SMC	1 x Quarterly reports on Consumer account data accurately updated (data cleansing) (consumer data is exactly as data on billing system) prepared and submitted to SMC by the 30th of September 2015	2 x Quarterly reports on Consumer account data accurately updated (data cleansing) (consumer data is exactly as data on billing system) prepared and submitted to SMC by the 31st of December 2015	3 x Quarterly reports on Consumer account data accurately updated (data cleansing) (consumer data is exactly as data on billing system) prepared and submitted to SMC by the 31st of March 2016	4 x Quarterly reports on Consumer account data accurately updated (data cleansing) (consumer data is exactly as data on billing system) prepared and submitted to SMC by the 30th of June 2016
D	D3	REV 08	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Financial Reporting	rental stock	Nil	12 x monthly reports on Council rental stock submitted to SMC by the 30th of June 2016	Number of monthly reports on Council rental stock submitted to SMC	3 x monthly report on Council rental stock submitted to SMC by the 30th of September 2015	6 x monthly report on Council rental stock submitted to SMC by the 31st of December 2015	9 x monthly report on Council rental stock submitted to SMC by the 31st of March 2016	12 x monthly reports on Council rental stock submitted to SMC by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

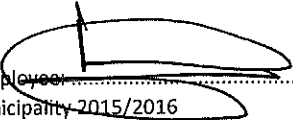
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 2: REVENUE MANAGEMENT & EXPENDITURE MANAGEMENT									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D3	REV 09	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Revenue Enhancement Strategy	Implement the Revenue Enhancement Strategy	revenue enhancement strategy already in place	4 x Quarterly reports on the implementation of the revenue enhancement strategy produced and submitted to SMC within 10 days after the end of the Quarter by the 30th of June 2016	Number of Quarterly reports on the implementation of the revenue enhancement strategy produced and submitted to SMC	1x Quarterly report on progress of the implementation of the revenue enhancement strategy produced and submitted to SMC within 10 days after the end of the Quarter by the 30th of September 2015	2 x Quarterly report on progress of the implementation of the revenue enhancement strategy produced and submitted to SMC within 10 days after the end of the Quarter by the 31st of December 2015	3 x Quarterly report on progress of the implementation of the revenue enhancement strategy produced and submitted to SMC within 10 days after the end of the Quarter by the 31st of March 2016	4x Quarterly report on progress of the implementation of the revenue enhancement strategy produced and submitted to SMC within 10 days after the end of the Quarter by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

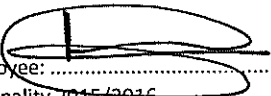
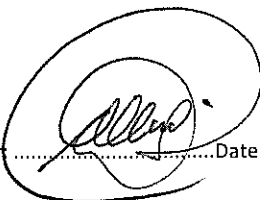
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 3: SUPPLY CHAIN MANAGEMENT & ASSETS & LIABILITIES									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D2	SCM 01	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Supply Chain Management	SCM Policy Review	SCM Policy approved by SMC on 29/05/2015	Supply chain management Policy reviewed and submitted to SMC by the 28th of February 2016 for approval by Council	Date Supply chain management Policy reviewed and submitted to SMC for approval by Council	N/A	N/A	Supply chain management Policy reviewed and submitted to SMC by the 28th of February 2016 for approval by Council	N/A
D	D2	SCM 02	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Supply Chain Management	Procurement plan submission	Procurement plan approved by SMC on 30/07/2014	2016/2017 financial year Procurement Plan prepared and submitted to SMC by the 30th of June 2016	Date 2016/2017 financial year Procurement Plan prepared	N/A	N/A	Consultation with the end user by the 31st of March 2016	2016/2017 financial year Procurement Plan prepared and submitted to SMC by the 30th of June 2016
D	D2	SCM 03	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Supply Chain Management	Procurement Plan implementation	14/15 Procurement plan	4 x quarterly reports produced and submitted to SMC on the Implementation of the 15/16FY approved procurement plan by the 30th of June 2016	Number of quarterly reports produced	1 x quarterly reports produced and submitted to SMC on the Implementation of the 15/16FY approved procurement plan by the 30th of September 2015	2x quarterly reports produced and submitted to SMC on the Implementation of the 15/16FY approved procurement plan by the 31st of December 2015	3 x quarterly reports produced and submitted to SMC on the Implementation of the 15/16FY approved procurement plan by the 31st of March 2016	4 x quarterly reports produced and submitted to SMC on the Implementation of the 15/16FY approved procurement plan by the 30th of June 2016

