

**PERFORMANCE AGREEMENT**  
**2018/2019**

Greater Letaba Municipality herein represented by

**KHATHUTSHELO INNOCENT SIROVHA**

in his capacity as the Municipal Manager (hereinafter referred to as  
the Employer or Supervisor)

and

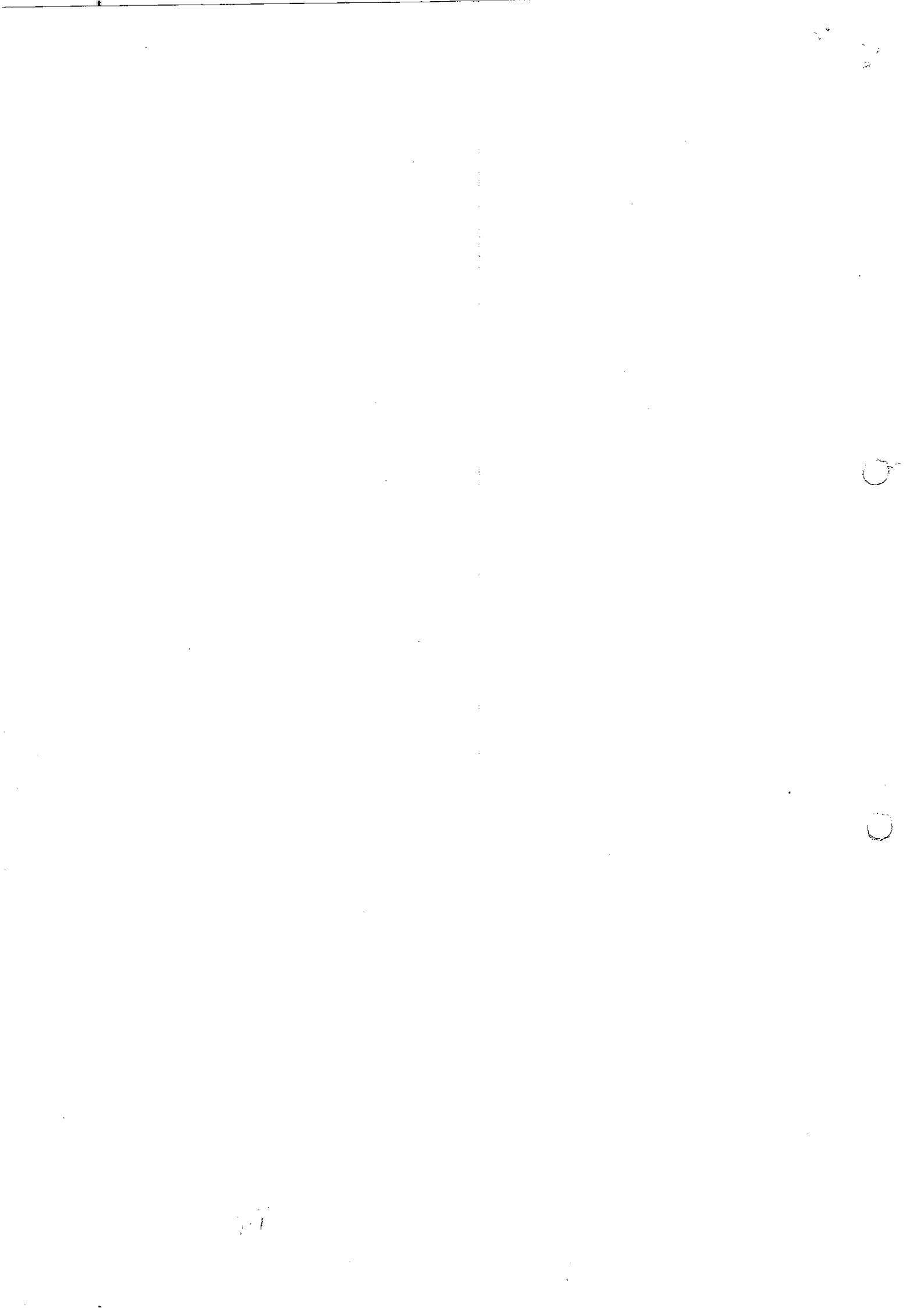
**MANKGABE MOTJATJI FLORAH**

employee of the Municipality (hereinafter referred to as the  
Employee).

**WHEREBY IT IS AGREED AS FOLLOWS:**

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## 1. Introduction

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.5 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

## 2. Purpose of this Agreement

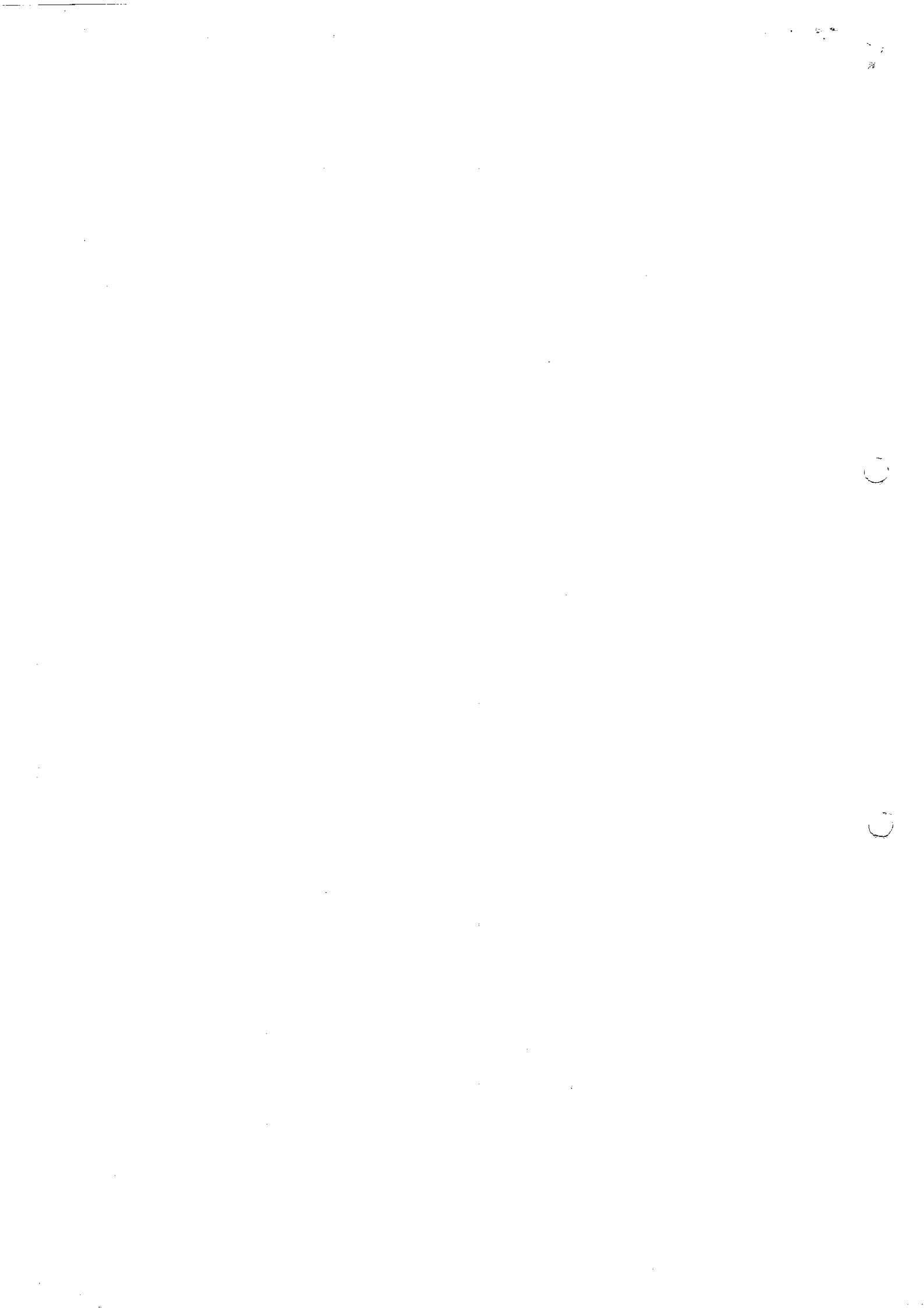
- 2.1 The purpose of this Agreement is to:
- 2.2 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.3 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.
- 2.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.
- 2.5 Monitor and measure performance against set targeted outputs.
- 2.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job.
- 2.7 In the event of outstanding performance, to appropriately reward the employee.
- 2.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

## 3. Commencement and duration

- 3.1. This Agreement will commence on **1 July 2018** and will remain in force until **30 June 2019 (provided the employment contract signed with the employer is still in force)** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or **any portion thereof**.
- 3.2 The parties will review the provisions of this Agreement during June each year.

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

#### 4. Performance Objectives

4.1. The Performance Plan (Annexure A) sets out-

- 4.1.1. Key Performance Areas that the employee should focus on.
- 4.1.2. Core competencies required from employees.
- 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee.
- 4.1.4. The time frames within which those performance objectives and targets must be met.
- 4.2. The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators, targets, projects and activities that may include dates and weightings. A description of these are contained in Annexure A:
- 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved.
- 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be achieved.
- 4.2.3. The target dates describe the timeframe in which the work must be achieved.
- 4.2.4. The weightings show the relative importance of the key performance areas, key objectives, key performance indicators to each other.
- 4.2.5. The activities are the actions to be achieved within a project.

