

SPECIAL MUNICIPAL COUNCIL MEETING
AGENDA
16 SEPTEMBER 2022



Clyde Street
Knysna
6570

Clydestraat
Knysna
6570

iClyde
eKnysna
6570

PO Box 21
Knysna
6570

Posbus 21
Knysna
6570

Posbus 21
Knysna
6570

Tel: +27 44 302 6300
Fax: +27 44 302 6333

Tel: +27 44 302 6300
Faks: +27 44 302 6333

Umnxeba: +27 44 302 6300
Ifeksi: +27 44 302 6333

Notice is hereby given, in terms of Section 19(b) of the Local Government: Municipal Systems Act, 32 of 2000 as amended, that a **SPECIAL MEETING** of the **MUNICIPAL COUNCIL** of Knysna Municipality will be held in the Municipal Council Chamber **on FRIDAY, 16 SEPTEMBER 2022 at 11:00** to consider the business set forth in the attached agenda.

Kennis geskied hiermee ingevolge Artikel 19(b) van die Plaaslike Regering : Munisipale Stelsels Wet, 32 van 2000, dat 'n **SPESIALE VERGADERING** van die **MUNISIPALE RAAD** van Knysna Munisipaliteit in die Munisipale Raadsaal op **VRYDAG, 16 SEPTEMBER 2022 om 11:00** gehou sal word ten einde sake soos uiteengesit in die aangehegte agenda te oorweeg.

Ibhunga lika**MASIPALA** waseKnysna lazisa ngomthetho okwisolotya 19(b) wenkqubo mgaqo olawula oMasipala, 32 of 2000, njengoko utshintshiwe, **NGENTLANGANISO EKHETHEKILEYO** ye**BHUNGA** lika**MASIPALA** waseKnysna eyakubanjelwa **NGOLWESIHLANU, NGOMHLA WE 16 EYOMSINTSI 2022** ngentsimbi ye **11:00** umba iyakuba lushishino oluchazwe kwi-agenda.

CLLR M SKOSANA
The Speaker
Die Speaker
Usomlomo

MR J JONKERS
Acting Municipal Manager
Waarnemende Munisipale Bestuurder
uManejala kaMasipala

Date: 14 September 2022

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AGENDA

1. OPENING AND WELCOMING
2. SILENT PRAYER
3. ATTENDANCE OF MEMBERS
 - 3.1 COUNCILLORS PRESENT
 - 3.2 COUNCILLORS WITH LEAVE
 - 3.3 COUNCILLORS WITHOUT LEAVE
4. NOTING THE PROVISIONS OF SCHEDULE 1 (CODE OF CONDUCT FOR COUNCILLORS) OF THE LOCAL GOVERNMENT MUNICIPAL SYSTEMS ACT, 32 OF 2000
5. DISCLOSURE OF INTERESTS BY COUNCILLORS

6. **NEW MATTERS SUBMITTED BY THE ACTING MUNICIPAL MANAGER**

6.1

SC01/09/22 RECONSTITUTION OF THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)
--

REPORT OF THE ACTING MUNICIPAL MANAGER

INTRODUCTION

To reconstitute the Municipal Public Accounts Committee as a result of the appointment of Councillor B Charlie as a member of the Mayoral Committee.

BACKGROUND

The MPAC Chairperson Councillor B Charlie was appointed as member of the Mayoral Committee on 31 August 2022 and subsequently resigned as chairperson and member of the MPAC. In terms of the provisions of sections 2.4 and 2.5 of the MPAC Terms of Reference Council appoints the members from the Non-Executive Councillors and chairperson of the committee respectively.

In the light of the aforesaid, Council must appoint the chairperson and members of the MPAC in accordance with the provisions of section 3.6 of the MPAC Terms of Reference.

RELEVANT LEGISLATION

- Local Government: Municipal Finance Management act 56 of 2003.
- Municipal Public Accounts Committee Terms of Reference.
- Local Government: Municipal Structures Act 117 of 1998.

RECOMMENDATION OF THE ACTING MUNICIPAL MANAGER

- [a] That the report regarding the reconstitution of the MPAC be noted;
- [b] That in terms of section 3.6 of the MPAC Terms of Reference that the MPAC be reconstituted as follows:

Chairperson: Cllr _____
Cllr _____
Cllr _____
Cllr _____
Cllr _____
Mr E Prins (*ex officio* Audit Committee)

APPENDIX / ADDENDUM
MPAC Terms of Reference

File Number: 9/1/2/14
Execution: Acting Municipal Manager
Director: Corporate Services
Manager: Administration



MUNICIPAL PUBLIC ACCOUNTS COMMITTEE TERMS OF REFERENCE

1. INTRODUCTION:

The Municipal Public Accounts Committee (MPAC) is established in terms of Section 79 of the Local Government: Municipal Structures Act, 1998, as amended, and performs an oversight function on behalf of the Municipal Council. Through the Municipal Public Accounts Committee, the Municipal Council will be able to provide the public with assurance that public money and assets are being managed properly and that value for money is being rendered in delivering municipal services.

Knysna Municipality has a well-functioning Audit Committee and Internal Audit capacity. The establishment of the Municipal Public Accounts Committee is a further link in the accountability process by ensuring objective political oversight in addition to other governance structures, such as Portfolio Committees, the Mayoral Committee and the Municipal Council.

2. APPOINTMENT OF MUNICIPAL PUBLIC ACCOUNTS COMMITTEE AND THE LEGAL FRAMEWORK:

The following principles guide the role of the Municipal Public Accounts Committee:

- 2.1 The Municipal Council must determine the functions of the Committee and approve the terms of reference for the Committee.
- 2.2 The Municipal Council must delegate functions to the Municipal Public Accounts Committee in terms of Section 59 of the Local Government: Municipal Systems Act, 2000. These delegations must be included in the Delegations Register. The review of any delegations to the Committee may not be delegated, but must remain a competency of the Municipal Council.
- 2.3 The Municipal Council may determine the procedure of the Committee or allow it to determine its own procedure.
- 2.4 The Municipal Council appoints the members of the Committee from amongst the Non-Executive Councillors.
- 2.5 The Municipal Council appoints the Chairperson of the Committee.

- 2.6 The Municipal Council may dissolve the Committee at any time by way of a Municipal Council resolution.
- 2.7 The Municipal Council may remove any member of the Committee at any time by way of a Municipal Council resolution.
- 2.8 The Municipal Council may allow the Committee to co-opt advisory members who are not members of the Council, within the limits determined by the Municipal Council.
- 2.9 The meetings of the Committee should, as far as is possible and practical, be open to the public in accordance with Section 160 (7) of the Constitution of the Republic of South Africa, 1996.
- 2.10 The Municipal Manager must ensure that adequate financial and human resources are made available to support the functions of the Committee.
- 2.11 Meetings of the Committee should be provided for and included in the annual calendar of the Municipal Council.
- 2.12 The Committee reports directly to the Municipal Council and the Chairperson of the Committee liaises directly with the Speaker on the inclusion of reports of the Committee in the Municipal Council Agenda.

3. FUNCTIONING OF THE MPAC:

- 3.1 The Committee must always conduct itself in a non-party political manner.
- 3.2 Meetings of the Committee should be open to the public, in terms of Section 160 (7) of the Constitution of the Republic of South Africa, 1996, unless it is unreasonable to do so. The Committee has the authority to determine if a matter should be closed to the public, after discussion amongst members. The media should also have access to the Committee meetings.
- 3.3 The Auditor-General and Internal Audit or his/her representatives have direct access to all meetings (whether dealing with open or closed matters) of the Committee. It is not an imperative that these entities must attend every meeting of the Committee. However, they must be invited to all the Committee's activities and meetings.
- 3.4 The appointment of the Chairperson must be in terms of a Municipal Council resolution. The Chairperson may not be a political office bearer/Executive Councillor in the Municipal Council. The Chairperson must be an experienced Councillor who has the necessary skills and expertise to preside over this critical Committee. The Chairperson shall be from any party other than the majority party represented in Council. If the Chairperson is absent from a meeting, the members present must elect a member from the meeting to preside at that particular meeting.
- 3.5 The Member's term of office runs concurrently with the term of the Municipal Council. If a member is re-elected, they may serve only for one further term of office.
- 3.6 The Committee shall consist of five (5) Councillors with knowledge of financial and/or governance matters.

- 3.6.1 If the Chairperson is from the ruling coalition, three (3) members shall be from the opposition parties and two (2) shall be from the ruling coalition, or
- 3.6.2 If the Chairperson is from the opposition parties, three (3) members shall be from the ruling coalition or ruling party and two (2) shall be from the other parties.
- 3.7 Should vacancies occur, the Municipal Council shall fill the same at the next Municipal Council meeting.
- 3.8 The Committee is not prevented from undertaking its activities while awaiting the appointment of a new member.
- 3.9 The quorum for all meetings shall be three (3) members.
- 3.10 Members will not receive any additional remuneration for serving on the Committee, except the Chairperson who may receive the relevant remuneration as determined in terms of the Remuneration of Public Office Bearers Act, 1998.
- 3.11 The Committee may co-opt a maximum of two additional members who have the applicable skills as it deems necessary. The Chairperson of the Audit Committee shall be one of such additional member. The names of the members shall be reported in the relevant Annual Report of the Municipality.

Administrative support

- 3.12 The Municipal Manager, must ensure that adequate financial and human resources are made available to support the Committee. All requests for assistance must only be via the Office of the Municipal Manager. Any requests for documentation and information must also be made in writing to the Office of the Municipal Manager.
- 3.13 Formal agendas and minutes of the meetings must be prepared by a staff member, identified by the Municipal Manager, under guidance of the Chairperson.
- 3.14 Notice of special meetings of the Committee shall be given at least 5 days prior to the meeting. Agendas and relevant documents shall be received for preparation purposes, at least 5 days prior to meeting.
- 3.15 The Committee must meet at least four times per financial year. These dates are to be identified at the start of each financial year and co-ordinated with the Municipal Council schedule of meetings. The work of the Committee must be programmed to link with the overall planning cycle of the Municipal Council. The Committee must ensure that all legislative deadlines which relates to its competencies, are adhered to.
- 3.16 The effectiveness of the Committee must be evaluated by the Committee at its last meeting of every financial year. A report in this respect must be tabled to the Municipal Council, whereupon the Municipal Council must evaluate the performance of the Committee.

Reporting

- 3.17 The Committee shall report to the Municipal Council after each of its pre-determined meetings. The Committee shall provide the Municipal Council with a programme of its planned activities as well as a report of activities for the financial year. These

reports shall include details of meetings, the proposed work programme and any key resolutions required or taken.