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
Msunduzi Municipality 2015/2016

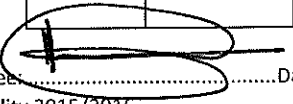
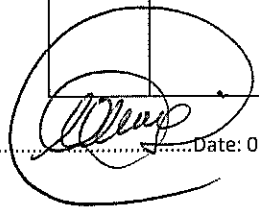
MSUNDUZI MUNICIPALITY												
NAME: MRS NELISIWE NGCOBO						DESIGNATION: DEPUTY MUNICIPAL MANAGER: FINANCIAL SERVICES						
WORKPLAN 3: SUPPLY CHAIN MANAGEMENT & ASSETS & LIABILITIES									WEIGHT (%): 20%			
INDEX	IDP REFERENCE	SDBIP REFERENCE	NATIONAL KEY PERFORMANCE AREA	PROGRAMME	PROJECT	BASELINE / STATUS QUO	ANNUAL TARGET / OUTPUT	PERFORMANCE MEASURE	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
D	D2	SCM 04	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Supply Chain Management	Monthly Reports	Report submitted by 25 of each month	12 x Tenders awarded/ deviations and inventory management reports prepared and submitted towards a consolidated Financial services monthly report to Operational Management Committee by the 30th of June 2016	Number of reports on Tenders awarded/ deviations and inventory management report prepared	3 x Tenders awarded/ deviations and Inventory Management reports prepared and submitted to Operational Management Committee by the 15 after month end by the 30th of September 2015	6 x Tenders awarded/ deviations and Inventory Management reports prepared and submitted to Operational Management Committee by the 15 after month end by the 31st of December 2015	9 x Tenders awarded/ deviations and Inventory Management reports prepared and submitted to Operational Management Committee by the 15 after month end by the 31st of March 2016	12 x Tenders awarded/ deviations and inventory management reports prepared and submitted towards a consolidated Financial services monthly report to Operational Management Committee by the 30th of June 2016
D	D2	SCM 05	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Supply Chain Management	Monthly Reports	Monthly reports submitted to SMC	12 x contract management monthly reports prepared and submitted to SMC by the 30th of June 2016	Number of contract management monthly reports prepared	3 x contract management monthly reports prepared and submitted to SMC by the 30th of September 2015	6 x contract management monthly reports prepared and submitted to SMC by the 31st of December 2015	9 x contract management monthly reports prepared and submitted to SMC by the 31st of March 2016	12 x contract management monthly reports prepared and submitted to SMC by the 30th of June 2016