#### 5. Performance Management System

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

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- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.5.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.4. The Employee's assessment will be based on his performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Municipal Transformation and Organisational Development	15
Basic Service Delivery	10
Local Economic Development (LED)	10
Municipal Financial Viability and Management	50
Good Governance and Public Participation	15

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

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Strategic Capability and Leadership		10
Programme and Project Management		10
Financial Management		10
Change Leadership		5
Governance Leadership		5
People Management		5
Moral Competence	√	5
Planning and Organising	√	10
Analysis and Innovation	√	10
Communication	√	10
Knowledge and Information Management	√	10
Results and Quality Focus	√	10
<b>Total:</b>		<b>100</b>

## 6. Evaluating Performance

6.1. The Performance Plan (Annexure A) to this Agreement sets out :

6.1.1. The standards and procedures for evaluating the Employee's performance.

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

6.2. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

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

6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

6.5. The Annual performance appraisal will involve:

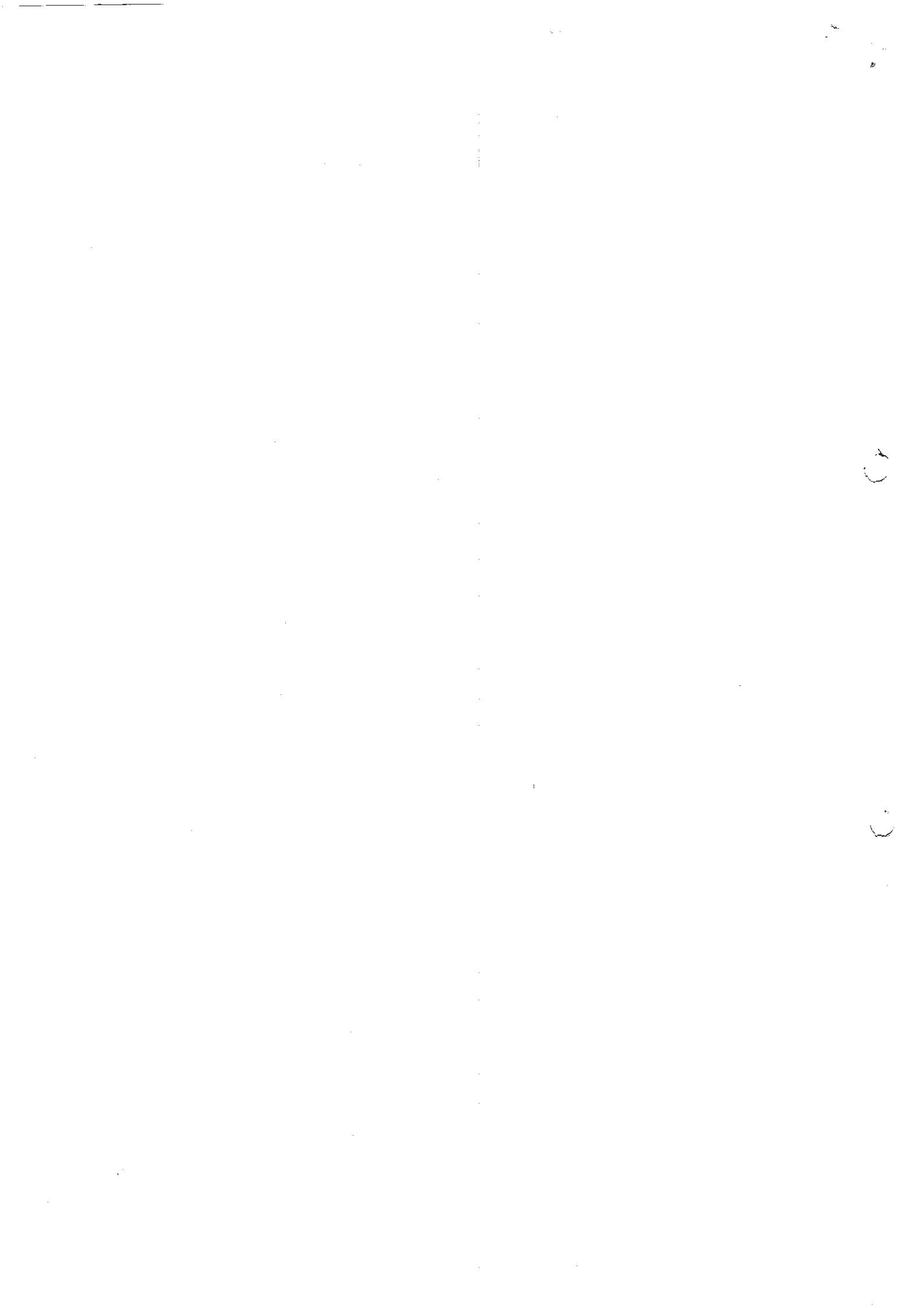
6.5.1. Assessment of the achievement of results as outlined in the Performance Plan.

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

(b) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for

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higher scores. The panel members have a chance to ask questions regarding the final scores are converted to % Performance by making use of DPLG Performance Assessment Rating Calculator.

6.5.2. Assessment of the CCRs:

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The score is translated to a final CCR percentage through DPLG Performance Assessment Rating Calculator (refer to paragraph 6.5.1).

6.5.3. Overall rating:

- (a) An overall rating is calculated by using the Performance Assessment Rating Calculator whereby a weighting of 80% is applied to KPA performance and a weighting of 20% to CCR's.

6.6. The assessment of the performance of the Employee by panel members will be based on the following rating scale for KPA's and CCRs:

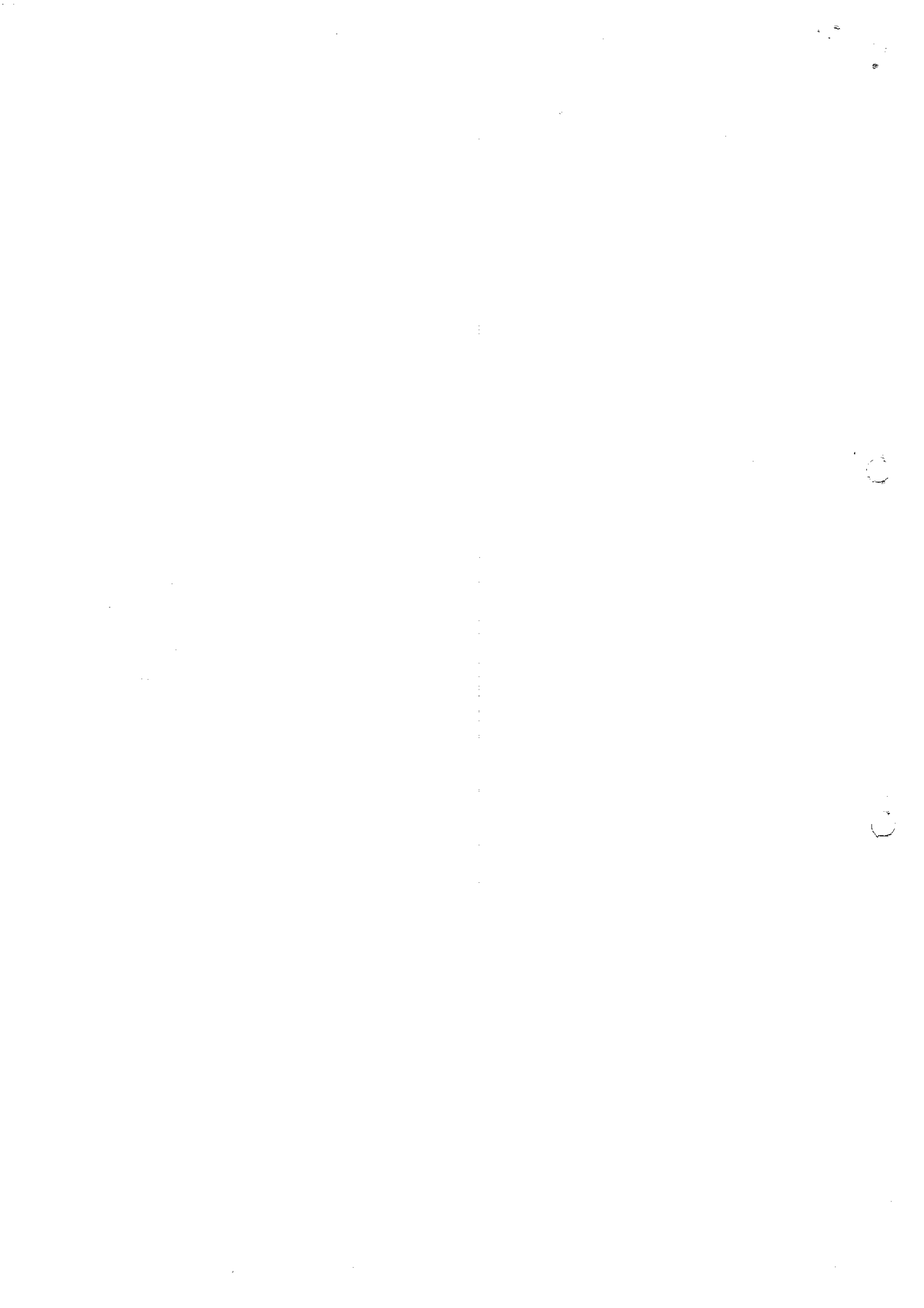
Performance far exceeds the standard expected of an employee at this level.	Performance is significantly higher than the standard expected in the job.	Performance fully meets the standards expected in all areas of the job.	Performance is below the standard required for the job in key areas.	Performance does not meet the standard expected for the job.