- 3.18 The Committee shall bring items directly to the Municipal Council, via the Office of the Speaker.
- 3.19 The Municipal Council must deliberate on any recommendations from the Committee at an open public meeting, unless the Committee specifically requests that the matter be dealt with in-committee provided that such request is well-motivated.
- 3.20 The Municipal Council must duly consider all recommendations of the Committee without any unnecessary delay.

Attendance of meetings

- 3.21 Members are to observe the Rules of Order as determined for the Municipal Council.
- 3.22 Members are to refrain from lengthy debates at public hearings as the intention is to obtain information from other relevant interested parties.
- 3.23 The Committee members shall be removed if they are absent for three consecutive meetings – with or without an apology – unless the Municipal Council resolved otherwise.
- 3.24 The Chairperson of the Committee, through the Municipal Manager, may request the attendance of the applicable Director(s) as and when needed, depending on the content and detail of the matters on its agenda.
- 3.25 The Committee may also invite persons with relevant experience, both internally and externally, to attend meeting or to give evidence. The Office of the Municipal Manager must be notified of any requests to staff members in order to make the necessary internal arrangements for such attendance or evidence giving.
- 3.26 The Director: Corporate Services shall provide secretarial and logistical support to the Committee. The Auditor-General, The Audit Committee and Internal Audit can provide the Committee with technical support.
- 3.27 The Chairperson of the Finance Portfolio Committee shall be invited to be in attendance at all Committee Meetings.

Authority/ Delegations and role of MPAC

- 3.28 In order to fulfil its role, the Committee shall have access to the following documents in terms of the relevant legislation, as they become available:
 - Section 71 reports;(monthly budget statements) – MFMA;
 - Section 72 reports;(Mid-year Budget and performance assessment) – MFMA;
 - Annual Financial Statements of the Municipality – MFMA;
 - The final audit opinion and documentation from the Auditor-General and the Audit Committee related thereto – MFMA;
 - Any information in terms of Section 128 and Section 133 of the MFMA;

- Quarterly Report of the Executive Mayor in term of Section 52(d) of the MFMA (Implementation of the Budget and the Financial state of affairs of municipality)
- The Annual Report (section 127) – MFMA.

3.29 Any documents or information to which the Committee is entitled and which it has requested, must be provided without delay.

3.30 The Functions/ *Delegations* of the MPAC are:

- a) To consider and evaluate the Annual Report as tabled to the Municipal Council, and thereafter make recommendations to the Municipal Council in this regard. The Committee must receive the report not more than two weeks after the date of tabling to the Municipal Council.
- b) To compile an Oversight Report and table same in the Municipal Council no later than two months from the date of which the Annual Report was tabled, in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003.
- c) To monitor that all submissions and requests for comments have been undertaken as stipulated per Section 127(5), 130 and 132 of the Local Government: Municipal Finance Management Act, 2003.
- d) To review whether matters raised in past Audit Reports have been attended to, as well as whether recommendations made in previous Oversight Reports in terms of Section 129 of the Local Government: Municipal Finance Management Act, 2003, have been attended to.
- e) The Committee may, for the purposes of Section 130 of the Local Government: Municipal Finance Management Act, 2003, engage directly with the public and consider public comments on matters in the Annual Report.
- f) Any unforeseen and unavoidable expenditure, in terms of Section 29 of the Local Government: Municipal Finance Management Act, 2003, must be reported to the Committee with proof of the necessary appropriation in the adjustment budget. After consideration of the matter, the Committee must report to the Municipal Council on the matter.
- g) Any unauthorised, irregular or fruitless and wasteful expenditure, in terms of Section 32 of the Local Government: Municipal Finance Management Act, 2003, incurred by the Municipal Council, Executive Mayor, political office bearers or officials, must be reported to the Committee. The Accounting Officer must report to the Committee on all steps taken to authorise or certify or recover or write off the expenditure, as well as whether any criminal action was instituted. The Committee must report to the Municipal Council on the appropriateness of action taken.
- h) To investigate unauthorized, irregular or fruitless and wasteful expenditure in terms of section 32 (2) of the Local Government: Municipal Finance Management Act, 2003, with a view to recommending to the Municipal Council whether such expenditure is irrecoverable or not.
- i) To investigate the alleged misappropriation of funds by Councillors and/or officials and report thereon to the Executive Mayor, the Speaker or the Municipal Council as the case may be.

- j) To report to the Municipal Council if an annual budget has not been compiled and submitted to Council in terms of Section 16 of the Local Government: Municipal Finance Management Act, 2003.
- k) To monitor whether the Executive Mayor has initiated the drafting of an IDP and review the same annually thereafter. If such reviews are not done, the Committee must report as such to the Municipal Council.
- l) To consider and comment on the following:
 - Section 72 reports (Mid-year Budget and performance assessment) - MFMA;
 - The final audit opinion and documents from the Audit Committee related thereto-MFMA;
 - Any information in terms of Section 128 and Section 133 of the MFMA;
 - Quarterly Report of the Executive Mayor in term of Section 52(d) of the MFMA (Implementation of the Budget and the Financial state of affairs of municipality);
 - The Annual Report (section 127) – MFMA.
- m) To recommend an investigation in its area of responsibility, after reviewing any investigation report already undertaken by the Internal Auditor or the Audit Committee;
- n) To investigate any matter falling within its area of responsibility of the Committee or any (financial, service delivery, fraudulent/misappropriation) matter refer to it by the Municipal Council or a member of the public.
- o) In the case of any investigation the Committee will have the right to call upon the Accounting Officer or any staff member or Councillor to appear before it to provide information or elucidate/clarify a matter.
- p) In the case of any irregular expenditure or any fruitless and wasteful expenditure incurred the Committee shall have the right to call upon the Accounting Officer or any staff member or Councillor to appear before it to provide information or to elucidate/clarify a matter.
- q) To obtain legal, technical and any other specialized assistance required to exercise their functions and duties, within budget provided, from other bodies, parties and entities than the Auditor-General and/or Internal Auditor.
- r) To have direct access to internal and external auditors

10 FEBRUARY 2022

6.2

SC02/09/22 PROCESS FOR THE RECRUITMENT AND SELECTION OF THE POSITION OF MUNICIPAL MANAGER, DIRECTOR : CORPORATE SERVICES, DIRECTOR : PLANNING AND ECONOMIC DEVELOPMENT, DIRECTOR : INTEGRATED HUMAN SETTLEMENT AND CHIEF FINANCIAL OFFICER

REPORT OF THE ACTING DIRECTOR : CORPORATE SERVICES

PURPOSE

To update Council on the progress with the process of the recruitment and selection process of the Municipal Manager and the abovementioned vacancies reporting directly to the Municipal Manager and also request Council to re-advertise the positions.

BACKGROUND

Council at its meeting held on 29 June 2022, through resolution C16/06/22 resolved as follows:

“UNANIMOUSLY RESOLVED

- [a] *That the report regarding the appointment of selection panels for the filling of vacant positions of Municipal Manager, Director: Corporate Services, Director: Planning and Economic Development, Director: Integrated Human Settlements and Chief Financial Officer, be noted;*
- [b] *That the following Selection Panel for the Appointment of a Municipal Manager in terms of Regulation 12(3) of the Local Government: Regulations on appointment and conditions of employment of Senior Managers. Government Gazette, 17 January 2014, be appointed:*
- a) *Executive Mayor – Chairperson;*
 - b) *Deputy Executive Mayor*
 - c) *Mr Johan Jacobs as a person who has expertise or experience as a Municipal Manager;*
- [c] *That the following Selection Panel for the Appointment of a Director: Corporate Services in terms of Regulation 12(4) of the Local Government: Regulations on appointment and conditions of employment of Senior Managers. Government Gazette, 17 January 2014, be appointed:*
- a) *The Municipal Manager, who will be the chairperson;*
 - b) *A member of the mayoral committee or councillor who is the portfolio head of the Community Services portfolio; and*
 - c) *Mr Johan Jacobs as a person who has expertise in the area of Corporate Services;*
- [d] *That the following Selection Panel for the Appointment of a Director: Planning and Economic Development in terms of Regulation 12(4) of the Local Government:*

Regulations on appointment and conditions of employment of Senior Managers. Government Gazette, 17 January 2014, be appointed:

- a) *The Municipal Manager, who will be the chairperson;*
 - b) *A member of the mayoral committee or councillor who is the portfolio head of the relevant portfolio; and*
 - c) *Mr Johan Jacobs as a person who has expertise in the area of Planning and Economic Development;*
- [e] *That the following Selection Panel for the Appointment of a Director: Integrated Human Settlements in terms of Regulation 12(4) of the Local Government: Regulations on appointment and conditions of employment of Senior Managers. Government Gazette, 17 January 2014, be appointed:*
- a) *The Municipal Manager, who will be the chairperson;*
 - b) *A member of the mayoral committee or councillor who is the portfolio head of the relevant portfolio; and*
 - c) *Mr Joel Mkqungwana as a person who has expertise in the area of Integrated Human Settlements;*
- [f] *That the following Selection Panel for the Appointment of a Chief Financial Officer in terms of Regulation 12(4) of the Local Government: Regulations on appointment and conditions of employment of Senior Managers. Government Gazette, 17 January 2014, be appointed:*
- a) *The Municipal Manager, who will be the chairperson;*
 - b) *A member of the mayoral committee or councillor who is the portfolio head of the relevant portfolio; and*
 - c) *Mr Johan Jacobs as a person who has expertise in the area of Chief Financial Officer.”*

The vacancy of Municipal Manager, Director Corporate Services, Chief Financial Officer, Director Planning and Development and Director Integrated Human Settlements was advertised in line with the abovementioned Council Resolution in the National and Provincial Newspapers, with closing date 8 July 2022.

The position of Municipal Manager was shortlisted by the Shortlisting Panel on Friday 29 July 2022. A shortlist was compiled but no further instruction was received from the Chairperson of the Panel the Executive Mayor.

The positions of Directors were advertised in terms of the abovementioned advertisement, but no shortlisting have taken place.

It should be noted that in terms of Government Gazette No. 37245, 17 January 2014, the Regulations on Appointment and Conditions of Employment of Senior Managers, regulation 15 (20) “the selection panel for a specific post must remain the same throughout the screening and interviewing process”.

It should further be noted that due to the change in Council, the original Panel for the recruitment process, in terms of regulation 12 (3) of the abovementioned gazette has now changed, the Executive Mayor is no longer the Executive Mayor that started the process, therefore to continue with the recruitment process of the Municipal Manager will be non-compliant to the regulations.