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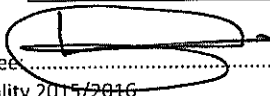
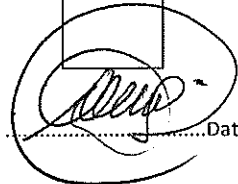
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D	D2	SCM 06	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Supply Chain Management	Monitoring of irregular expenditure	Prepare and submit irregular expenditure report as and when identified	4 x quarterly Irregular Expenditure reports prepared and submitted to SMC by the 30th of June 2016 as and when identified	Number of quarterly Irregular Expenditure reports prepared	1 x quarterly Irregular Expenditure reports prepared and submitted to SMC as and when identified by the 30th of September 2015	2 x quarterly Irregular Expenditure reports prepared and submitted to SMC as and when identified by the 31st of December 2015	3 x quarterly Irregular Expenditure reports prepared and submitted to SMC as and when identified by the 31st of March 2016	4 x quarterly Irregular Expenditure reports prepared and submitted to SMC by the 30th of June 2016 as and when identified
A	A1	A & LM01	NKPA 1 - Municipal Transformation & organizational development	Increase institutional capacity and promote transformation	Policy review	Asset Policy review during 2013/14	Asset management Policy reviewed and submitted to SMC by the 28 February 2016 for approval by Council	Date Asset Management Policy reviewed and submitted to SMC for approval by Council	N/A	N/A	N/A	Asset Management Policy reviewed and submitted to SMC by the 31st of May 2016
A	A1	A & LM02	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increase institutional capacity and promote transformation	Review Useful Lives of Assets at year end.	0.25	1 x report prepared and submitted to SMC on the 100% review of all Council assets' useful lives by the 30th of June 2016	Number & date of reports prepared and submitted to SMC on the 100% review of all Council assets' useful lives	N/A	N/A	N/A	1 x report prepared and submitted to SMC on the 100% review of all Council assets' useful lives by the 30th of June 2016

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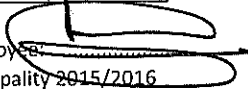
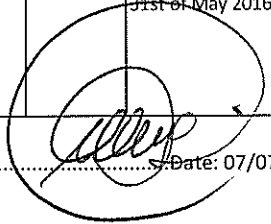
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A	A1	A & LM03	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increase institutional capacity and promote transformation	Valuation of Investment Properties		1 x report prepared and submitted to SMC on the 100% valuation of all Council Investment Property Assets at year end by the 30th of June 2016	Number & date of reports prepared and submitted to SMC on the 100% valuation of all Council Investment Property Assets at year end	N/A	N/A	N/A	1 x report prepared and submitted to SMC on the 100% valuation of all Council Investment Property Assets at year end by the 30th of June 2016
A	A1	A & LM04	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increase institutional capacity and promote transformation	Assess rehabilitation costs of Land fill site at year end.		1 x report prepared and submitted to SMC on the 100% assessment of the cost to rehabilitate the Land fill site at year end by the 30th of June 2016	Number & Date of reports prepared and submitted to SMC on the 100% assessment of the cost to rehabilitate the Land fill site at year end	N/A	N/A	N/A	1 x report prepared and submitted to SMC on the 100% assessment of the cost to rehabilitate the Land fill site at year end by the 30th of June 2016
A	A1	A & LM05	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increase institutional capacity and promote transformation	Undertake asset count	0.9	1 x report prepared and submitted to SMC on the 100% verification of all Council assets physically verified at year end by the 30th of June 2016	Number & Date of report prepared and submitted to SMC on the 100% verification of all Council assets physically verified at year end	N/A	N/A	N/A	1 x report prepared and submitted to SMC on the 100% verification of all Council assets physically verified at year end by the 30th of June 2016