6.7. For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established –

- 6.7.1. Mayor;
- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee;
- 6.7.4. Mayor or municipal manager from another municipality; and
- 6.7.5. Member of a Ward Committee as nominated by Mayor;

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

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## **7. Schedule for Performance Reviews**

7.1. The performance of each Employee in relation to his Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

- First quarter: July – September 2018
- Second quarter: October – December 2018
- Third quarter: January – March 2019
- Fourth quarter: April – June 2019

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

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

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

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

## **8. Developmental Requirements**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

## **9. Obligations of the Employer**

The Employer shall:

- 9.1. Create an enabling environment to facilitate effective performance by the employee.
- 9.2. Provide access to skills development and capacity building opportunities.
- 9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.4. On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement.
- 9.5. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

## **10. Consultation**

10.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others :

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

10.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer.

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10.1.3. A substantial financial effect on the Employer.

10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in as soon as is practicable to enable the Employee to take any necessary action without delay.

### 11. Management of Evaluation Outcomes

11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2. A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

% Rating Over Performance %	% Rating Over Performance % Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

11.3. In the case of unacceptable performance, the Employer shall:

(a) Provide systematic remedial or developmental support to assist the Employee to improve his performance.

11.4. After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties

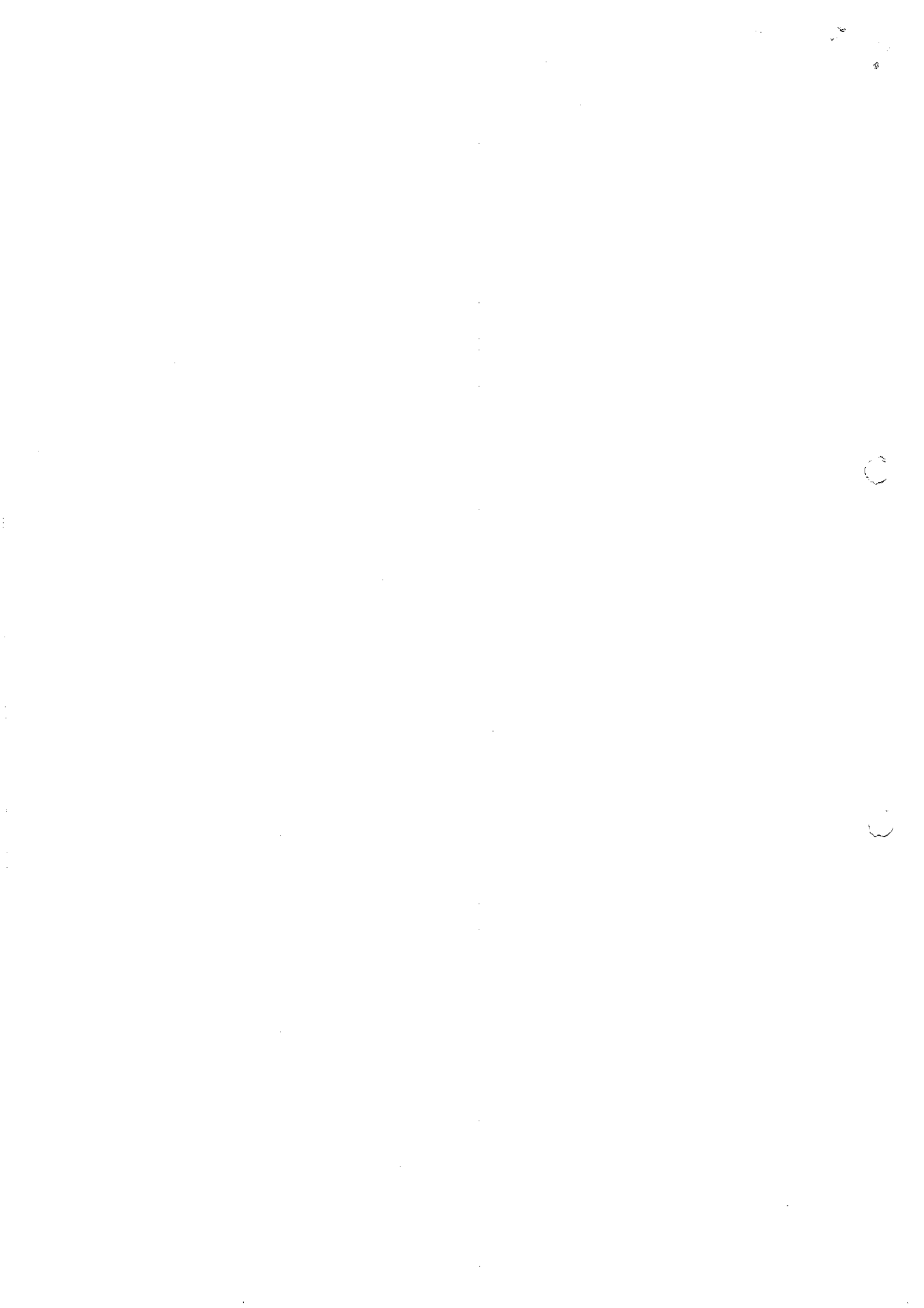
### 12. Dispute Resolution

12.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC.

### 13. General

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- 13.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3. The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Mo BJAADISKLOOF on this the 24 day of 07 2018

AS WITNESSES:

1. [Signature]

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**MANKGABE MOTJATJI FLORA**  
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

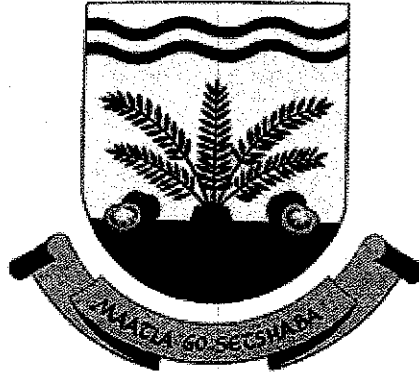
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MUNICIPAL MANAGER  
**DR K.I SIROVHA**

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**PERSONAL DEVELOPMENT PLAN**  
**2018//2019**

Greater Letaba Municipality herein represented by

SIROVHA KHATHUTSHELO INNOCENT

in his capacity as the Municipal Manager (hereinafter referred to as  
the Employer or Supervisor)

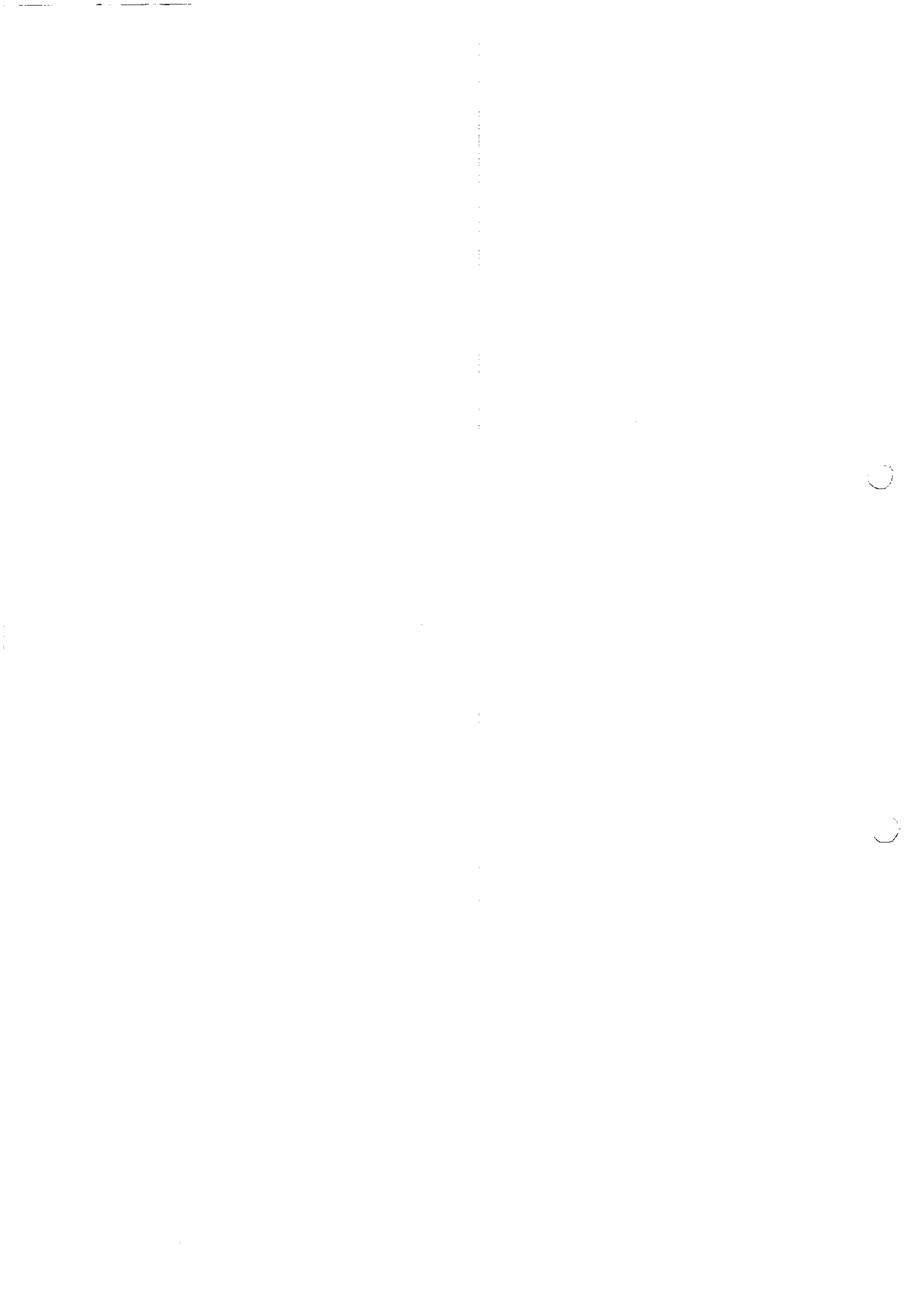
and

**MANKGABE MOTJATJI FLORA H**

employee of the Municipality (hereinafter referred to as the  
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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## 1. Introduction

The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It there for identifies, prioritise and implement training needs

Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

## 2. Competency Modelling

The purpose of this Agreement is to:

The DPLG has decided that a competency development model will consist of both managerial and occupational competencies:

- Managerial competencies should express those competencies which are generic of all management positions.
- Occupational competence refers to competencies which are job/function specific.