In terms of the Regulations on Appointment and Conditions of Employment of Senior Managers, regulation 13 (2) “the shortlisting must be finalized within 30 days of the closing date of the advertisement”, this has not been complied with, as well as the fact that there has been an amendment to the portfolio councilors following the changes in council.

FINANCIAL IMPLICATIONS

Financial expenditure for the re-advertisement of the positions and employment of the recruitment agency.

RECOMMENDATION OF THE ACTING MUNICIPAL MANAGER

- [a] That the report on the re-advertisement of section 57 positions, be noted;
- [b] That the re-advertisement of the section 57 positions, be approved;
- [c] That the Council approves to include a clause on the advert that permits those who have submitted applications in the last advert not to reapply and their last applications will be considered as if they applied in the new advert;
- [d] That a 10 years fixed term contract or permanent employment to senior managers directly accountable to the municipal manager, be considered.

File Number: 9/1/2/14

Execution: Acting Municipal Manager
Acting Director: Corporate Services

6.3

SC03/09/22 REVIEW AND ADDITION OF POSITIONS IN THE OFFICE OF POLITICAL OFFICE BEARER MICRO-ORGANIZATIONAL STRUCTURE
--

REPORT FROM THE DIRECTOR: CORPORATE SERVICES

PURPOSE OF THE REPORT

To request the Council approval for the review and addition of positions in the Office of the Political Office Bearers.

BACKGROUND & DISCUSSION

Council, in terms of Resolution No: SC09/10/18, adopted a three (3) year organizational structure until June 2021, in a special Council meeting held on the 28 October 2018. Council further directed the Municipal Manager to develop an implementation plan.

Council further resolved, in terms of Resolution No: SC01/05/19, C05/08/2020 and SC04/05/2021 to approve additional positions on the organizational structure.

Currently, the organizational structure comprises of only four (4) positions for the support of the Office of the Political Office Bearers. The staff component of the political office bearers that is permissible in terms of the staff regulations can be found in annexure F Category B, see the attached annexure F.

In line with section 5 (1) (b) Local Government: Municipal Staff Regulations, the Staff establishment should provide capacity to support the offices of the Public Office Bearers, and the below table reflects the recommended positions that should be added which are permissible in terms of the staff regulations:

Department	Section	Name of Positions	Number of positions to Included	Costs of the position
Office of the Political Office Bearers	Office of the Executive Mayor	Chief of Staff	1	T15
Office of the Political Office Bearers	Office of the Executive Mayor	Public Relations Officer	1	T12
Office of the Political Office Bearers	Office of the Deputy Executive Mayor	Head of the Office	1	T14
Office of the Political Office Bearers	Office of the Deputy Executive Mayor	Personal Assistant	1	T8

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Office of the Political Office Bearers	Office of the Deputy Executive Mayor	Political Advisor	1	T12
Office of the Political Office Bearers	Office of the Speaker	Head of the Office	1	T14

Table below reflects a current position that should be converted in order to ensure efficient administration in line with the Staff regulations.

Old Department	New Department	Section	Previous Position Job	New Position Job Title / Designation	Number of positions to Included	Costs of the position
Administration Services	Office of the Political Office Bearers	Office of the Speaker	Administration Assistant (Executive Council Support)	Personal Assistant Office of the Speaker	1	

Table below reflect current position in the organizational structure that should be retained in the Office of the Political Office Bearers:

Department	Section	Name of Positions	Number of positions Included	Costs of the position
Administration Services	Office of the Political Office Bearers	Administrative Assistant (Executive Council Support)	1	

FINANCIAL IMPLICATIONS

(Budget and Payroll should provide the costs of the changes)

RECOMMENDATION OF THE ACTING MUNICIPAL MANAGER

- [a] That the report on the additional positions to be provided in the approved organizational structure, be noted;
- [b] That the report on the position that should be converted in the approved organizational structure, be noted;
- [c] That the report on the position that should be retained on the current existing organizational structure, be noted;
- [d] That the additional financial implications for the inclusion of the positions in [a] and [b] above on the organizational structure, be noted;
- [e] That the addition and conversion of the positions to the organizational structure, be approved.

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16 SEPTEMBER 2022

File Number: 9/1/2/14
Execution: Acting Municipal Manager
Acting Director: Corporate Services

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782 No. 45181

GOVERNMENT GAZETTE, 20 SEPTEMBER 2021

ANNEXURE F

CATEGORY A

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip / Whip	Councillor Support	
					Member of Executive Council/ Mayoral Committee/Chairperson of a sub-council	Party Offices
Chief of Staff	Head of the Office	Head of the Office	Head of the Office of the Speaker	Support Officer	Manager: Councillor Support	
Administrative Secretary/Assistant Administrative Secretary	Administrative Secretary	Administrative Secretary	Administrative Secretary	Secretary	Executive Support Officer per POB	Executive Support Officer per POB
Private Secretary/Assistant Private Secretary	Private Secretary	Private Secretary	Public Participation and Outreach Coordinator		Secretary per POB	Researcher per POB
Special Advisor	Special Advisor	Driver	Public Officer: Petitions and Hearings			Secretary per POB
Community Liaison Officer	Community Liaison Officer		Ward Coordinator			
Receptionist	Receptionist		Coordinator: Community Development Workers			
Driver	Driver		Senior / Administrative Officer			
			Receptionist			
			Driver			
Possible Shared Resources:						
1. Researcher and Speech Writer						
2. Committee Support (Administration)						

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STAATSKOERANT, 20 SEPTEMBER 2021

No. 45181 783

CATEGORY B

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip / Whip	Councillor Support	
					Member of Executive Council/ Mayoral Committee/Chairperson of a sub-council	Party Offices
Chief of Staff	Head of the Office	Head of the Office	Head of the Office of the Speaker	Support Officer	Manager: Councillor Support	
Administrative Secretary	Administrative Secretary	Administrative Secretary	Administrative Secretary	Secretary	Executive Support Officer per POB	Executive Support Officer per POB
Private Secretary	Private Secretary	Private Secretary	Public Participation and Outreach Coordinator		Secretary per POB	Researcher per POB
Special Advisor	Special Advisor	Driver	Public Officer: Petitions and Hearings			Secretary per POB
Community Liaison Officer	Community Liaison Officer		Ward Coordinator			
Receptionist	Receptionist		Coordinator: Community Development Workers			
Driver	Driver		Senior / Administrative Officer			
			Receptionist			
			Driver			
Possible Shared Resources:						
1. Researcher and Speech Writer						
2. Committee Support (Administration)						

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GOVERNMENT GAZETTE, 20 SEPTEMBER 2021

CATEGORY C

Executive Mayor	Mayor	Deputy Executive Mayor/ Deputy Mayor	Speaker	Chief Whip / Whip	Councillor Support	
					Member of Executive Council/ Mayoral Committee/Chairperson of a sub-council	Party Offices
Chief of Staff	Head of the Office	Head of the Office	Head of the Office of the Speaker	Support Officer	Manager: Councillor Support	
Administrative Secretary	Administrative Secretary	Administrative Secretary	Administrative Secretary	Secretary	Executive Support Officer per POB	Executive Support Officer per POB
Private Secretary	Private Secretary	Private Secretary	Public Participation and Outreach Coordinator		Secretary per POB	Researcher per POB
Special Advisor	Special Advisor	Driver	Public Officer: Petitions and Hearings			Secretary per POB
Community Liaison Officer	Community Liaison Officer		Ward Coordinator			
Receptionist	Receptionist		Coordinator: Community Development Workers			
Driver	Driver		Senior / Administrative Officer			
			Receptionist			
			Driver			
Possible Shared Resources:						
1. Researcher and Speech Writer						
2. Committee Support (Administration)						

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SC04/09/22 2020/2021 ANNUAL PERFORMANCE EVALUATION OUTCOME REPORT

REPORT FROM THE ACTING MUNICIPAL MANAGER

PURPOSE OF THE REPORT

The purpose of this item is to present Council an opportunity to review its decision / outcome as resolved during the Council meeting dated 31 August 2022. The review is on the Annual Performance Evaluation outcome and recommended percentage of reward. The Performance evaluation report is on the outcome of the 2020/2021 annual performance appraisal of Senior Management; the Acting Director: Financial Services, Director: Planning and Economic Development and, Director: Infrastructure Services.

PREVIOUS RESOLUTIONS

SC03/08/22

BACKGROUND

The 2020/2021 annual performance appraisal for Senior Management was held on Monday, 7th February 2022, in accordance with Council's Performance Management Framework, applicable to all appointed Senior Managers in line with the signed performance agreements.

The appraisal of the Acting Municipal Manager, Director: Corporate Services, and Acting Director: Human Settlements Administration could not be concluded, the table below provides a synopsis of the appraisal of the candidates:

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SENIOR MANAGER		EVALUATED	REASON
Acting Municipal Manager	Mr. D Adonis	☐	The Acting Municipal Manager stated that the review of all the Directors should be concluded before him, as the Accounting Officer may be evaluated. The panel agreed with the statement.
Director: Corporate Services	Ms. P Makoma	☐	Ms. Makoma left the employ of Knysna Local Municipality in October 2021 and have to be evaluated for the period she served Council. Ms. Makoma was informed of the performance evaluation, however, the invitation was never accepted or declined.
Acting Director: Financial Services	Mr. J Carstens	☐	Mr. Carstens was evaluated for the 2020/2021 Annual for the period October 2020 to June 2021. The review of the 2021/2022 Mid-Year was for the period July 2021 to September 2021.
Director: Planning and Economic Development	Ms. M Boyce	☐	Ms. Boyce was evaluated for the 2020/2021 Annual and 2021/2022 Mid-Year.
Director: Community Services	Dr S Ngqele	☐	Dr Ngqele was employed at the Knysna Local Municipality in August 2021 and therefore was not evaluated for the 2020/2021 financial year. The review of the 2021/2022 Mid-Year was done for the period August 2021 to September 2021.
Director: Infrastructure Services	Mr. P Hariparsad	☐	Mr. Hariparsad was evaluated for the 2020/2021 Annual and 2021/2022 Mid-Year.
Acting Director: Human Settlements Administration	Mr. L Petuna	☐	Mr. Petuna could not attend the evaluation, the panel was informed and the reasons were noted.

DISCUSSION

The 2020/2021 annual performance appraisal is not exclusively based on the implementation of the Service Delivery and Budget Implementation Plan (“SDBIP”) and Performance Plans (“Scorecards”), but also includes to a greater extent, interactions and deliberations between panel members and Senior Management.