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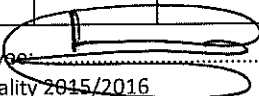
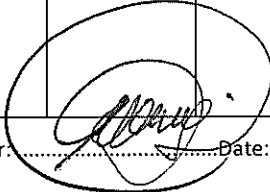
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A	A1	A & LM06	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increase institutional capacity and promote transformation	Assess Impairment of Assets at year end.	0.25	1 x report prepared and submitted to SMC on the 100% assessment of all Council assets assessed for impairment at year end by the 30th of June 2016	Number & Date of report prepared and submitted to SMC on the 100% assessment of all Council assets assessed for impairment at year end	N/A	N/A	N/A	1 x report prepared and submitted to SMC on the 100% assessment of all Council assets assessed for impairment at year end by the 30th of June 2016
A	A1	A & LM07	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Improve Assets and Liabilities	Apply month end controls and procedures	0.9	12 x monthly reports prepared and submitted to SMC on depreciation journals processed monthly by the 30th of June 2016	Number of monthly reports on depreciation journals processed monthly submitted to SMC	3 x monthly reports prepared and submitted to SMC on depreciation journals processed monthly by the 30 September 2015	6 x monthly reports prepared and submitted to SMC on depreciation journals processed monthly by the 31 December 2015	9 x monthly reports prepared and submitted to SMC on depreciation journals processed monthly by the 31st of March 2016	12 x monthly reports prepared and submitted to SMC on depreciation journals processed monthly by the 30th of June 2016
A	A1	A & LM08	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Improve Assets and Liabilities	Apply month end controls and procedures	0.5	12 x monthly reports prepared and submitted to OMC on reconciliations between Asset Register & General Ledger performed at month end by the 30th of June 2016	Number of monthly on reconciliations between Asset Register & General Ledger performed reports submitted to	3 x monthly reports prepared and submitted to OMC on reconciliations between Asset Register & General Ledger performed at month end by the 30th of September 2015	6 x monthly reports prepared and submitted to OMC on reconciliations between Asset Register & General Ledger performed at month end by the 31st of December 2015	9 x monthly reports prepared and submitted to OMC on reconciliations between Asset Register & General Ledger performed at month end by the 31st of March 2016	12 x monthly reports prepared and submitted to OMC on reconciliations between Asset Register & General Ledger performed at month end by the 30th of June 2016

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A	A1	A & LM09	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Improve Assets and Liabilities	Apply month end controls and procedures	0.2	4 x quarterly reports prepared and submitted to OMC on commissioned assets unbundled every month by the 30th of June 2016	Number of quarterly reports on commissioned assets unbundled submitted	1 x quarterly reports prepared and submitted to OMC on commissioned assets unbundled every month by the 30th of September 2015	2 x quarterly reports prepared and submitted to OMC on commissioned assets unbundled every month by the 31st of December 2015	3 x quarterly reports prepared and submitted to OMC on commissioned assets unbundled every month by the 31st of March 2016	4 x quarterly reports prepared and submitted to OMC on commissioned assets unbundled every month by the 30th of June 2016
A	A1	A & LM10	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Improve Assets and Liabilities	Submit monthly reports on management of insurance claims to OMC.	Monthly reports on insurance claims submitted to OMC for 2014/15	12 x Monthly reports on the management of insurance claims submitted to the Operational Management Committee by the 30th of June 2016	Number of Monthly reports on the management of insurance claims submitted	3 x Monthly reports on the management of insurance claims submitted to the Operational Management Committee by the 30th of September 2015	6 x Monthly reports on the management of insurance claims submitted to the Operational Management Committee by the 31st of December 2015	9 x Monthly reports on the management of insurance claims submitted to the Operational Management Committee by the 31st of March 2016	12 x Monthly reports on the management of insurance claims submitted to the Operational Management Committee by the 30th of June 2016
A	A1	A & LM11	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Expenditure Management	Annual Review of Policies and Procedures.	No reports are submitted to SMC.	100% of Expenditure Management policies (insurance) reviewed and submitted to SMC along with standard operating procedures by the 31st of May 2016	% of Expenditure Management policies (insurance) reviewed and submitted	N/A	N/A	N/A	100% of Expenditure Management policies (insurance) reviewed and submitted to SMC along with standard operating procedures by the 31st of May 2016