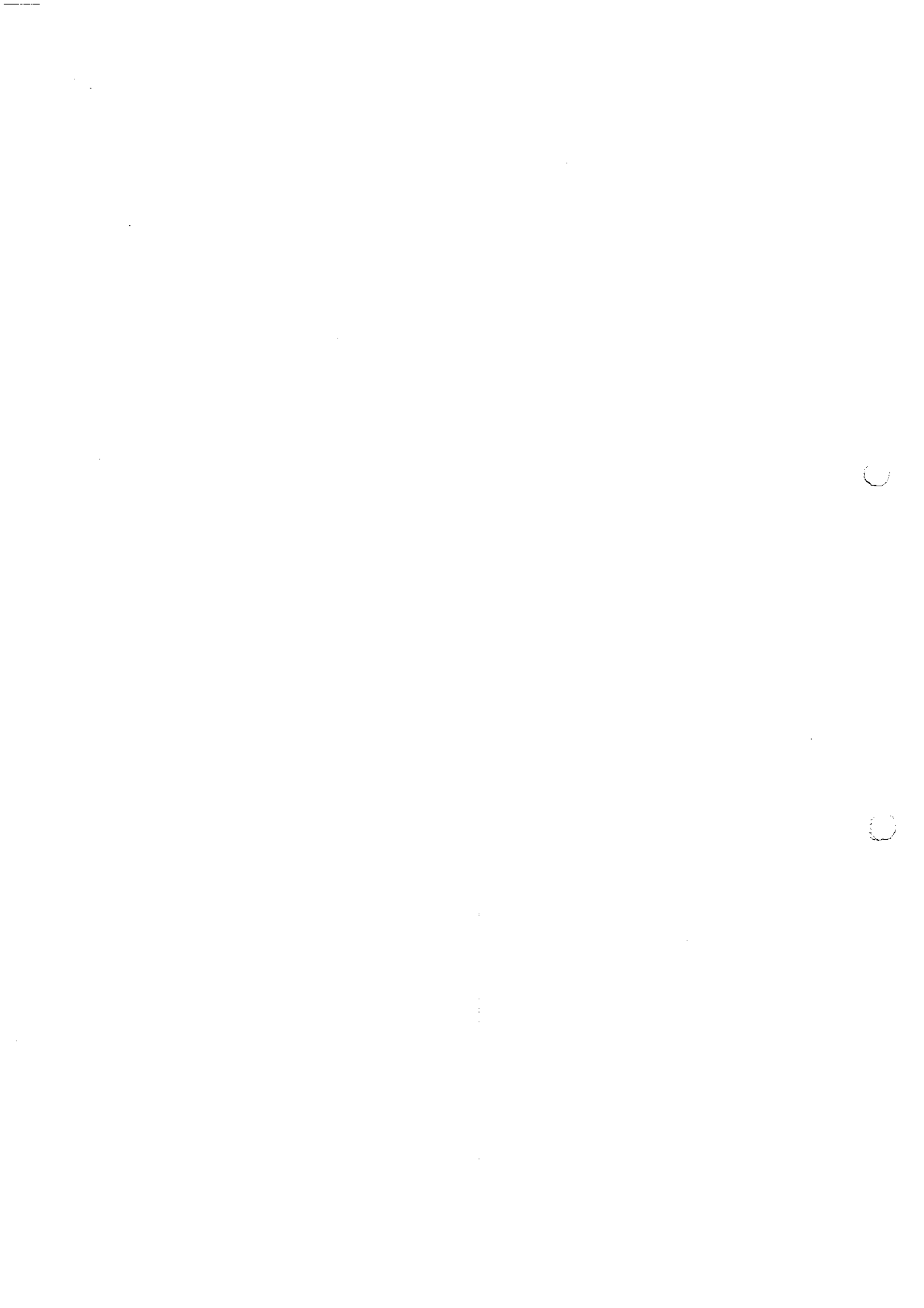
## 3. Compiling the personal development plan attached as the appendix

The Municipal Manager, in consultation with the employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. Appendix A serves as the Action Plan for the PDP

### 3.1. Column 1: Skills/Performance GAP

1. Skills/Performance Gap/Shortfall	2. Outcomes Expected (Performance Goals, Quality, Quantity, and Timeframes)	3. Suggested training and/or development activity	4. Suggested mode of delivery	5. Suggested time frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g.1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	3.Suggested training and / or development activity	4.Suggested mode of delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill / development	7.Support Person

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The identified training needs should be entered into column one. The following should be taken into consideration:

**Organisational needs**

Strategic development priorities and competency requirements, in line with the municipality's strategic objectives. The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

**Individual training needs that are job / career related.**

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

**3.2. Column 2: Outcomes Expected**

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode Of delivery	5. Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7. Support Person
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

**3.3. Column 3: Suggested training**

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode Of delivery	5. Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7. Support Person
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Training needs must be identified with due regard to cost effectiveness and listed in column 3.

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The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes.

**4. Column 4 : Suggested mode of delivery**

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

**5. Column 5: Suggested Time Lines**

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

**6. Column 6: Work opportunity created to practice skill /development area**

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

**7. Column 7: Support Person**

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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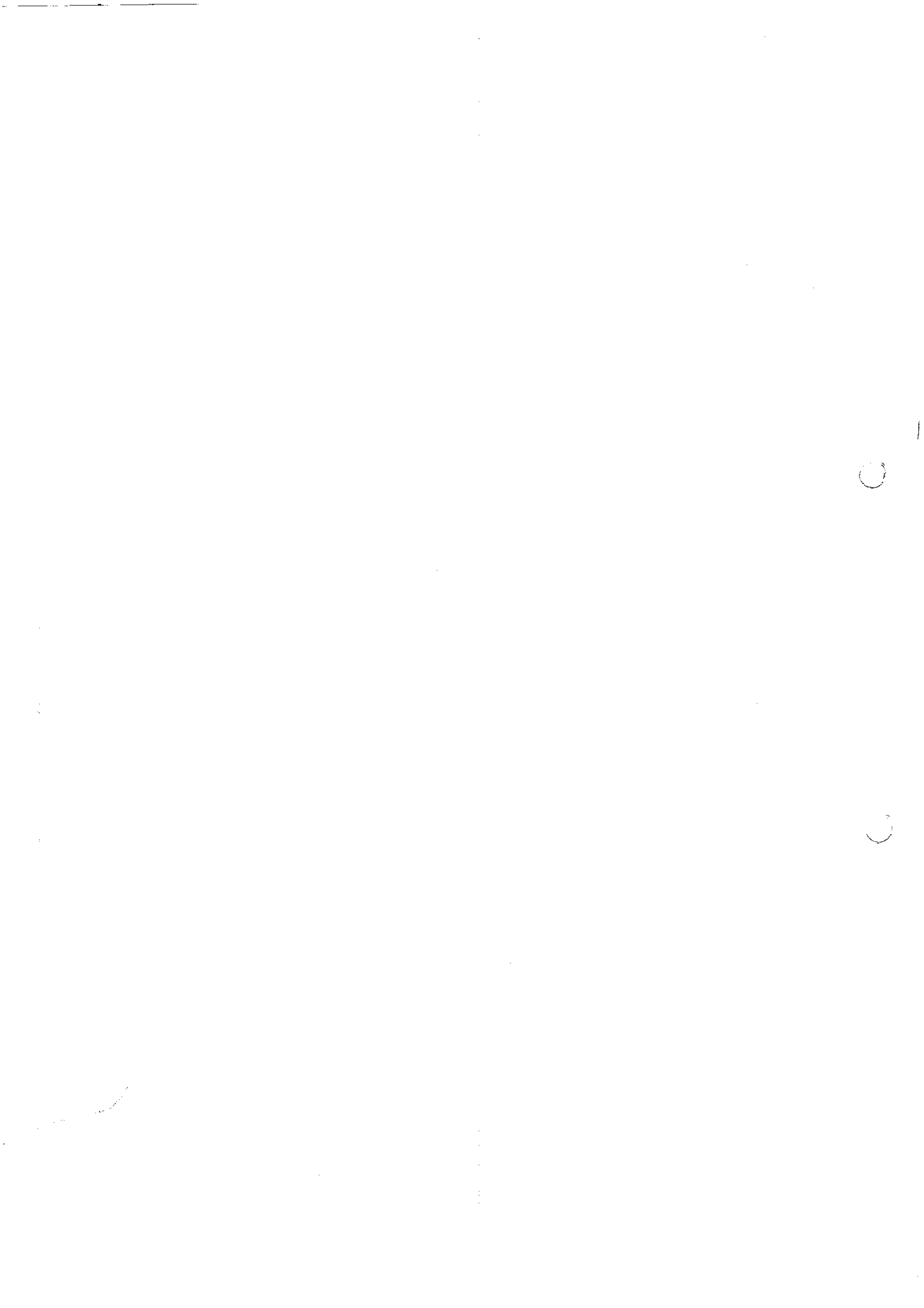
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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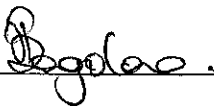
<b>Skills Performance (Qualification)</b> <b>2. Outcome Expected (Measurable objectives against quality assurance framework)</b> <b>The manager will be able to enter into performance agreements with all managers reporting to him /her, appraise them against set criteria, within relevant time frames</b>	<b>3.Suggested training and / or development activity</b>	<b>4.Suggested mode of delivery</b>	<b>5.Suggested Time Frames</b>	<b>6. Work opportunity created to practice skill /development</b>	<b>7.Support Person</b>