The panel strives to ensure that a consistent approach is taken in awarding scores based on a rating scale of (1 - 5) on implemented key performance indicators and core competency requirements of Senior Management.

In accordance with Regulation 32 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 (“the Performance Regulations”) a performance bonus, based on affordability, may be paid to the employee, after -

- (1) The annual report for the financial year under review has been tabled and adopted by the municipal council;
- (2) An evaluation of performance in accordance with the provisions of regulation 23; and
- (3) Approval of such evaluation by the municipal council as a reward for outstanding performance.

The table below provides an overview of the level and terminology of the applied rating scale:

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Level	Terminology	Description	Percentage
5	Outstanding performance	Performance far exceeds the expected standard(s) of an employee at this level. The appraisal indicates the Employee achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	76% - 100%
4	Performance significantly above expectations	Performance is significantly higher than the expected standard(s) in the task(s). The appraisal indicates that the Employee achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	66% - 75%
3	Fully effective	Performance fully meets the expected standard(s) in all areas of the task(s). The appraisal indicates that the Employee fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	56% - 65%
2	Not fully effective	Performance is below the required standard for the task(s) in key areas. Performance meets some of the expected standards for the task(s). The review/assessment indicates that the employee achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	46% - 55%
1	Unacceptable performance	Performance does not meet the expected standard(s) for the task(s). The review/assessment indicates that they employee achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee failed to demonstrate the commitment or ability to bring performance up to the expected level in the task(s) despite management support to encourage improvement.	0% - 45%

FINANCIAL IMPLICATIONS

The financial implication is to be determined by the Financial Management Services based on the bonus packaging.

RELEVANT LEGISLATION

The Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

RECOMMENDATION OF THE ACTING MUNICIPAL MANAGER

- [a] That Council rescind the decision **SC03/08/22** on the performance evaluation reward for specified candidates,
- [b] That Council reward the candidates as it may determine appropriate for annual performance achieved as evaluated:

% Performance Rating	% Bonus	Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 - Regulation 32(1)
130.0 - 133.8	5	(a)
133.9 - 137.6	6	(a)
137.7 - 141.4	7	(a)
141.5 - 145.2	8	(a)
145.3 - 149.9	9	(a)
150.0 - 153.4	10	(b)
153.5 - 156.8	11	(b)
156.9 - 160.2	12	(b)
160.3 - 163.6	13	(b)
163.7 - 167.0	14	(b)

APPENDIX / ADDENDUM

2020/2021 Annual Performance Evaluation Outcome Report

File Number: 9/1/2/14

Execution: Acting Municipal Manager



Knysna
Municipality Munisipaliteit uMasipala
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2020/2021 Annual
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Introduction

The Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, R805, 2006 ("Performance Regulations") outlines the procedures to follow on how the performance of appointees, in terms of Section 57 ("Section 57 employees") of the Local Government: Systems Act, No. 32 of 2000 ("the Systems Act"), will be uniformly directed, monitored and improved.

The performance agreements of the Section 57 employees (*Section 56-appointees and the managers reporting directly to the municipal manager in terms of the Systems Act*) require that the performance of these employees be evaluated periodically at least twice per annum, for the mid-year and annual periods.

The formal evaluation focus on actual work delivered based on the signed performance agreements of individual employees, as enclosed "*Performance Plan/Scorecard*" of Directors.

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The scheduled **2020 /2021- Annual and the 2021/2022 Mid-Year Performance Evaluations** of senior managers was in accordance with the Knysna Municipal Council's Performance Management Framework. The performance evaluation was for all appointed senior managers and the table below provides an overview thereof:

SENIOR MANAGER		EVALUATED	REASON
Acting Municipal Manager	Mr. D Adonis	×	The Acting Municipal Manager, Mr. Dawid Adonis stated that the review of all the Directors / Acting Directors must conclude prior to his evaluation, as Accounting Officer should proceed. The panel agreed with the statement.
Director: Corporate Services	Ms. P Makoma	×	Ms. Makoma left the employ of Knysna Local Municipality in October 2021 and her evaluation was for the financial period she was in the service of Knysna Municipal Council. An invitation was accordingly extended to Ms Makoma for a performance evaluation, which she however neither accepted nor declined.
Acting Director: Financial Services	Mr. J Carstens	✓	Mr. Carstens was evaluated for the 2020/2021 Annual for the period October 2020 to June 2021. The review of the 2021/2022 Mid-Year was for the period July 2021 to September 2021.
Director: Planning and Economic Development	Ms. M Boyce	✓	Ms. Boyce was evaluated for the 2020/2021 Annual and 2021/2022 Mid-Year.

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SENIOR MANAGER		EVALUATED	REASON
Director: Community Services	Dr S Ngqele	×	Dr Ngqele's employment at Knysna Local Municipality assumed in August 2021 and he was therefore not eligible for performance evaluation for the specified 2020/2021 financial year. The evaluation of Dr Ngqele was for the 2021/2022 Mid-Year, as for the period August 2021 to December 2021.
Director: Infrastructure Services	Mr. P Hariparsad	✓	Mr. Hariparsad was evaluated for the 2020/2021 Annual and 2021/2022 Mid-Year.
Acting Director: Human Settlements Administration	Mr. L Petuna	×	Mr. Petuna requested that he be excused from the performance evaluation session and the panel noted the reasons provided.

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This performance evaluation took place on **Monday, 7th February 2022** in the **Mayoral Boardroom, Knysna Local Municipality**.

The minutes of the performance evaluation is hereby attached as **Annexure A** of this report.

Relevant Policy and Legislation

In relation to the outcome of this report, the legislative requirements are set out in Regulation 8 of the Performance Regulations, which deals with the performance bonus/reward of senior managers. The regulation stipulates -

In accordance with regulation 32, a performance bonus, based on affordability, may be paid to the employee, after -

- (1) the annual report for the financial year under review has been tabled and adopted by the municipal council;*
- (2) an evaluation of performance in accordance with the provisions of regulation 23; and*
- (3) approval of such evaluation by the municipal council as a reward for outstanding performance.*

Assessment Panel

For the purposes of evaluating the performance of the employees, an evaluation panel constituted of the following persons should be established in terms of Regulation 27 (4) (d) - (e) of the Performance Regulations. The cited regulation refers:

- (d) For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established:*
 - (i) Executive Mayor or Mayor;*
 - (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;*
 - (iii) Member of the mayoral or executive committee or in respect of plenary type municipality, another member of council;*
 - (iv) Mayor and/or municipal manager from another municipality; and*
 - (v) Member of a ward committee as nominated by the Executive Mayor or Mayor.*

(e) *For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established –*

- (i) *Municipal Manager;*
- (ii) *Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;*
- (iii) *Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and*
- (iv) *Municipal manager from another municipality.*

The panels, as required by the Performance Regulations were established and was constituted as follows:

- Acting Municipal Manager, Mr. D Adonis
- Chairperson of the Audit Committee, Mr E Prins
- The Chairpersons of the respective Portfolio Committees:
 - Councillor S Sabbagh
 - Chairperson: Finance and Corporate Services:
 - Acting Director: Financial Services,
 - Councillor M Willemse
 - Chairperson: Planning & Development Committee
 - Director: Planning and Economic Development
 - Councillor P Bester
 - Chairperson: Infrastructure Services
 - Director: Infrastructure Services
 - Director: Community Services
- Municipal Manager from another Municipality, Mr M Stratu, Garden Route District Municipality

The role of the panel members is summarised as follows:

- The Acting Municipal Manager was the primary evaluator of the performance of the employee;
- The respective Portfolio Councillors were the secondary evaluators of the performance of the employees;
- The Chairperson of the Audit Committee and the Municipal Manager from another municipality observed the evaluation process to ensure procedural fairness and

objectivity during the evaluation process and provided their input as and when required.

The Manager responsible for Human Resources provided secretariat services to the panel, as required by the Performance Regulations.

Process

The scorecard, which include the Service Delivery and Budget Implementation Plan ("SDBIP") report for the review period, and the Core Competency Requirements ("CCR's") The guidelines were circulated to the employees affording them an opportunity to complete their self-score performance in respect of the Key Performance Indicators ("KPIs") and CCR's in preparation for the evaluation. The administration circulates scorecards and programme to the panel and employees prior to commencement of the scheduled evaluation.

During the evaluation for each employee:

- The Acting Municipal Manager after welcoming members of the panel and employees explains the evaluation process.
- The approach was summarised as follows:
 - The panel discussed the review methodology and it was resolved that areas of good performance will be rated as excellent performance (5 - 3) and areas of underperformance (2 - 1) will be evaluated with an in-depth discussion. Furthermore, the core competency requirements were evaluated as resolved in accordance with the annual performance appraisal;
 - Feedback on performance by the employee;
 - Questions from the panel; and
 - Discussion by the panel members.
- The panel affords an opportunity to the employee to provide feedback based on his/her performance in terms of the performance plan.
- The panel comments and direct questions on any stated feedback by an employee.
- The assigned assessment "Score" is on consensus bases across the panel.

The reader should note that the performance assessment is not solely based on the reported actuals against the SDBIP and Performance Plans ("Scorecards"), as included in the performance agreements, but also on the interactions between members of the panel and the employee being interviewed.

Evaluation

The performance evaluated against the performance agreements and deliberations informs and overall score, used to calculate an annual performance reward, which Council must approve. The following stipulates the performance evaluation...

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

- Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks performed under the KPI;
- A rating on a five-point scale provided for each KPI or group of KPIs multiplied by the weighting to calculate the final score;
- The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- In instances where employees could not perform due to reasons beyond their control or that of the employer, the referred KPI will not be evaluated. The employee should provide sufficient evidence in such instances; and
- An overall score will be calculated based on the total of the individual scores calculated above.

Knysna Local Municipality adopted the following assessment rating-calculator as indicated in the table below. The basis for a performance reward schedule reflects below:

% Performance Rating	% Bonus	Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006 – Regulation 32(1)
130.0 – 133.8	5	(a)
133.9 – 137.6	6	(a)
137.7 – 141.4	7	(a)
141.5 – 145.2	8	(a)
145.3 – 149.9	9	(a)
150.0 – 153.4	10	(b)
153.5 – 156.8	11	(b)
156.9 – 160.2	12	(b)
160.3 – 163.6	13	(b)
163.7 – 167.0	14	(b)

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The employee's performance assessment is according to the rating scale for KPIs and CCRs:

Level	Terminology	Description	Percentage
5	Outstanding performance	Performance far exceeds the expected standard(s) of an employee at this level. The appraisal indicates the Employee achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	76% - 100%
4	Performance significantly above expectations	Performance is significantly higher than the expected standard(s) in the task(s). The appraisal indicates that the Employee achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	66% - 75%
3	Fully effective	Performance fully meets the expected standard(s) in all areas of the task(s). The appraisal indicates that the Employee fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	56% - 65%
2	Not fully effective	Performance is below the required standard for the task(s) in key areas. Performance meets some of the expected standards for the task(s). The review/assessment indicates that the employee achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	46% - 55%
1	Unacceptable performance	Performance does not meet the expected standard(s) for the task(s). The review/assessment indicates that they employee achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance	0% - 45%

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Level	Terminology	Description	Percentage
		Plan. The employee failed to demonstrate the commitment or ability to bring performance up to the expected level in the task(s) despite management support to encourage improvement.	