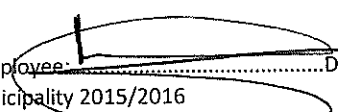
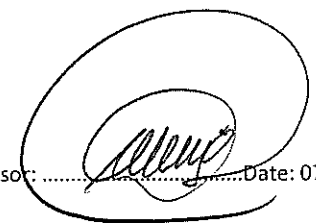
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B	B3	RPI 07	NKPA 2 - BASIC SERVICE DELIVERY	IMPROVED ACCESS TO BASIC SERVICES	Improved access to Free Basic Services	N/A	100%	Percentage of households earning less than R3500 per month (application based) with access to free basic services	100%	100%	100%	100%
D	D3	RPI 09	NKPA 4 - FINANCIAL VIABILITY & MANAGEMENT	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	Improved Audit Opinion	N/A	100%	Percentage of a municipality's capital budget actually spent on capital projects identified in the IDP	25%	50%	75%	100%
D	D1	RPI 10	NKPA 4 - FINANCIAL VIABILITY & MANAGEMENT	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	Improved Audit Opinion	N/A	1:0.95	Financial viability in terms of debt coverage	1:0.95	1:0.95	1:0.95	1:0.95
D	D3	RPI 11	NKPA 4 - FINANCIAL VIABILITY & MANAGEMENT	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	Improved Audit Opinion	N/A	01:09	Financial viability in terms of cost coverage	01:09	01:09	01:09	01:09
D	D3	RPI 12	NKPA 4 - FINANCIAL VIABILITY & MANAGEMENT	IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY	Improved Audit Opinion	N/A	1:0.25	Financial viability in terms of outstanding service debtors to revenue	1:0.25	1:0.25	1:0.25	1:0.25

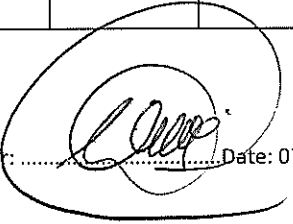
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Number of Free Basic Service is R 5000

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B	B3	B2B 8	NKPA 2 - BASIC SERVICE DELIVERY	1 - PUTTING PEOPLE FIRST	N/A	N/A	8000	Number of households receiving Free Basic Water	8000 3500	8000 3500	8000 3500	8000 3500
B	B3	B2B 9	NKPA 2 - BASIC SERVICE DELIVERY	1 - PUTTING PEOPLE FIRST	N/A	N/A	9000	Number of households receiving Free Basic Electricity	9000 3500	9000 3500	9000 3500	9000 3500
B	B3	B2B 10	NKPA 2 - BASIC SERVICE DELIVERY	1 - PUTTING PEOPLE FIRST	N/A	N/A	11000	% of households with Free Property rates	11000 3500	11000 3500	11000 3500	11000 3500
E	E2	B2B 36	NKPA 5 - GOOD GOVERNANCE & PUBLIC PARTICIPATION	2 - SERVICE DELIVERY	N/A	N/A	9000	If your municipality has an indigent register, how many indigent households are registered?	9000 3500	9000 3500	9000 3500	9000 3500
D	D2	B2B 65	NKPA 2 - BASIC SERVICE DELIVERY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	5%	% spend of the Municipality's operating budget on free basic services in the past quarter / month	5%	5%	5%	5%

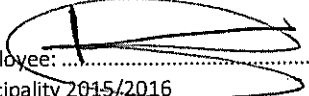
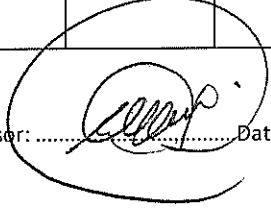
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D	D1	B2B 74	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	95%	DEBTORS MANAGEMENT - Collection Rate - Purpose/ Use of the Ratio - The Ratio indicates the collection rate; i.e. level of payments. It measures increases or decreases in Debtors relative to annual billed revenue. In addition, in order to determine the real collection rate bad debts written-off is taken into consideration.	95%	95%	95%	95%
D	D1	B2B 78	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	5%	REVENUE MANAGEMENT - Revenue Growth %	5%	5%	5%	5%
D	D2	B2B 80	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	100%	Budget implementation - Capital Expenditure Budget Implementation Indicator	25%	50%	75%	100%
D	D2	B2B 81	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	100%	% spent on capital projects implemented as identified in the IDP	100%	100%	100%	100%