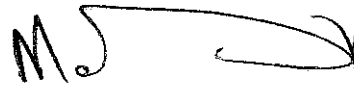
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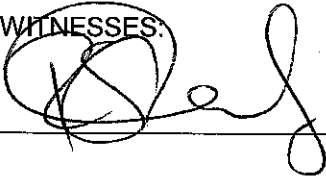
Thus done and signed at Modjadiskioy on this the 25 day of 07 2018


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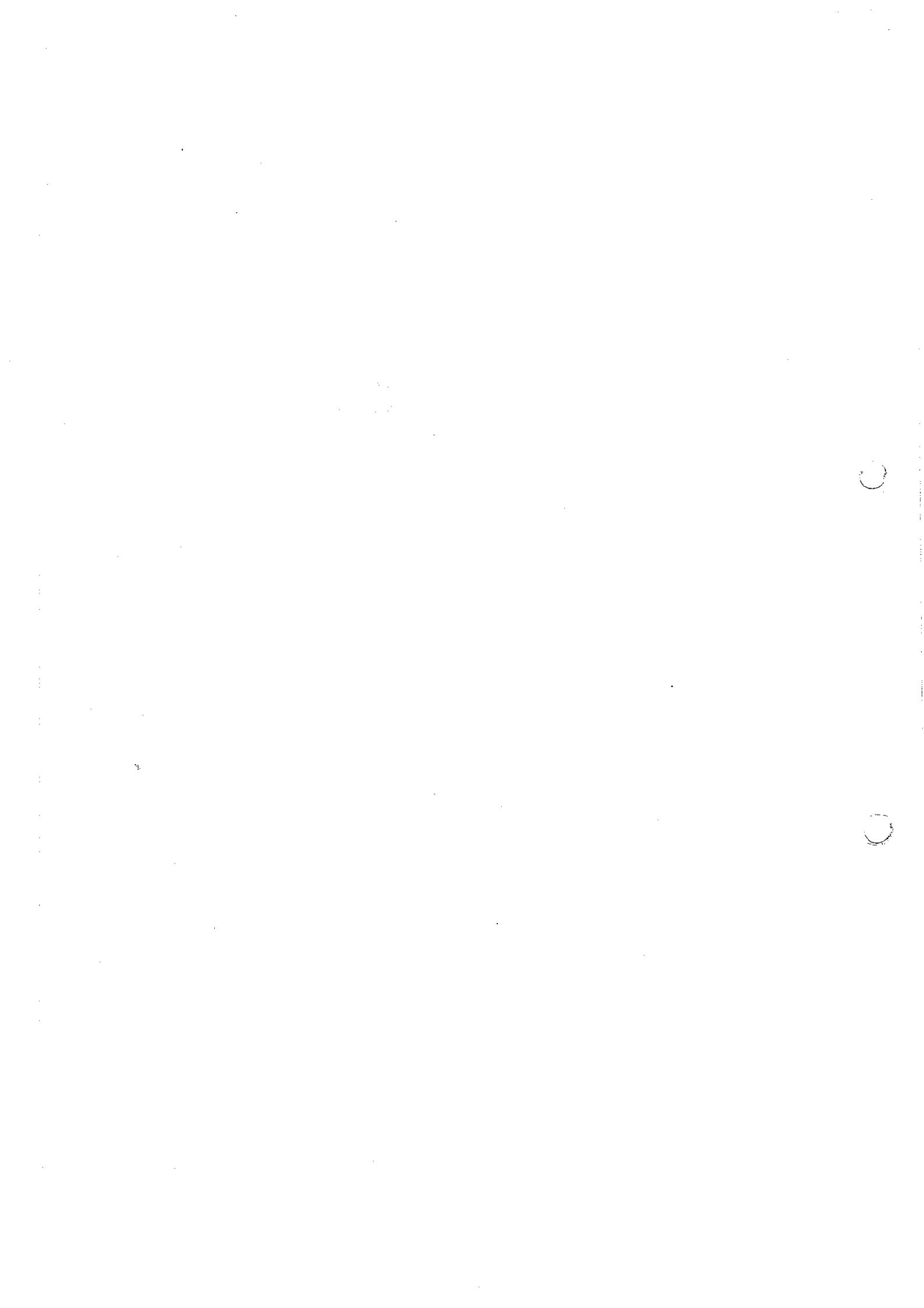
- 1. 
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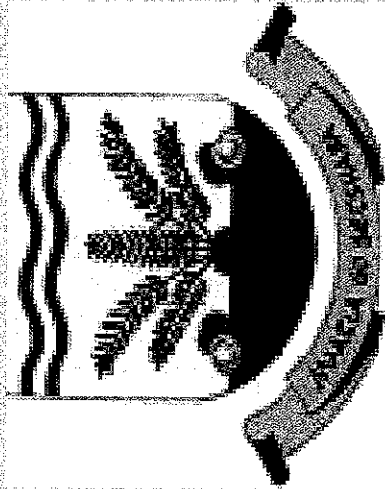
  
MUNICIPAL MANAGER





# Annexure A Performance Plan 2018/19

## Greater Letaba Municipality



### PERFORMANCE PLAN

Name: MANKGABE MOTJATJI FLORAH

Position: Chief Financial Officer

Accountable to: Municipal Manager

Plan Period: 01/07/2018 – 30/06/2019  
(Employment Contract supersedes this performance plan)

The main parts to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Objectives
3. A statement about the Purpose of the Position;
4. A performance scorecard per Key Performance Area (KPI's), IDP Objectives, Programmes, Performance Indicators (KPIs), Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Programmes, Weightings, Projects / Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

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## Annexure A PERFORMANCE PLAN

### **1. Purpose**

The performance plan defines the Council's expectations of the Chief Financial Officer's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

### **2. Objects of Local Government**

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

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

### **3. Key Performance Areas**

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1. Spatial Rational
- 3.2. Institutional Development and Transformation
- 3.3. Infrastructure Development and Basic service Delivery
- 3.4. Local Economic Development
- 3.5. Financial Viability
- 3.6. Good Governance and Public Participation

### **4. Outcome Nine (9)**

- 4.1. Implement a differentiated approach to municipal financing, planning and support
- 4.2. Improving access to basic services
- 4.3. Implementation of the Community Work Programme and Cooperative Supported
- 4.4. Actions supportive of the human settlements outcome
- 4.5. Deepen democracy through a refined Ward Committee model
- 4.6. Administrative and financial capability

### **5. BSC Perspectives**

The BSC Methodology was used for the development of the Performance Management System and the Perspectives will be indicated as:

- 5.1 Community
- 5.2 Financial
- 5.3 Institutional Processes
- 5.4 Learning and Growth

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<b>STRATEGIC OBJECTIVES 2018/19</b>	
<b>KPAs</b>	
1. Spatial Rational	To develop an effective spatial framework that promotes integrated and sustainable development
2. Institutional Development and Transformation	To develop and retain the best human capital, effective and efficient administrative and operational support systems
3. Infrastructure Development and Basic service Delivery	To develop sustainable infrastructure networks which promote economic growth and improve quality of life
4. Local Economic Development	To create an enabling environment for sustainable economic growth
5. Financial Viability	To improve financial management systems to enhance revenue base
6. Good Governance and Public Participation	To develop governance structures and systems that will ensure effective public consultation and organizational discipline

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<b>STRATEGIC VISION</b>
To be an outstanding agro-processing and eco-cultural tourism hub
<b>STRATEGIC MISSION</b>
To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment
<b>JOB PURPOSE</b>
<b>Position Goal</b>
To be a competent, self-reliant financial department with unqualified audit report
<b>Position Purpose</b>
To secure sound and sustainable management of the financial affairs of Greater Letaba Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other senior managers in their duties and delegation contained in the MFMA
<b>The Chief Financial Officer is accountable and responsible for amongst others:</b>
∅ The management of Municipality's financial accounting functions to ensure unqualified audit reports
∅ The compilation and control of the municipality's budget to effect no budget variance
∅ To manage cash receipts and disbursement to facilitate non-utilisation of bank overdrafts
∅ The management of the payroll and ensuring timeous and accurate payment of personnel salaries and allowances
∅ The administration of the municipal finances to ensure cash is available for projects and operations
∅ Ensuring daily banking of cash received
∅ Management of investment to earn above national average interest on surplus funds
∅ Determination of tariffs and taxes and ensuring budgeted costs are recovered
∅ Timeous development and submission of financial statements to ensure positive financial results
∅ Alignment of the budget, Integrated Development Plan and Performance Management System
∅ Manage income and expenditure of the municipality to ensure sound financial management of Council
∅ The effective management and coordination of Information Technology of the municipality, in so far as software as well as hardware requirements are concerned