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Core Competency Requirements

The competency framework consists of six leading competencies which comprise of twenty driving competencies that communicate what is expected for effective performance in local government.

The competency framework further involves six core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

Cluster	Competency Name	Definition
Leading Competencies	Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic Institutional mandate.
	People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives
	Programme and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.
	Governance Leadership	Able to promote, direct and apply professionalism In managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships

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Cluster	Competency Name	Definition
	Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and Quality services to the community
	Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner
Core Competencies	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence
	Planning and Organising	Able to plan, prioritise and organise Information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk
	Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve Institutional processes in order to achieve key strategic objectives
	Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government
	Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and Influence stakeholders to achieve the desired outcome
	Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet

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Cluster	Competency Name	Definition
		quality standards. Further, to actively monitor and measure results and quality against identified objectives

The "Achievement Level" is determined during the drafting of the performance agreement and sets the levels against which an individual is expected to function. These are Basic, Competent, Advanced and/or Superior, for the Municipal Manager and Section 57 appointees a decision was made that only advanced or superior should be used.

Achievement Levels	Description
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis
Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

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Director: Planning and Economic Development Scorecard

Director: Planning and Economic Development Scorecard, 1 June 2020 - 30 June 2021: **Ms Marlene Boyce**.

Overall the panel rated Ms Boyce performance at **171.19%**.

Overall Performance Assessment Calculation Results - Director: Planning and Economic Development	
Key Performance Indicator Score	71.19%
Core Competency Requirement Score	100%
Total	171.19%
Performance Bonus Qualification	14%

SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹	Score ² (1-5) ³	Final Score ⁴	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the Pls of Department: Land Use Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	5	4	4	(Two) key performance indicators for the 2020/2021 financial year, i.e. Met (Two): (1) Review of the Municipal Spatial Development Framework (SDF) (2) Review of Planning By-law

¹ Weightings show the relative importance of the key objectives to each other and is determined in the performance agreements of the individuals being reviewed.

² Score is determined by the performance panel

³ See Assessment Score Levels Table

⁴ The final score is calculated by multiplying the weight by the score achieved then dividing the result by the maximum possible (5)

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹	Score ² (1-5) ³	Final Score ⁴	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the Pls of Department: Building Control	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	5	4	4	(One) key performance indicator for the 2020/2021 financial year, i.e. Met (One): (1) Develop/Review of Outdoor Advertising By-law

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹	Score ² (1-5) ³	Final Score ⁴	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the Pls of Department: Economic Development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	5	4	4	(Six) key performance indicators for the 2020/2021 financial year, i.e. Met (Three): (1) SMME Incubator Programme. (2) Niche Manufacturing/ Light Industry Growth Strategy (3) Implementation of Tourism Development Programme Well Met (One): (1) The number of temporary jobs created through the municipality's local economic development EPWP projects, measured by the number of people temporary employed in the EPWP programmes for the period Extremely Well Met (Two): (1) SMME Web-based Toolkit Development (2) Implementation of Economic Development Strategy

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹	Score ² (1-5) ³	Final Score ⁴	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the Pls of Department: Environmental Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	67%	5	3	3	(Three) key performance indicators for the 2020/2021 financial year, i.e. Not Met (One): (1) Review and submit Draft Climate Change Strategy to Council Met (Two): (1) Alien Invasive Species clearing on municipal properties in the Greater Knysna Municipal area (2) Bongani Wetland rehabilitation
	The number of temporary jobs created through the municipality's local economic development EPWP projects, measured by the number of people temporary employed in the EPWP programmes for the period	Number of people temporary employed in the EPWP programs.	1 600	1 859	16	4	12.8	1,859 EPWP work opportunities were created for the 2020/2021 financial year, respectively for the quarters: - Quarter 1: July - September: 379 - Quarter 2: October - December: 359 - Quarter 3: January - March: 626 - Quarter 4: April - June 495
	Review of the Municipal Spatial Development Framework (SDF)	Reviewed SDF submitted to Council as part of the IDP review	1	1	16	4	12.8	The review of the Spatial Development Framework was concluded for the 2020/2021 financial year.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹	Score ² (1-5) ³	Final Score ⁴	Performance Management Note
	Review and submit Draft Climate Change Strategy to Council	Number of Climate Change Strategies submitted to Council with IDP	1	0	0	0	0	The development of a strategy was a previous target. It became apparent from discussions with Province that a Climate Change Strategy would take years to develop and based on the discussions, it was determined that a Risk and Vulnerability Assessment first needed to be done. Hence the project was developed and included in the Departmental SDBIP for 2020/2021. This departmental level change should have been incorporated into the TL. The Climate Change Adaption Plan: Risk and Vulnerability Assessment served before a Planning and Development Committee meeting held on 30 June 2021.
	Review of Planning By-law	Submit Planning By-law to Council by End June 2021	1	1	16	3	9.6	The Knysna Municipality Bylaw on Land Use Planning served at a Section 80 Committee meeting held on 25 February 2021 and thereafter at an Ordinary Council meeting held on 31 March 2021.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹	Score ² (1-5) ³	Final Score ⁴	Performance Management Note
	Develop/Review of Outdoor Advertising By-law	Submit Outdoor Advertising By-law to Council by End June 2021	1	1	16	3	9.6	The Knysna Municipality Bylaw relating to the regulation of outdoor advertising and aesthetics served at a Section 80 Committee meeting held on 25 February 2021 and thereafter at an Ordinary Council meeting held on 31 March 2021.
					84	29	59.8	⁵

⁵ Key Performance Indicators reflected as zero, are only included for completeness, no scoring was allocated and weighting was not considered.

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Director: Planning and Economic Development Core Competency Requirements

Cluster	Competency Name	Achievement Level	Definition	Weight	Score (1-5)	Final Score
Leading Competencies	Strategic Direction and Leadership	Superior	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic Institutional mandate.	9	5	9
	People Management	Superior	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	8	5	8
	Programme and Project Management	Superior	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	9	5	9
	Governance Leadership	Advanced	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	8	5	8
	Change Leadership	Advanced	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and Quality services to the community	8	5	8
	Financial Management	Superior	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	8	5	8
Core Competencies	Moral Competence	Superior	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	8	5	8

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Cluster	Competency Name	Achievement Level	Definition	Weight	Score (1-5)	Final Score
	Planning and Organising	Superior	Able to plan, prioritise and organise Information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10	5	10
	Analysis and Innovation	Advanced	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve Institutional processes in order to achieve key strategic objectives	8	5	8
	Knowledge and Information Management	Advanced	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	8	5	8
	Communication	Advanced	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	8	5	8
	Results and Quality Focus	Advanced	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	8	5	8
				100	60	100

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Director: Infrastructure Services Scorecard

Director: Infrastructure Services Scorecard, 1 June 2020 - 30 June 2021: **Mr Pravir Hariparsad.**

Overall the panel rated Mr Hariparsad performance as at **99.53%**.

Overall Performance Assessment Calculation Results - Director: Infrastructure Services	
Key Performance Indicator Score	54.4%
Core Competency Requirement Score	81%
Total	135.4%
Performance Bonus Qualification	6%

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ⁶	Score ⁷ (1-5) ⁸	Final Score ⁹	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the Pls of Department: Project Management Office	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	5	4	4	(Five) key performance indicators for the 2020/2021 financial year, i.e. Met (Three): (1) Submit quarterly progress reports to Council on the actual percentage budget spent for all approved Municipal Infrastructure Grant (MIG) capital projects for 2020/2021 financial year (2) Submit quarterly progress reports to Council on the actual percentage budget spent for all approved Roads and Storm-water Capital Projects for 2020/2021 financial year (3) Submit quarterly progress reports to Council on the actual percentage budget spent on the upgrading of the Charlesford pump storage scheme Extremely Well Met (Two): (1) Coordination of monthly capital project meetings (excluding December and January) (2) Submit quarterly capital projects progress report to Council

⁶ Weightings show the relative importance of the key objectives of each other and is determined in the performance agreements of the individuals being reviewed.

⁷ Score is determined by the performance panel

⁸ See Assessment Score Levels Table

⁹ The final score is calculated by multiplying the weight by the score achieved then dividing the result by the maximum possible (5)

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ⁶	Score ⁷ (1-5) ⁸	Final Score ⁹	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the PIs of Department: Water & Wastewater Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	57%	5	2	2	(Seven) key performance indicators for the 2020/2021 financial year, i.e. Not Met (One) : (1) Limit unaccounted water losses to less than 25% Almost Met (Two): (1) Water and sanitation capital spending measured by the percentage (%) of budget spent (2) 90% compliance to general standards with regard to waste water outflow by 30 June 2021 Well Met (Four): (1) Submit quarterly progress reports to Council on the actual percentage budget spent for all approved Water Capital Projects for the 2020/2021 financial year (2) Submit quarterly progress reports to Council on the actual percentage budget spent on the installation of water management devices at individual households in the Greater Knysna Municipal Area (3) Submit quarterly progress reports to the Section 80 Committee on the implementation of the Water & Wastewater Services operational budget (4) 95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2021

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ⁶	Score ⁷ (1-5) ⁸	Final Score ⁹	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the PIs of Department: Roads, Transport & Storm Water & Building Maintenance	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	5	4	4	(Six) key performance indicators for the 2020/2021 financial year, i.e. Met (One): (1) Submit quarterly progress reports to Council actual percentage budget spent for all approved Roads and Storm-water Maintenance Projects for the 2020/2021 financial year Well Met (One): (1) Municipal Streets and Stormwater capital spending measured by the percentage (%) of budget spent Extremely Well Met (Four): (1) Perform repairs and maintenance on 10 000m2 roads network in the Greater Knysna Municipal Area for the 2020/2021 financial year (2) Resurface 5km's of roads in the Greater Knysna Municipal Area for the 2020/2021 financial year (3) Regraveling and blading of 15km's of gravel roads in the Greater Knysna Municipal Area for the 2020/2021 financial year (4) Clear 100 stormwater structures in the Greater Knysna Municipal Area