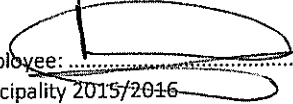
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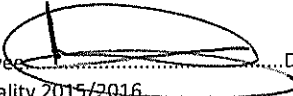
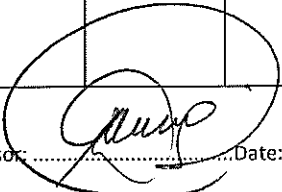
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D	D2	B2B 72	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	15%	Capital Expenditure to Total Expenditure	15%	15%	15%	15%
D	D2	B2B 73	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	2.8%	Repairs and Maintenance as a % of Property, Plant and Equipment, Investment Property (Carrying Value)	0.24%	0.24%	0.24%	0.23%
D	D2	B2B 75	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	4 times	LIQUIDITY MANAGEMENT - Cash/ Cost Coverage Ratio (Excluding Unspent Conditional Grants)	3 times	3 times	3 times	4 times
D	D2	B2B 76	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	2:1	Current Ratio - The Ratio is used to assess the Municipality's or Municipal Entity's ability to pay back its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables).	2:1	2:1	2:1	2:1
D	D2	B2B 77	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	2:1	SUSTAINABILITY - Level of Cash Backed Reserves (Net Assets – Accumulated Surplus)	2:1	2:1	2:1	2:1

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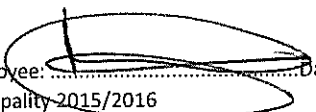
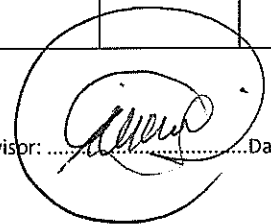
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D	D2	B2B 19	NKPA 2 - BASIC SERVICE DELIVERY	2 - SERVICE DELIVERY	N/A	N/A	100%	Percentage of the Annual operating budget was spent in the past quarter / month	100%	100%	100%	100%
D	D2	B2B 20	NKPA 2 - BASIC SERVICE DELIVERY	2 - SERVICE DELIVERY	N/A	N/A	100%	Percentage of the Annual capital budget was spent in the past quarter / month	100%	100%	100%	100%
D	D2	B2B 79	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	0%	EXPENDITURE MANAGEMENT -Irregular, Fruitless and Wasteful and Unauthorized Expenditure / Total Operating Expenditure	0%	0%	0%	0%
D	D2	B2B 82	NKPA 4 - MUNICIPAL FINANCIAL VIABILITY	4 - SOUND FINANCIAL MANAGEMENT	N/A	N/A	Time Frame of 30 Days	Creditors Payment Period	Time Frame of 30 Days	Time Frame of 30 Days	Time Frame of 30 Days	Time Frame of 30 Days

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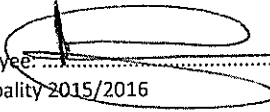
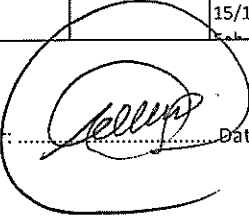
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WORKPLAN 5: PERFORMANCE MANAGEMENT									WEIGHT (%): 20%			
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A	A1	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Planning and Agreements	Submission towards Development of the Municipal IDP	N/A	As per internal notification		N/A	N/A	As per internal notification	N/A
A	A1	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Planning and Agreements	Submission towards the Development of the Municipal SDBIP	N/A	As per internal notification		N/A	N/A	N/A	As per internal notification
A	A1	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Planning and Agreements	Submission of section budgets	N/A	01-Nov-15		N/A	01-Nov-15	N/A	N/A
A	A2	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Planning and Agreements	Submission of Signed Performance Agreement	Performance agreement in place for 14/15 FY	07-Jul-15		07-Jul-15	N/A	N/A	N/A