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CORPORATE SERVICES KEY PERFORMANCE INDICATORS													
KPA 1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (40% WEIGHTING)													
OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT; OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)													
Vote No.	Strategic Objective	Municipal Programme	Measurable Objectives	Key Performance Indicators	Baseline Status	Annual Target (2018/19)	Budget 2018/19	1st Quarter (1 Jul-30 Sept 2018)	2nd Quarter (1 Oct-31 Dec 2018)	3rd Quarter (1 Jan-31 Mar 2019)	4th Quarter (1 Apr-30 Jun 2019)	Responsible Person	Evidence Required
	Improved Governance and Organisational Excellence	Human Resource Management	To approve leave days within 3 days of application during the financial year	Leave forms approved within 3 days of application	New Indicator	Approved within 3 days of application	Operational	Approval Within 3 days for application	Approval Within 3 days of application	Approval Within 3 days of application	Approval Within 3 days of application	CFO	Approved leave forms
	Improved Governance and Organisational Excellence	Performance Management	To review Monthly performance by the department within the financial year	# of Departmental review meetings held per financial year	12	12 Meetings held per financial year	Operational	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	CFO	Agenda, Minutes & Attendance register
	Improved Governance and Organisational Excellence	Performance Management	To review Monthly performance by the Portfolio Committee within the financial year	# of Portfolio review meetings held per financial year	12 Portfolio meetings held per financial year	4 R.S. 12 Portfolio meetings held per financial year	Operational	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	CFO	Agenda, Minutes & Attendance register
	Improved Human Resources	OHS	To Manage and implement Occupational Health & Safety recommendations within the financial year	% of OHS committee recommendations implemented within a financial year	60% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	Operational	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	CFO	Implementation register
	Improved Governance and Organisational Excellence	PMS	To Compile quarterly performance reports within 5 days in the new quarter	Submission of Performance information to PMS within 5 days of receipt	New Indicator	Submission of performance information within 5 days in the new quarter	Operational	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	CFO	Dated proof of submission

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	Integrated Sustainable Development	IDP	To ensure approval of the IDP/Budget/PMS process plan by 31 July 2018	Submission of Departmental Information to the IDP Manager for the approval of the IDP/Budget/PMS process plan by 10 July 2018	31 07 2017	10 07 2018	Operational	10 07 2018	n/a	n/a	n/a	CFO	Dated proof of submission
	Integrated and Sustainable Human Settlement	IDP	To ensure approval of the Draft IDP/Budget/PMS by 31 March 2019	Submission of Departmental Information to the IDP Manager for the approval of the Draft IDP/Budget/PMS	31 03 2018	31 03 2019		n/a	n/a	31 03 2018	n/a	CFO	Dated proof of submission
	Improved Governance and Organisational Excellence	IDP	To ensure approval of the Final IDP/Budget/PMS by council on 31 May 2019	Submission of Departmental Information to the IDP Manager for the approval of the Final IDP/Budget/PMS	31 05 2018	31 05 2019	Operational	n/a	n/a	n/a	31 05 2019	CFO	Dated proof of submission
	Improved Governance and Organisational Excellence	PMS	To ensure Approval of the 2017/18 Annual Report by 30 January 2019	Submission of departmental Information on 2017/18 Annual Report to PMS by 30 November	New Indicator	30 11 2017	Operational	n/a	n/a	30 11 2018	n/a	CFO	Dated proof of submission to PMS
	Improved Governance and Organisational Excellence	PMS	To ensure approval of the Mid-Year report by 25 January 2019	Submission of departmental Information on Mid-Year report to PMS by the 05th of January 2019	New Indicator	05 01 2018	Operational	n/a	n/a	05 01 2019	n/a	CFO	Dated proof of submission PMS

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Improved Governance and Organisational Excellence	FMS	To ensure that S54 & 56 Managers sign the performance agreements within 30 days after the approval of the SDBIP.	Signing of performance agreements within 30 days after the approval of the SDBIP.	Not Applicable	N/A	Operational	31.07.2018	n/a	n/a	n/a	CFO	Signed Performance Agreements for Sec 54 & 56 Managers
Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance to all governance; financial management and reporting requirements by 30 June	% of internal audit issues resolved (# of Internal Audit issues resolved / # of issues raised)	65%	100% internal audit issues resolved	Operational	Operational	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	CFO	resolved AG issues and POE submitted
Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance with all governance; financial management and reporting requirements by 30 June 2019	% of AG issues resolved (# of Auditor General issues resolved / # of issues raised)	90%	100% AG issues resolved	Operational	Operational	n/a	50% AG issues resolved	100% AG issues resolved	CFO	resolved AG issues and POE submitted
Improved Governance and Organisational Excellence	Risk management	To ensure effective implementation of risk mitigation actions 30 June 2019	% of Risk issues resolved (# Risk issues implemented / resolved / # of risks)	85% Risk issues resolved	100% Risk issues resolved	Operational	Operational	25% Risk issues resolved	75% Risk issues resolved	100% Risk issues resolved	CFO	Resolved Risk issues and POE submitted



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OUTCOME NINE (OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME)													
Vote Nr	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline	Annual Target (30/09/2019)	Budget 2018/19	1st Quarter (1 Jul-30 Sept 2018)	2nd Quarter (1 Oct-31 Dec 2018)	3rd Quarter (1 Jan-31 Mar 2019)	4th Quarter (1 Apr-30 Jun 2019)	Responsible Person	Evidence required
028	Improved Quality of Life	Customer Relations Management	To ensure that complaints are managed and monitored within a financial year	% of complaints resolved and attended to within 7 days of receipt	100%	100%	Operational	100%	100%	100%	100%	CFO	Updated Complaints register

KPA'S LOCAL ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS OUTCOMES IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME														
Vote/NI	Strategic Objective	Municipal Programme	Measurable Objectives	Key Performance Measures/ Performance	KPI Unit of measure	Baseline Status	Annual Target (30/06/2019)	Budget 2018/19	1st Quarter (1-Jul-30 Sept 2018)	2nd Quarter (1 Oct-31 Dec 2018)	3rd Quarter (1 Jan-31 Mar 2019)	4th Quarter (1 Apr-31 Jun 2019)	Responsibility Person	Evidence requires
	Improved Governance and Organisation at Excellence	Improved local economy	To ensure Promotion of local economy within the financial year	# of SMME s supported through Supply Chain Management by 30 June 2019	Number	215 SMME s supported	120 SMME s supported	Operational	30 SMME s supported	30 SMME s supported	30 SMME s supported	30 SMME s supported	CFO	Proof for SMME s supported

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KPA MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS OUTPUTS, ADMINISTRATIVE AND FINANCIAL CAPABILITY														
Vote No.	Strategic Objective	Programme	Measurable Objectives	Measurable Objective (Indicator)	KPI/Unit of Measure	Baseline/Status	Annual Target (30/06/19)	Budget 2018/2019	1st Quarter (1 Jul-30 Sept 2018)	2nd Quarter (1 Oct-31 Dec 2018)	3rd Quarter (1 Jan-31 Mar 2019)	4th Quarter (1 Apr-31 Jun 2019)	Responsible Person	Evidence required
	Sustainable Financial Institution	Revenue	To ensure improvement in revenue collection within the financial	% in revenue collected by 30 June 2019	Percentage	82% in revenue collection	95% in revenue collection	Operational	95% in revenue collection quarterly (at least 95% monthly)	95% in revenue collection quarterly (at least 95% monthly)	95% in revenue collection quarterly (at least 95% monthly)	95% in revenue collection quarterly (at least 95% monthly)	CFO	Financial reports
	Sustainable Financial Institution	Revenue	To monitor debt collections within a financial	% in debt collected (# collected by 30 Jun 2019)	Percentage	New	% in debt collected (# collected/collected/)	Operational	% in debt collected (# collected/collected/)	% in debt collected (# collected/collected/)	% in debt collected (# collected/collected/)	% in debt collected (# collected/collected/)	CFO	Financial reports
	Sustainable Financial Institution	Revenue	To monitor the implementation of municipal services within a	# of data cleansing performed (Meter services) by 30 June 2019	Number	1 data cleansing	4 data cleansing (meter services)	Operational	1 data cleansing performed (meter services) quarterly	1 data cleansing performed (meter services) quarterly	1 data cleansing performed (meter services) quarterly	1 data cleansing performed (meter services) quarterly	CFO	Financial reports
	Sustainable Financial Institution	Expenditure Management	Provision of free basic services within the financial	# of HH receiving free basic services by 30 June 2019	Number	2265 HH in the indigent register	1500 HH receiving free basic services	Operational	N/A	N/A	N/A	1500 HH receiving free basic services	CFO	Updated indigent register
	Sustainable Financial Institution	Budget and Reporting	To ensure that quarterly financial statements are prepared within 14 days after the end of	# of quarterly financial statements submitted to Provincial Treasury	Number	4 Financial statements submitted	4 Financial statements submitted	Operational	1 Financial statement submitted	1 Financial statement submitted	1 Financial statement submitted	1 Financial statement submitted	CFO	Dated proof of submission Financial Statements
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	To approve Draft 2018/19 Budget by Council on 31 March 2019	Date	31 Mar 17	Approval of Draft 2018/19 Budget by Council on 31 March 2019	Operational	N/A	N/A	Approval of Draft Budget by Council on 31 March 2019	N/A	CFO	Council approved Draft Budget, Council Resolution