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ⁶	Score ⁷ (1-5) ⁸	Final Score ⁹	Performance Management Note
Various	Effective Management and supervision of the SDBIP on the Pls of Department: Electrical & Mechanical Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	86%	5	2	2	(Seven) key performance indicators for the 2020/2021 financial year, i.e. Note Met (One): (1) Limit electricity losses to less than 10% by 30 June 2021 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated)x 100 Met (Six): (1) Develop and submit quarterly progress reports to Council on the completion of the approved electrical capital projects for the 2020/2021 financial year (2) Develop and submit an Electricity Master Plan for Council approval by end June 2021 (3) Submit quarterly progress reports to Council on the implementation of Phase 3 - Workshop Substation (Completion of internal switch gear) (4) Submit quarterly progress reports to Council on the implementation of Phase 3 - Brenton (Completion of internal switch gear) (5) Submit quarterly progress reports to Council on the implementation of the Eastford (Medium Vaultage overheadline (OHL) to Stoker programme (6) Submit quarterly progress reports on the Brackenhill Street Lights programme

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ⁶	Score ⁷ (1-5) ⁸	Final Score ⁹	Performance Management Note
TL21	Limit unaccounted water losses to less than 25%	Percentage water losses measured by 30 June	25%	45%	14	1	2.8	Water purified (4,159,861 kl) less water sold (2,308,876 kl) equates to 1,850,985 kl (1,850,985 / 4,159,861 *100 = 44.5%)
TL22	Water and Sanitation capital spending measured by the percentage (%) of budget spent	Percentage (%) spent of approved water capital projects as per approved budget	90%	82%	13	2	5.2	The total capital expenditure for Water and Sanitation for the 2020/2021 financial year equates to 81.92% (Actuals: R 22,021,640 + R 44,320,590 = R 66,342,230) / (Final Budget: R 26,673,460 + R 54,313,267 = R 80,986,727) * 100)
TL23	Municipal Streets and Stormwater capital spending measured by the percentage (%) of budget spent	Percentage (%) spent of approved Streets and Stormwater capital projects as approved budget	90%	94%	13	4	10.4	The total capital expenditure for Streets and Stormwater for the 2020/2021 financial year equates to 94.02% (Actual = R 27,236,312 / Final Budget = R 28,968,830 * 100)
TL24	90% compliance to general standards with regard to waste water outflow by 30 June 2021	% compliance to general standards by 30 June 2021	90%	78%	13	2	5.2	78% of compliance to the general standards with regard to waste water outflow.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹⁰	Score ⁸ (1-5) ⁹	Final Score ⁹	Performance Management Note
TL25	95% water quality level obtained as per SANS 241 physical and micro parameters by 30 June 2021	% of water quality level by 30 June 2021	95%	97%	13	4	10.4	97% of water quality level obtained as per SANS 241 physical and micro parameters.
TL26	Limit electricity losses to less than 10% by 30 June 2021 (Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated)x 100	% Electricity losses by 30 June 2021	10%	11%	14	3	8.4	Actual units purchased (171,455,872) less units sold (152,028,056) resulted in a loss of 19,427,816 units or 11.33%
					100	28	54.4	¹⁰

¹⁰ Key Performance Indicators reflected as zero, are only included for completeness, no scoring was allocated and weighting was not considered.

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Director: Infrastructure Services Core Competency Requirements

Cluster	Competency Name	Achievement Level	Definition	Weight	Score (1-5)	Final Score
Leading Competencies	Strategic Direction and Leadership	Advanced	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic Institutional mandate.	10	4	8
	People Management	Superior	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10	4	8
	Programme and Project Management	Superior	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	15	4	12
	Governance Leadership	Advanced	Able to promote, direct and apply professionalism In managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	5	4	4
	Change Leadership	Advanced	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and Quality services to the community	5	4	4
	Financial Management	Superior	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	15	4	12
Core Competencies	Moral Competence	Advanced	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5	5	5

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Cluster	Competency Name	Achievement Level	Definition	Weight	Score (1-5)	Final Score
	Planning and Organising	Advanced	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	5	4	4
	Analysis and Innovation	Advanced	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5	4	4
	Knowledge and Information Management	Advanced	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5	4	4
	Communication	Superior	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	10	4	8
	Results and Quality Focus	Superior	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	10	4	8
				100	49	81

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Acting Director: Financial Services Scorecard

Acting Director: Financial Services Scorecard, 1 October 2020 - 30 June 2021: **Mr Jacques Carstens**

Overall the panel rated Mr Carstens' performance at **166.66%**.

Overall Performance Assessment Calculation Results – Acting Director: Financial Services	
Key Performance Indicator Score	66.66%
Core Competency Requirement Score	100%
Total	166.66%
Performance Bonus Qualification	14%

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
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- ¹¹ Weightings show the relative importance of the key objectives to each other and is determined in the performance agreements of the individuals being reviewed.
¹² Score is determined by the performance panel
¹³ See Assessment Score Levels Table
¹⁴ The final score is calculated by multiplying the weight by the score achieved then dividing the result by the maximum possible (5)

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Various	Effective Management and supervision of the SDBIP on the Pls of Department: Supply Chain Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	8	4	6.4	(Twelve) key performance indicators for the 2020/2021 financial year, i.e Not Applicable (Three): (1) Submit the annual inventory stock take report of the financial year to Council by end August 2020 (2) Submit a report to the Mayor on the implementation of the Supply Chain Management policy by end July 2020 (3) Complete the annual inventory stock take to ensure that all inventory is accounted by 30 June Met (Nine): (1) Submit the Annual Procurement Plan of all operational and capital projects to the Municipal Manager by end June 2021 (2) Develop and submit quarterly deviation reports to Council for approval (3) Quarterly update of the Procurement Plan for submission to the Director: Financial Services for information purposes (4) Complete a quarterly inventory stock take to ensure that all inventory is accounted for at the end of each quarter (5) Submit a consolidated quarterly report of the performance of services providers to Top Management Team (6) Submit a quarterly report to the Executive Mayor on the implementation of the Supply Chain Management Policy by the 16th working day after the end of each quarter (7) Submit a quarterly "less than 3 quotations" report to the Director: Financial Services (8) Submit a monthly tender report to the Director: Financial Services
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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
								(9) Annual revision of the Supply Chain Management Policy and Delegation Register to promote and maximize operational efficiency for fast and effective supply chain management processes

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Various	Effective Management and supervision of the SDBIP on the PIs of Department: Financial Management Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	81%	8	2	3.2	(Twenty-Eight) key performance indicators for the 2020/2021 financial year, i.e Not Applicable (One): (1) Prepare the rollover budget for submission to Council by 25 August Not Met (Four): (1) Annual submission of a Departmental Procurement Plan to the Manager: Supply Chain Management to define products and services which will assist the department with effective and efficient service delivery for the financial year (2) Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii)) (3) Financial viability measured in terms of the municipality's ability to meet its service debt obligations (NKPI Proxy-msa, rEG. S10 (g)(i)) (4) Complete and submit the annual asset count to the Director: Financial Services by 30 June Almost Met (1): (1) Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100 Met (Sixteen): (1) Annual submission of a Departmental Procurement Plan to the Manager: Supply Chain Management to define products and services which will assist the department with effective and efficient service delivery for the financial year (2) Develop and Submit Quarterly Section 52 report of following quarter to scheduled Council meetings for consideration
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								(3) Submit the monthly MFMA Section 71 Report to the Executive Mayor, Provincial Treasury and National Treasury within 10 working days following the previous month (4) Annual revision of all Accounting Policies by end June for submission to the Director: Financial Services (5) Develop and submit Section 72 Report to Council for consideration by end-January each year (6) Prepare the draft budget for submission to Council by 31 March (7) The main budget is approved by Council by the legislative deadline (8) The adjustment budget is considered by Council by the legislative deadline (9) Annual submission of a Departmental Procurement Plan to the Manager: Supply Chain Management to define products and services which will assist the department with effective and efficient service delivery for the financial year (10) Annual revision of all Budget-related Policies for submission to the Director: Financial Services (11) Compile and submit a report on grant funded projects to the Director: Financial Services (12) Review and submit the Insurance Portfolio to Council by end June 2022 (13) Annual submission of a Departmental Procurement Plan to the Manager: Supply Chain Management to define products and services which will assist the department with effective and efficient service delivery for the financial year
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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
								(14) Complete and submit a reconciled external loan register of the previous month by the 10th working day of each month to the Senior Manager: Financial Management Services (15) Complete and submit a reconciliation of the grant register of the previous month within 10 working days of every month to the Senior Manager: Financial Management Services (16) Annual revision of Asset Management Policy Well Met (Two): (1) Finance Directorate managerial meetings (2) Sound financial management by maintaining an acceptable Liquidity Ratio Extremely Well Met (Four): (1) Financial statements submitted to AG by 31 August (2) Financial viability measured in terms of the collection period, (average number of days) as at 30 June 2021, ((Gross Debtors - Bad Debt Provision) / Billed Revenue)) $\bar{A}$- 365 (3) Compile Asset Register as at 30 June and submit to the Director: Financial Services by August (4) Compliance with GRAP to ensure effective capital asset management (PPE; Intangible; Investment Property, Biological and Heritage Assets)

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Various	Effective Management and supervision of the SDBIP on the PIs of Department: Revenue Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	81%	8	2	3.2	(Sixteen) key performance indicators for the 2020/2021 financial year, i.e Not Met (Three): (1) Number of formal residential properties connected to the municipal electrical infrastructure network (2) Number of formal residential properties billed for clean piped water in accordance with the Promun financial system (3) Number of residential properties which are billed for sewerage in accordance with the Promun financial system. Met (Five): (1) Reconcile the consumer deposit register with the general ledger on a monthly basis by the 10th working day of the next month (2) Reconcile the debtors age analysis with the debtor ledger on a monthly basis by the 10th working day of the next month (3) Reconcile the valuations as per the valuation roll with financial system on a monthly basis by not later than the 10th working day of the next month (4) Reconcile the property rates levied with general ledger control account on a monthly basis by not later than the 10th working day of the next month (5) Review Long Term Financial Plan and submit to Council by 31 March 2021 Well Met (Eight): (1) Monthly reading of conventional electricity meters (2) Compile and update the indigent register on a yearly basis
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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
								(3) Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021 (4) Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2021 (5) Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021 (6) Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021 (7) Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii)) (8) Monthly reading of conventional water meters