Signatures: Employee:  Date: 07/07/2015 Supervisor:  Date: 07/07/2015
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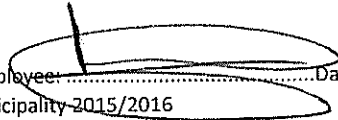
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A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Convene Section Performance Monitoring Meetings	N/A	Monthly		Monthly	Monthly	Monthly	Monthly
A	A1	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Submission of monthly section/unit Reports to OMC	N/A	Monthly (OMC) as per stipulated deadlines		Monthly (OMC)	Monthly (OMC)	Monthly (OMC)	Monthly (OMC)
A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Submission of SDBIP/ Operational Plan monthly and quarterly reports to OMC	Monthly & Quarterly	Monthly/Quarterly (OMC) as per stipulated deadlines		Monthly/Quarterly (OMC)	Monthly/Quarterly (OMC)	Monthly/Quarterly (OMC)	Monthly/Quarterly (OMC)
A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Submission of monthly SOCA reports to OMC	Monthly	Monthly (OMC) as per stipulated deadlines		Monthly (OMC)	Monthly (OMC)	Monthly (OMC)	Monthly (OMC)

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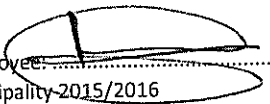
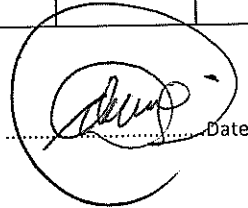
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A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Submission of Back to Basics monthly and quarterly reports to PMS unit for onwards Transmission to CoGTA	Monthly & Quarterly	Monthly/Quarterly (PMS unit) as per stipulated deadlines		Monthly/Quarterly (PMS unit)	Monthly/Quarterly (PMS unit)	Monthly/Quarterly (PMS unit)	Monthly/Quarterly (PMS unit)
A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Submission of Legislative Compliance Checklist monthly reports to OMC	Monthly	Monthly (OMC) as per stipulated deadlines		Monthly (OMC)	Monthly (OMC)	Monthly (OMC)	Monthly (OMC)
A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Monitoring and Reporting	Publication of documentation on the municipal websites as per applicable legislative deadlines	Monthly & Quarterly as per applicable legislative deadlines	Monthly & Quarterly as per applicable legislative deadlines		Monthly & Quarterly as per applicable legislative deadlines	Monthly & Quarterly as per applicable legislative deadlines	Monthly & Quarterly as per applicable legislative deadlines	Monthly & Quarterly as per applicable legislative deadlines
A	A3	N/A	NKPA 1 - MUNICIPAL	Monitoring and Reporting	Submission towards Municipal	N/A	Annually as per stipulated		Annually	N/A	N/A	N/A
A	A3	N/A	NKPA 1 - MUNICIPAL	Assessments	Assessment meetings register	All Quarters and Annual	Annual Assessment		End SEPT '15	N/A	N/A	N/A
		N/A					Q1 Assessment 15/16 FY End		N/A	End Dec '15		N/A
		N/A					Q2 Assessment 15/16 FY End		N/A	N/A	End Feb '16	N/A