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	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	To approve Final 2018/19 Budget by council by 31 May	Date	31 May 17	Approval of Final 2018/19 Budget by Council on 31 May	Operational	N/A	N/A	N/A	Approval of Final Budget by Council on 31 May	CFO	Council Approved Final Budget, Council Resolution
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	To approve 21 Budget related policies by 31 March 2019	Date	21 policies approved	Approval of 21 budget related policies by Council on 31 March	Operational	N/A	N/A	N/A	Approval of 21 budget related policies by Council on 31 March	CFO	Council Approved Budget related policies, Council
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	To approve 2018/2019 Adjustment budget in council by 28 February	Date	28 Feb 18	Approval of 2018/19 Adjustment budget in Council by 28 February	Operational	N/A	N/A	Approval of 2018/19 Adjustment budget in Council by 28 February	CFO	Council approved adjustment budget, Council Resolution	
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	To submit Unaudited financial statements by 31/08/2018	Date	31 Aug 17	Submission of Unaudited Financial Statements by 31 August 2018	Operational	Submission of Unaudited Financial Statements by 31 August 2018	N/A	N/A	N/A	CFO	Dated proof of submission of Unaudited AFS
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	# of Sec 32 Register developed and updated by 30 June 2019	Number	12 Sec registers developed	Sec 32 register developed and updated by 30 June	Operational	3 Sec 32 registers developed and updated	3 Sec 32 registers developed and updated	3 Sec 32 registers developed and updated	CFO	Dated proof of Sec 32 register	
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial	To approve Finance 4 by-laws by 31 May 2019	Date	Not approved	Approval of Finance 4 by-laws by 31 May 2018.	Operational	N/A	N/A	n/a	CFO	Council approved finance by-laws, Council Resolution	
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	# of Finance compliance report submitted to Treasurers & CoGHSTA by 30 June	Number	12 Finance compliance report submitted	Finance compliance report submitted	Operational	3 Finance compliance report submitted	3 Finance compliance report submitted	3 Finance compliance report submitted	CFO	Financial reports	

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Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	To submit monthly Sec 71 reports to Provincial Treasury within 10 working days by 30 June 2019	Date	Sec 71 reports submitted to Provincial Treasury within 10 working days	Submission of monthly Sec 71 reports to Provincial Treasury within 10 working days by 30 June 2019	Operational	Sec 71 reports submitted to Provincial Treasury within 10 working days	Sec 71 reports submitted to Provincial Treasury within 10 working days	Sec 71 reports submitted to Provincial Treasury within 10 working days	Sec 71 reports submitted to Provincial Treasury within 10 working days	CFO	Dated proof of submission
Sustainable Financial Institution	Supply Chain Management	To improve financial viability within the financial year	To appoint Supply Chain Structures (Bid Specifications, Bid Evaluation and Bid Adjudication Committees) by 30 June	Date	SCM structures appointed by 30 June 2017	Appointment of Supply Chain Structures (Bid Specifications, Bid Evaluation and Bid Adjudication Committees) by 31 July	Operational	N/A	N/A	N/A	N/A	CFO	Appointment Letters
Sustainable Financial Institution	Supply Chain Management	To ensure payment of service providers within 30 days of the submission of invoices.	To pay invoices within 30 days of receipt from the service provider by 30 June	Days	Payment of invoices within 30 days of receipt from the service provider	Payment of invoices within 30 days of receipt from the service provider	Operational	Payment of invoices within 30 days of receipt from the service provider.	Payment of invoices within 30 days of receipt from the service provider.	Payment of invoices within 30 days of receipt from the service provider.	Payment of invoices within 30 days of receipt from the service provider.	CFO	Dated proof of payment
Sustainable Financial Institution	Assets Management	To ensure compliance with legislation within the financial year	# Assets verifications conducted in line with GRAP standards by 30 June	Number	2 Assets verification conducted	2 Assets verifications conducted	Operational	N/A	N/A	N/A	N/A	CFO	Quarterly Assets verification reports
Sustainable Financial Institution	MIG	To effectively manage the financial affairs of the municipality within the financial year	% of PMU Management budget spent within the financial year	Percentage	New	100% R 2 823 000 PMU Management Budget spent	Capital	15% R 423 450 PMU Management Budget spent	35% R 988 050 PMU Management Budget spent	70% R 1 976 100 PMU Management Budget spent	100% R 2 823 000 PMU Management Budget spent	CFO/ TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% capital budget spent as approved by Council by 30 June 2019	Percentage	100%	100% R 116 834 318 Capital Budget spent	Capital	45% Capital Budget spent	35% Capital Budget spent	75% Capital Budget spent	100% R 116 834 318 Capital Budget spent	CFO	Financial reports

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Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% Operational and maintenance budget spent as approved by Council by 30 June	Percentage	New	100% R 223 430 364 Operational Budget spent	Operational	15% Rn33 514 554 Capital Budget spent	35% R 78 200 627 Capital Budget spent	75% R 156 401 255 Capital Budget spent	100% R 223 430 364 Operational Budget spent	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial	% MIG expenditure by 30 June 2019	Percentage	100%	100% R 56 460 000 MIG expenditure	Capital	15% R 8 469 000 MIG expenditure	35% R 1 976 000 MIG expenditure	70% R 39 522 000 MIG expenditure	100% R 56 460 000 MIG expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial	% INEP expenditure by 30 June 2019	Percentage	0%	100% R 5 983 000 INEP expenditure	Capital	15% R 897 450 INEP expenditure	35% R 2 094 050 INEP expenditure	70% R 4 188 100 INEP expenditure	100% R 5 983 000 INEP expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial	% FMG expenditure by 30 June 2019	Percentage	100% FMG expenditure	100% R 2 145 000 FMG expenditure	Operational	15% R 321 750 FMG Expenditure	35% R 750 750 FMG Expenditure	70% R 1 501 500 FMG Expenditure	100% R 2 145 000 FMG Expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial	% EPWP expenditure by 30 June 2019	Percentage	100%	100% R 1 521 000 EPWP expenditure	Operational	15% R 228 150 EPWP expenditure	35% R 532 350 EPWP expenditure	70% R 1 064 700 EPWP expenditure	100% R 1 521 000 EPWP expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial	% FBS expenditure by 30 June 2019	Percentage	102%	100% R 546 140 FBS expenditure	Operational	15% R 81 921 FBS expenditure	35% R 191 149 FBS expenditure	70% R 382 298 FBS expenditure	100% R 546 140 FBS expenditure	CFO	Financial reports

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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION ON KEY PERFORMANCE INDICATORS (40% WEIGHTING)													
OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL; OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)													
Vote No.	Strategic Objective	Programme #	Measurable Objectives	Performance measures	Baseline	Annual Target (30/06/2019)	Budget 2018/19	1st Quarter (1 Jul-30 Sept 2018)	2nd Quarter (1 Oct-31 Dec 2018)	3rd Quarter (1 Jan-31 Mar 2019)	4th Quarter (1 Apr-30 Jun 2019)	Responsible Person	Evidence required
	Improved Governance and Organisational Excellence	Council	To ensure functionality of Council committee within the financial year	# of Council Meetings held per quarter	11 Council meetings held per financial year	4 Council meetings held per year	Operational	1 Council Meeting attended per quarter	1 Council Meeting attended per quarter	1 Council Meeting attended per quarter	1 Council Meeting attended per quarter	CFO	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Council	To ensure functionality of EXCO committee within the financial year	# of EXCO meetings held per quarter.	11 EXCO Meetings held per financial year	4 EXCO Meetings held per financial year	Operational	1 EXCO Meeting attended per quarter	1 EXCO Meeting attended per quarter	1 EXCO Meeting attended per quarter	1 EXCO Meeting attended per quarter	CFO	Agenda, Minutes & attendance register
	Improved Human Resources	Council	To Ensure functionality of Council within the financial year	% of Council resolutions implemented within 14 days of receiving Council minutes.	100%	100%	Operational	100%	100%	100%	100%	CFO	Implementation register
	Improved Governance and Organisational Excellence	Human resource management	To ensure functionality of Municipal LLF within the financial year	% in implementation of LLF resolutions	80%	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	Operational	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	CFO	Updated resolution register
	Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the IDP/Budget/WPMS review within the financial year	# of IDP/Budget/WPMS Steering Committee meetings held per quarter	5 IDP/Budget/WPMS Steering Committee meetings attended per financial year	5 IDP/Budget/WPMS Steering Committee meetings attended per financial year	Operational	1 IDP/Budget/WPMS Steering Committee meeting attended per quarter	1 IDP/Budget/WPMS Steering Committee meeting attended per quarter	1 IDP/Budget/WPMS Steering Committee meeting attended per quarter	2 IDP/Budget/WPMS Steering Committee meeting attended per quarter	CFO	Attendance register