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Various	Effective Management and supervision of the SDBIP on the Pls of Department: Expenditure	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	100%	8	4	6.4	(Fifteen) key performance indicators for the 2020/2021 financial year, i.e Not Applicable (One): (1) Perform a VAT reconciliation based on the accrual basis by 31 August Met (Twelve): (1) Annual submission of a Departmental Procurement Plan to the Manager: Supply Chain Management to define products and services which will assist the department with effective and efficient service delivery for the financial year (2) Complete and submit the previous month's bank reconciliation by the 10th working day to the CFO and PT (3) Pay salaries by the 25th of each month to all permanent employees (4) Pay salaries by the end of each month to all temporary employees (5) Submit reconciliations on a monthly basis of VAT 201 and payment or claim from SARS by the last business day of the month (6) Submit the IRP5 reconciliation as per the date determined by SARS (October and May) (7) Submit reconciliations on a monthly basis of EMP 201 and payments made to SARS by the 7th day of the next month (8) Timeously pay salary related third parties by the 7th day of each month (9) Reconcile the creditors age analysis with the general ledger on a monthly basis (10) Reconcile the salary expenditure of the monthly payroll runs with the salaries and 3rd party payments made on a monthly basis
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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
								(11) Reconciliations on a monthly basis to ensure a balanced Investments register (12) Annual submission of the municipal banking details to National Treasury, Provincial Treasury & the Auditor-General of South Africa in terms of Section 9(b) and 13(3)(a)&(ii) of the LG: MFMA (Extremely Well Met (Two): (1) Pay creditors within 30 days from receipt from invoice (2) Financial viability measured in terms of number of days taken for creditors to be paid Trade creditors outstanding/creditors purchases (operating and capital) x265
TL11	Develop and submit quarterly section 52 report of following quarter to scheduled Council meetings for consideration	Section 52(d) report submitted to Council	4	4	8	3	4.8	Four Section 52 Reports were submitted to Council for the financial year.
TL32	The main budget is approved by Council by the legislative deadline	Submit Main Budget before the end of June for Council consideration	1	1	8	3	4.8	The Main budget served before Council in June.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL33	The adjustment budget is considered by Council by the legislative deadline	Submit Adjustments Budget before the end of February for Council approval	1	1	4	3	2.4	The Adjustments Budget served before Council in February.
TL34	Number of formal residential properties that receive piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2021	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2021	15 461	15 801	2	4	1.6	15, 801 formal residential properties received piped water (credit and prepaid water) that is connected to the municipal water infrastructure network and billed for the service.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL35	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2021	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2021	20 839	21 348	2	4	1.6	21, 348 formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as received.
TL36	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2021	Number of residential properties which are billed for sewerage as at 30 June 2021	10 928	13 172	2	4	1.6	13, 172 formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as received.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL37	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2021	Number of residential properties which are billed for refuse removal as at 30 June 2021	14 043	16 227	2	4	1.6	16, 227 formal residential properties for which refuse is removed once per week and billed for the service as received.
TL38	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy- MSA, Reg. S10(g)(iii))	Service debtors to revenue ratio-(total outstanding service debtors / revenue received for services) measured by 30 June	1	1	0	0	0	Provision for the impairment of bad debt was made to cover for the increase of bad debt as per the budget documentation. Revenue collection can still approve but the net debtors book is under control.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL39	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for bad debts, Impairment and Loss on disposal of assets	1	1	1	2	0.4	Due to the cash and cash equivalents that decreased compared with the 2019/2020 amounts disclosed in the annual financial statements, the cost coverage ratio target could not be met. This is an indicator that is required by the IDP/PMS regulations over which the Chief Financial Officer do not have any control over.
TL40	Provide free basic water to indigent households	Number of indigent households receiving free basic water as at 30 June 2021	1 120	1 690	2	5	2	1, 690 indigent households received free basic water for the financial year.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL41	Provide free basic electricity to indigent account holders connected to the municipal electrical infrastructure network	Number of indigent households receiving free basic electricity as at 30 June 2021	1 120	1 425	2	4	1.6	1, 425 indigent households received free basic electricity for the financial year.
TL42	Provide free basic sanitation to indigent account holders connected to the municipal sanitation infrastructure network	Number of indigent households receiving free basic sanitation as at 30 June 2021	1 120	1 690	2	5	2	1, 690 indigent households received free basic sanitation for the financial year.
TL43	Provide free basic refuse removal to indigent households	Number of indigent households receiving free basic refuse removal as at 30 June 2021	1 120	1 690	2	5	2	1, 690 indigent households received free basic refuse removal for the financial year.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL44	Compliance with GRAP to ensure effective capital asset management (PPE; Intangible; Investment Property, Biological and Heritage Assets)	Submit GRAP compliant asset register to Auditor-General by 31 August	1	1	4	2	1.6	The GRAP Register was submitted to the Auditor-General.
TL45	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy- MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	15	15	2	2	0.8	(R 953,095,103 - R 173,356,140 = R 779,738,963) / (R 21,047,629 + R 30,778,133 = R 51,825,762) = 15.05 debt coverage for the financial year.
TL46	Sound financial management by maintaining an acceptable Liquidity Ratio	Liquidity: Current Ratio, Calculated as (Current Assets / Current Liabilities	1	1	1	4	0.8	Current Assets (R 282,676,569) / Current Liabilities (R 232,077,186) = 1.22 liquidity for the financial year.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL47	Financial viability measured in terms of the collection period, (average number of days) as at 30 June 2021, ((Gross Debtors - Bad Debt Provision) / Billed Revenue) x 365	Debtors ratio in number of days	80	76	2	5	2	(R 300,532,000 - R 195,806,910 = R 104,725,090) / R 505,021,370 x 365 days = 75.69 days
TL48	Achieve an average payment percentage of 98% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	1	1	2	3	1.2	Gross Debtors Opening Balance (R 268,717,910) + Billed Revenue (R 505,021,370) - Gross Debtors Closing Balance (R 325,824,188) - Bad Debts Written Off (R 968,589) / Billed Revenue (R 505,021,370) x 100 = 88.50% debt collected for the financial year.

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SDBIP Reference	KPI Name	KPI Definition	Target	Actual	Weight ¹¹	Score ¹² (1-5) ¹³	Final Score ¹⁴	Performance Management Note
TL49	Review Long Term Financial Plan and submit to Council by 31 March 2021	Number of Developed / Reviewed Long Term Financial Plan submitted to Council by 31 March 2021	1	1	5	4	4	One Long Term Financial Plan reviewed for the financial year.
TL50	Financial statements submitted to AG by 31 August	Financial statements submitted to Auditor General	1	1	0	0	0	The Annual Financial statements were submitted to the Auditor-general within the legislative deadline.
TL51	Financial viability measured in terms of number of days taken for creditors to be paid Trade creditors outstanding/creditors purchases(operating and capital)x265	Number of days to pay creditors	50	49	2	5	2	R 78,952,046 / R 586,597,152 x 365 = 49.13 days
						87	83	58 ¹⁵

¹⁵ Key Performance Indicators reflected as zero, are only included for completeness, no scoring was allocated and weighting was not considered.

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Acting Director: Financial Services Core Competency Requirements

Cluster	Competency Name	Achievement Level	Definition	Weight	Score (1-5)	Final Score
Leading Competencies	Strategic Direction and Leadership	Advanced	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic Institutional mandate.	10	5	10
	People Management	Superior	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10	5	10
	Programme and Project Management	Superior	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	10	5	10
	Governance Leadership	Advanced	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	5	5	5
	Change Leadership	Advanced	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and Quality services to the community	5	5	5
	Financial Management	Superior	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10	5	10
Core Competencies	Moral Competence	Advanced	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5	5	5

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Cluster	Competency Name	Achievement Level	Definition	Weight	Score (1-5)	Final Score
	Planning and Organising	Advanced	Able to plan, prioritise and organise Information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10	5	10
	Analysis and Innovation	Advanced	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve Institutional processes in order to achieve key strategic objectives	10	5	10
	Knowledge and Information Management	Advanced	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5	5	5
	Communication	Superior	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	10	5	10
	Results and Quality Focus	Superior	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	10	5	10
				100	60	100

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Comparative Performance Results

The table below sets out a summary of the individual scores obtained during the 2020/2021 annual review process.

POST	PERIOD	EMPLOYEE	YEAR %	CCR %	TOTAL %	PERFORMANCE BONUS QUALIFICATION
Director: Planning & Economic Development	1 June 2020 - 30 June 2021	Miss M Boyce	71.19	100	171.19	14%
Director: Infrastructure Services	1 June 2020 - 30 June 2021	Mr P Hariparsad	54.4	81	135.4	6%
Acting Director: Financial Services	1 October 2020 - 30 June 2021	Mr J Carstens	66.66	100	166.66	14%

Way Forward

Continual monitoring of performance and regular interactions with directors on an ongoing basis, including Top Management and Extended Management Meetings.

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Annexure A: Minutes of the 2020/2021 Annual and 2021/2022 Mid-Year Performance Evaluation: 7th February 2022

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KNYSNA MUNICIPALITY

MINUTES

2020/2021 ANNUAL and 2021/2022 MID-YEAR PERFORMANCE EVALUATION

held on

Monday 7 FEBRUARY 2022

Time- 09h00

Venue: Mayoral Boardroom

PRESENT:

Acting Municipal Manager – Knysna	-	Mr D Adonis
Municipal Manager – Garden Route District Municipality	-	Mr M Stratu
Chairperson of Audit	-	Mr E Prins
Deputy Mayor	-	Clr M Willemse
Manager IDP/PMS	-	Mr C Chordnum
Secretariat	-	Ms L Phillips
Director Planning & Development	-	Ms M Boyce

OPENING AND WELCOME

The Acting Municipal Manager, Mr Adonis welcomed the Panel and introduced the panel members. He explained the methodology which the panel will follow for the evaluation.

DIRECTOR PLANNING & DEVELOPMENT

Mr Chordnum explained the process which will be followed for the evaluation. AMM Adonis stated that the panel should focus on the red kpi's. Mr Willemse stated that Ms Boyce should highlight the green kpi's.

Ms Boyce stated that on TL 48 the KPI on work opportunities reflects a score of 4 but she scored a 5.

Ms Boyce stated that on TL 53 the System again scored a 4 but she scored herself a 5. She motivated that targets were still met although there were limited staff.