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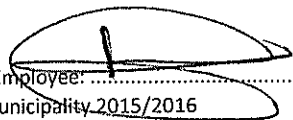
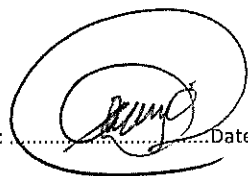
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		N/A					Q3 Assessment 15/16 FY End May '16		N/A	N/A	N/A	End May '16
A	D3	N/A	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	AG Queries	Response to AG queries	N/A	Within the required time frames	Annually	Responses to AG queries Within the required time frames	Responses to AG queries Within the required time frames	Responses to AG queries Within the required time frames	Responses to AG queries Within the required time frames
D	D3	N/A	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Grant Funding	Expenditure of grant funding	N/A	Within the timeframes contained in business plan/ projected cashflow expenditure	Monthly	Within the timeframes contained in business plan/ projected cashflow expenditure	Within the timeframes contained in business plan/ projected cashflow expenditure	Within the timeframes contained in business plan/ projected cashflow expenditure	Within the timeframes contained in business plan/ projected cashflow expenditure
D	D3	N/A	NKPA 4 - FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Budgeting and Expenditure Monitoring	Monthly Report with explanations for budget overruns & under expenditure	N/A	Monthly Report with explanations for budget overruns & under expenditure submitted to OMC within 5 working days after the end of each month	Monthly	Monthly Report with explanations for budget overruns & under expenditure submitted to OMC within 5 working days after the end of each month	Monthly Report with explanations for budget overruns & under expenditure submitted to OMC within 5 working days after the end of each month	Monthly Report with explanations for budget overruns & under expenditure submitted to OMC within 5 working days after the end of each month	Monthly Report with explanations for budget overruns & under expenditure submitted to OMC within 5 working days after the end of each month

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A	A2	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Organizational Development	Implementation of the Customer Services Charter	N/A	100% Implementation of the Customer Services Charter as per the business units implementation plan	% Implementation	100% Implementation of the Customer Services Charter as per the business units implementation plan	100% Implementation of the Customer Services Charter as per the business units implementation plan	100% Implementation of the Customer Services Charter as per the business units implementation plan	100% Implementation of the Customer Services Charter as per the business units implementation plan
A	A3	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Organizational Development	Implementation of the Batho Pele Principles belief sets	N/A	100% Implementation of the Batho Pele Principles belief sets (We Belong, We care, We serve) as per the business units implementation plan	% Implementation	100% Implementation of the Batho Pele Principles belief sets (We Belong, We care, We serve) as per the business units implementation plan	100% Implementation of the Batho Pele Principles belief sets (We Belong, We care, We serve) as per the business units implementation plan	100% Implementation of the Batho Pele Principles belief sets (We Belong, We care, We serve) as per the business units implementation plan	100% Implementation of the Batho Pele Principles belief sets (We Belong, We care, We serve) as per the business units implementation plan
A	A2	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increasing institutional capacity	Monitoring of Fraud & Corruption	N/A	100% monitoring of fraud and corruption within sub-units and relevant action taken against offenders	% monitoring	100% monitoring of fraud and corruption within sub-units and relevant action taken against offenders	100% monitoring of fraud and corruption within sub-units and relevant action taken against offenders	100% monitoring of fraud and corruption within sub-units and relevant action taken against offenders	100% monitoring of fraud and corruption within sub-units and relevant action taken against offenders

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A	A2	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increasing institutional capacity	Internal Audit queries	N/A	Audit queries raised by Internal Audit attended to and responses submitted to Internal Audit as per timeframes set by Internal Audit	Timeframes set by Internal Audit	Audit queries raised by Internal Audit attended to and responses submitted to Internal Audit as per timeframes set by Internal Audit	Audit queries raised by Internal Audit attended to and responses submitted to Internal Audit as per timeframes set by Internal Audit	Audit queries raised by Internal Audit attended to and responses submitted to Internal Audit as per timeframes set by Internal Audit	Audit queries raised by Internal Audit attended to and responses submitted to Internal Audit as per timeframes set by Internal Audit
A	A1	N/A	NKPA 1 - MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT	Increasing institutional capacity	Risk Management	N/A	Implementation of all actions contained in the Approved Risk Management Action Plans as per stipulated timeframes	Stipulated timeframes as per approved Risk Management Action Plan	Implementation of all actions contained in the Approved Risk Management Action Plans as per stipulated timeframes	Implementation of all actions contained in the Approved Risk Management Action Plans as per stipulated timeframes	Implementation of all actions contained in the Approved Risk Management Action Plans as per stipulated timeframes	Implementation of all actions contained in the Approved Risk Management Action Plans as per stipulated timeframes

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