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Improved Governance and Organizational Excellence	Public Participation	To ensure public involvement in the Mayoral Imbizo within the financial year	# of Mayoral Imbizos attended per quarter	4 Mayoral Imbizos attended per financial year	4 Mayoral Imbizos attended per financial year	Operational	1 Mayoral Imbizo attended per quarter	1 Mayoral Imbizo attended per quarter	1 Mayoral Imbizo attended per quarter	1 Mayoral Imbizo attended per quarter	1 CFO	Attendance register
Improved Governance and Organizational Excellence	Public Participation	To ensure customer satisfaction on municipal affairs within the financial year	% of issues raised during Imbizos resolved (# of issues raised/ # of issues resolved)	100 % of issues resolved	100 % of issues resolved	Operational	100 % of issues resolved	100 % of issues resolved	100 % of issues resolved	100 % of issues resolved	CFO	proof of resolutions implemented
Improved Governance and Organizational Excellence	Internal Audit	To ensure functionality of Audit committee within the financial year	# of Audit Committee meetings attended per financial year	6 Audit Committee meetings attended	4 Audit Committee meetings attended	Operational	1 Audit Committee meeting attended	1 Audit Committee meeting attended	1 Audit Committee meeting attended	1 Audit Committee meeting attended	CFO	Attendance register
Improved Governance and Organizational Excellence	Risk	To ensure functionality of Risk committee within the financial year	# of Risk Committee meetings attended per financial year	2 Risk Committee meetings attended	4 Risk Committee meetings attended per financial year	Operational	1 Risk Committee meeting attended per quarter	1 Risk Committee meeting attended per quarter	1 Risk Committee meeting attended per quarter	1 Risk Committee meeting attended per quarter	CFO	Attendance register
Improved Governance and Organizational Excellence	Internal Audit	To conduct quarterly assessment on municipal performance information within the financial year	# of performance audit meeting attended per quarter	6 Performance audit meetings attended per financial year	4 Performance audit meetings attended per financial year	Operational	1 Performance audit meeting attended per quarter	1 Performance audit meeting attended per quarter	1 Performance audit meeting attended per quarter	1 Performance audit meeting attended per quarter	CFO	Attendance register



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	Improved Governance and Organisational Excellence	Risk management	To ensure functionality of Risk committee within the financial year.	Submission of risk reports to Risk Officer within 5 days after the end of each	New Indicator	Submission within 5 days after the end of each quarter	Operational	Submission within 5 days after the end of each quarter	Submission within 5 days after the end of each quarter	Submission within 5 days after the end of each quarter	Submission within 5 days after the end of each quarter	CFO	Agenda, Minutes & Attendance register
	Improved Governance and Organisational Excellence	Internal Audit	To ensure functionality of Internal Audit committee within the financial year.	Submission of Audit reports within 5 days of request during the financial	New Indicator	Submission of Audit Committee reports within 5 days of request	Operational	Submission of Audit Committee reports within 5 days of request	Submission of Audit Committee reports within 5 days of request	Submission of Audit Committee reports within 5 days of request	Submission of Audit Committee reports within 5 days of request	CFO	Agenda, Minutes & Attendance register
	Improved Governance and Organisational Excellence	Internal Audit	To ensure functionality of Internal Audit committee within the financial year.	% in Implementation of Audit Committee resolutions	New Indicator	100% implementation	Operational	100% implementation	100% implementation	100% implementation	100% implementation	CFO	Updated resolution register
	Improved Governance and Organisational Excellence	Operational clean audit	To attain Clean Audit by ensuring compliance with all governance; financial management and reporting requirements by 30	% of Internal audit issues resolved (# of internal Audit issues resolved / # of issues raised)	65%	100% internal audit issues resolved	Operational	50% internal audit issues resolved	75% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	CFO	Proof of issues resolved

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Improved Governance and Organisational Excellence	Operation Clean audit	To attain Clean Audit by ensuring compliance with all governance; financial management and reporting requirements by 30	% in addressing Audit queries (2017/18) / # of issues resolved / # of issues raised	95%	100%	Operational	n/a	n/a	50% AG issues resolved	100% AG issues resolved	CFO	Proof of queries resolved
Improved Governance and Organisational Excellence	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2019	% of Risk issues resolved (# Risk issues implemented / resolved / # of risks identified)	85%	100% Risk issues resolved	Operational	25% Risk issues resolved	50% Risk issues resolved	75% Risk issues resolved	100% Risk issues resolved	CFO	Updated Risk register
Improved Governance and Organisational Excellence	Internal Audit	To ensure timely response to Internal Audit and Auditor General queries within the financial year	% in Addressing Internal Audit and Auditor General queries within a financial year	90%	100% of Internal Audit General queries addressed	Operational	25% of Internal Audit General queries addressed	50% of Internal Audit General queries addressed	75% of Internal Audit General queries addressed	100% of Internal Audit General queries addressed	CFO	Implemented Resolution register

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Region	Strategic Objective	Programme	Measurable Objective/Performance Indicator	Project Name	Start Date	Completion date	Project Owner	Source of funding	Budget	1st Q Target	2nd Q Target	3rd Q Target	4th Q Target	Evidence required
Head office	Improved Governance and Organisational Excellence	Property Services		Lockable cashier s tills X8	01.07.2018	30.06.2019	CFO	GLM	50 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	8 Lockable cashier tills purchased and delivered	N/A	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services		Small safe for Cashiers	01.07.2018	30.06.2019	CFO	GLM	30 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	5 Small safe for cashiers purchased and delivered	N/A	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services		Money note counter with detector X 4	01.07.2018	30.06.2019	CFO	GLM	50 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	4 Money note counters with detector purchased and delivered	N/A	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services		Steel Cabinets X 10	01.07.2018	30.06.2019	CFO	GLM	50 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	10 Steel Cabinets purchased and delivered	N/A	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services		Installation of Cameras (stores)	01.07.2018	30.06.2019	CFO	GLM	50 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	6 Cameras purchased and installed	N/A	Payment Certificate and delivery note

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Head office	Improved Governance and Organisational Excellence	Information Technology	Fleet Management system - Tracking device	01 07 2018	30 06 2019	CFO	GLM	400 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	2 Slip Printers for sub offices purchased and delivered	N/A	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	Refurbishment of room for lubricants outside the warehouse	01 07 2018	30 06 2019	CFO	GLM	100 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	Project commencement	Project for Refurbishment of Rooms for lubricants outside the warehouse completed	Payment Certificate Progress report
Head office	Improved Governance and Organisational Excellence	Information Technology	Slip Printers for Sub Offices	01 07 2018	30 06 2019	CFO	GLM	16 000	Develop Specifications and submit to SCM	Tender Advertisement, SCM processes & Appointment of service provider	Project commencement	2 Slip Printers for sub offices purchased and delivered	Payment Certificate and delivery note

**Approval of the Personal Performance Plan**

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

**Undertaking of the employer / superior**

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Signed and accepted by the Supervisor on behalf of Council:



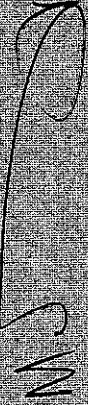
DATE:

25/7/18

**Undertaking of the employee**

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:



DATE:

25/07/2018

Summary Scorecard						
Position Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>		100				
Spatial Rational		0				
Institutional Development and Transformation		20				
Infrastructure Development and Basic Services		5				
Local Economic Development (LED)		0				
Financial Viability		60				
Public Participation and Good Governance		15				
		100				
<b>Competencies</b>						
Strategic Capability and Leadership		10				
Programme and Project Management		10				
Financial Management		10				
Change Leadership		5				
Governance Leadership		5				
People Management		5				
Moral Competence	√	5				
Planning and Organising	√	10				
Analysis and Innovation	√	10				
Communication	√	10				
Knowledge and Information Management	√	10				
Results and Quality Focus	√	10				
<b>Total</b>		100				
<b>Overall Rating =</b>		100%				

K.F.S MF H.S

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

5 Outstanding Performance	4 Performance Significantly Above Expectations	3 Fully Effective	2 Not Fully Effective	1 Unacceptable Performance
<p>Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.</p>	<p>Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.</p>	<p>Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.</p>	<p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan.</p>	<p>Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.</p>

X.T.S  
mf

C.F.S  
AW

Performance Assessment Process	
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to:	
1.	Performance Assessment
1.1.	Formal assessment between employee and employer will take place at least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively
1.2.	Progress against the targets will be captured in preparation for the assessments
1.3.	Scores of 1-5 will be calculated based upon the progress against targets
1.4.	KPIs and targets are added and copied to the Performance Plans before assessment date
1.5.	The employee must keep a record of the mid-year assessment and annual assessment meetings
2.	The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer
3.	The process for determining Employee ratings are as follows:
3.1.	The employee to motivate for higher ratings where applicable
3.2.	The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used
3.3.	The panel to rate the employee's core competencies requirements (CCR) on the 5 point scale. Decimal places can be used
3.4.	The panel scores are averaged to derive a total score per KPI / CCR. Overall scores are calculated by taking weights into account where applicable
3.5.	The final KPI's rating will account for 80% of the final assessment total. The CCR's rank to account for 20% of the final assessment total
4.	The five point rating scale referred to in regulation 80.5 correspond as follows:
Rating	1 2 3 4 5
% Score	0.66 67.59 100.182 153.166 167
5.	The assessment rating calculations used to calculate the overall % score for performance
6.	The half year assessment rating can be used in combination with the Annual Performance Assessment to derive a final Annual rating score
7.	The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below
	% Rating Over Performance
	130-149%
	150% and above
	% Bonus
	5.9%
	10.14%
8.	The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be
9.	The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessment/s
10.	The performance assessment results of the Municipal Manager will also be submitted to the MPC responsible for Local Government in the relevant Province