Ms Boyce stated that on TL 54 it reflects red. This is the first time that this is project in done in Municipalities. She stated that a person was appointed to assist to draft the Strategy. Province indicated that in order to get a full strategy the Directorate needed to work for a year and work in phase 1 in the meantime. The KPI was then changed to Climate Change Phase 1 Risk Assessment, although the proof of work completed related to the Risk and vulnerability assessment. Copies of Section 80 Agendas where changed and forwarded as POE. The Agenda of February 2021 is available as POE.

The System scored a 1 but all the work in terms of the work was tabled to Council and to Province. were done with internal team. AMM Adonis requested the Agendas and Portfolio of evidence.

Ms Boyce stated that TL 55 on the Review of the Planning By-law, the system scored it a 3 even though everything was done. Work was done internally and timeframes were met.

MM Stratu requested an explanation of how the colour scoring works. AMM Adonis explained.

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Ms Boyce stated that on 56 Target was extremely well met. It was difficult for the Building Inspectorate to enforce and they struggled to implement the By-law. It is impossible to reword the By-law. The Director indicated that two different by-laws should be written. The budget was reviewed, the by-laws were drawn up and they managed to get it approved.

DIRECTOR PLANNING & DEVELOPMENT – MID YEAR

The Director Planning & Development stated that the Coastal Management By-law was tabled to the Section 80. The Target would not be met before June, but all the others have been exceeded.

The Director stated that she did comment on the mid-year but that the scoring will be done in June.

AMM Adonis enquired regarding the POE's for TL 54. She stated that she must still submit the POE and if it is submitted it will be a true reflection. MM Stratu stated that there must be a Council Resolution for the item which was referred to on the agenda. The Manager IDP/PMS replied that the KPI was changed after the midyear and that the indicator should ideally be changed at the end of the year. It was already audited and it would be unwise to change if there is no effect after the Audit.

MM Stratu – AMM scoring was in terms of the system and what was submitted. Cllr Willemse enquired whether the Budget cuts, different MM's, Covid etc was extreme circumstances. AMM Adonis and MM Stratu stated that they are happy with the scoring.

Cllr Willemse stated that the scoring can be recorded.

The Panel discussed the scoring. For the Land use Management Kpi, the system gave a score of 4 – the Director scored herself a 5 – Panel comfortable with a score of 4.

The Panel discussed the scoring for the Building Control kpi. The panel confirmed that they are happy with a Score of 4 – Panel comfortable

The Panel discussed the scoring for the Environmental kpi where the system scored a score of 2 – the Panel changed the score to a 3.

The Panel kept the EPWP kpi score of 4.

The Panel kept the SDF kpi at a score of 4.

The Panel discussed the Climate change kpi and the By-law where a score of 3 was awarded. The Director stated that it should be changed to the two by-laws. The Panel agreed that a score of 3.

DIRECTOR INFRASTRUCTURE

Acting Municipal Manager – Knysna	–	Mr D Adonis
Municipal Manager – Garden Route District Municipality	-	Mr M Stratu
Chairperson of Audit	–	Mr E Prins
Portfolio Councillor	–	Cllr P Bester
Manager IDP/PMS	–	Mr C Chordnum
Secretariat	–	Ms L Phillips
Director Infrastructure Services	-	Mr P Hariparsad

The Acting Municipal Manager, Mr Adonis welcomed the Panel and introduced the panel members. He explained the methodology which the panel will follow for the evaluation.

The Director Infrastructure reported that all the kpi's is green except for 3 kpi's.

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The Director started to report on the Departmental issues.

The Director reported on TL 26 – Target was 10% and the actual losses were just over 11%. Mechanisms was put in place to deal with the losses. 1.3% over where it should be.

The Director reported on TL 21 – Unaccounted for water losses. The target was 25% - Losses were 47.53%. The Director explained that the losses are related to the calculation used to determine the losses. The formulae was not as it should be and a meeting was set up with Finance department and the new formulae was used. The formulae was not yet changed at Council. MM Stratu wanted to know what the rand value of the losses are. AMM Adonis wanted to know what the reason was for the losses ie illegal connections etc. MM Stratu enquired regarding the formulae and wanted more information from the Director. The Director stated that accurate information about the informal settlements are now available that can now indicate what is being accounted for. The Bulk meters are now installed to indicate how much water is coming into an area. 11 and 12 megalitres saved a day. MM Stratu enquired how the 47% formulae is made up of. Water produced against water lost?

The Director explained that an External service provider was appointed to cut illegal connections. AMM Adonis stated that therefore administration is actually not in control of that kpi. MM – Stratu enquired regarding the ordinary meter or prepaid meters.

The Director report on the kpi for Capital expenditure on water capital projects – Issue of covid had a negative effect. Obtaining materials proved difficult and sites were frequently closed. Directorate managed to deal with all the information and it was audited etc. 3 red and one was orange.

Annual targets top level. Water Kpi was red. Expenditure on the water. Others were red.

PMU – 100% were met.

Water and Waste Water 71% - issue of water losses and the capital expenditure.

Roads and Transport – Green all kpi's met.

Electrical mechanical – combined calculation – 100% of kpi's met.

MID YEAR

The Director reported that the Targets Report were submitted to Council.

On the TL194 kpi – the minutes need to be submitted.

Insurance claims – AMM Adonis enquired on the Insurance report as departments does not submit insurance reports. 11 Claims were reported.

The Panel discussed the scores for the following kpi's:

Water and Waste Water and agreed on a score of 2.

Stormwater and agreed on a Score of 4.

Electrical kpi and agreed on a Score of 2.

Unaccounted water losses and agreed that the Director needs to motivate the process and agreed to a score of – Panel 1.

Sanitation capital spending kpi and agreed to a Score of 2.

Stormwater kpi and agreed to a Score of 4.

Electricity Losses – submit public participation – if submitted then to a Score of 3.

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DIRECTOR COMMUNITY SERVICES

Acting Municipal Manager – Knysna	–	Mr D Adonis
Municipal Manager – Garden Route District Municipality	-	Mr M Stratu
Chairperson of Audit	–	Mr E Prins
Portfolio Councillor	–	Clr P Bester
Manager IDP/PMS	–	Mr C Chordnum
Secretariat	–	Ms L Phillips
Director Community Services	-	Mr S Ngqele

The Acting Municipal Manager, Mr Adonis welcomed the Panel and introduced the panel members. He explained the methodology which the panel will follow for the evaluation.

The Director reported on TL 26 kpi – Annual target.

The Director reported on D46 – Parks and Recreation and stated that there was no Section Committee. Report forms part of the POE. Next report Council must please change the status as the Section 80 reports were changed.

The Director reported on D148 – Also the same POE as above where Section 80 did not taking place.

D154 – Agenda of the Disaster Management Plan – the target moved to the fourth quarter.

D164 – Departmental target – Safe and Healthy Environment – Resolutions implemented. Execution list must provide for an update.

Insurance related matters – The Director stated that he has a portfolio of evidence. Reports must still be submitted. The KPI's for insurance must be looked at.

CHIEF FINANCIAL OFFICER

Acting Municipal Manager – Knysna	–	Mr D Adonis
Municipal Manager – Garden Route District Municipality	-	Mr M Stratu
Chairperson of Audit	–	Mr E Prins
Portfolio Councillor	–	Clr S Sabbagh
Manager IDP/PMS	–	Mr C Chordnum
Secretariat	–	Ms L Phillips
Acting Chief Financial Officer	-	Mr J Carstens

The Acting Municipal Manager, Mr Adonis welcomed the Panel and introduced the panel members. He explained the methodology which the panel will follow for the evaluation.

The Director report on the kpi TL 39 - IDP Performance and stated that it should be measured separately. The KPI is out of the control of the Acting CFO. MM Stratu enquired whether the target was agreed to. Acting CFO stated that the target was agreed to and signed off as it will be for this financial year. With the adjustment budget the target was not reached. MM Stratu enquired why is it in the contract of the Acting CFO? Panel agreed kpi should not be in the agreement. TL 45 – Also should not be in the performance agreement. Target of 90% was missed. 89.7% reached.

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The Director reported that the Procurement Plan was not supplied and the Stock take report was not supplied by the end of June.

The Acting CFO reported that the kpi's for TL39, 49, 46, 47, 48 should be removed from Financial services. He stated that there are 21 Green kpi's. AMM Adonis stated that the Stocktake report was done but the Procurement Plan not done.

The Director reported on the kpi's for Revenue Services – Page 5 – 4 Green kpi's and 8 Orange kpi's. Page 10. TL 38 which is dark green. TL 49 – dark green. Dark orange taken out. Page 6 – lefthand side D436 same as D434. D447 is D452 and D448 is right at the top of the page D380. The Director asked for a score of 5 and system gave a score of 4.

The Acting CFO wants a score of 4 because he submitted a balanced budget not just a budget. TL 38 should be reversed to stand alone target not a cumulative target.

Number 13 – The Acting CFO requested a score of 2 due to the cost overage ratio of 1.5%. Cost coverage ratio could not be met. Acting CFO states that he cannot control the ratio and requests a score of 2.

The Director reported on the Free basic water to indigent households kpi – The system gave a score of 5, he gave himself a score of 4. AMM stated that if the target was lower and the achievement was good then he feels that he must receive a score of 4 and system gave him a score of 5.

Acting CFO stated that he will only receive a bonus for 8 months, but the evaluation on the submission of the Financial Statements must be incorporated into the calculation. CFO stated that the financial statements were submitted and a lot of work was required after the financial statements – audit was signed in March 2021. CFO wants a score of 5 because no audit findings on the asset register.

The Acting CFO report on TL 48 - Debt coverage ratio .05. Acting CFO wants a score of 3.

Long Term financial plan and the quality thereof the Acting CFO wants a score of 5.

TL 48 – Acting CFO explained that the collection rate was 89.7 percent and he requests a Score of 3.

Acting CFO stated that on the Financial statements he is asking for Score of 5. Acting CFO has to amend the financial statements and had to follow up with the follow up.

MID YEAR

The Acting CFO reported that the Indigent report is not yet finished. Orange – Revenue Service.

He stated that the D – Section 71 report not submitted – target 3 and only two were submitted. September was not put into the system. D552. D181.

The Manager IDPIPMS reported that the Director Corporate and the Acting Director IHS would not be able to attend and therefore sessions for them needs to be rescheduled.

The Executive Mayor and Councillor Campbell addressed the Panel. Councillor Campbell requested to be excused from the Evaluation of the AMM Adonis.

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7. IN COMMITTEE (*GREEN PAGES*)

See separate agenda

8. CONSIDERATION OF MOTION/S

None

9. CONSIDERATION OF QUESTIONS

None

10. CONSIDERATION OF MOTIONS OF EXIGENCY

None

11. ADJOURNMENT

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