



## **PERFORMANCE AGREEMENT**

**Made and entered into by and between**

**Mr Zolile Albert Williams  
the Municipal Manager of the  
JOE GQABI DISTRICT MUNICIPALITY  
("the Municipal Manager")**

**and**

**Ms S. du Toit  
the Acting Chief Financial Officer of the  
JOE GQABI DISTRICT MUNICIPALITY  
("the Acting Director")**

**for the financial year:  
1 July 2017 to 30 June 2018**

*Z*  
BM

*AD*  
NM

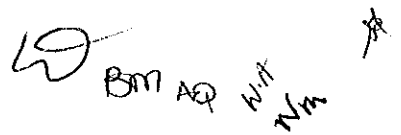
*S*  
W.A

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

- 1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into contract of employment with the Acting Chief Financial Officer for the Joe Gqabi District Municipality on acting capacity.
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require the Parties to conclude a performance agreement.
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Acting Chief Financial Officer to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:
- "this Agreement" - means the performance agreement between the Municipality and the Acting Chief Financial Officer and the annexures thereto.
- "the Executive Authority" - means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.
- "the Acting Chief Financial Officer" – means the Acting Chief Financial Officer : directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.
- "the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
- "the Municipality" – means the JOE GQABI DISTRICT MUNICIPALITY.
- "the Parties" - means the Municipal Manager and the Acting Chief Financial Officer.

**2. PURPOSE OF THIS AGREEMENT**

- 2.1 The Parties agree that the purposes of this Agreement are to:
- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets established for the Acting Chief Financial Officer and to communicate to the Acting Chief Financial Officer the


 BM AQ WHT NM

Municipality's expectations of the Acting Chief Financial Officer performance and accountability;

- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexures A and B as a basis for assessing the Acting Chief Financial Officer for permanent employment and/or to assess whether the Acting Chief Financial Officer has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Acting Chief Financial Officer in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Acting Chief Financial Officer in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the 01 July 2017 and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31<sup>st</sup> of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter annual performance assessment as informed by the quarterly performance assessments. Should the Acting Chief Financial Officer be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Acting Chief Financial Officer' salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Acting Chief Financial Officer' contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Acting Chief Financial Officer on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Acting Chief Financial Officer commencing or terminating his services with the Municipality during the validity period of this Agreement, the Acting Chief Financial Officer' performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agreed upon by the Parties.

BM AEP NM N/A

- 3.7 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.
- 3.8 This Agreement will terminate on the termination of the Acting Chief Financial Officer' contract of employment for any reason.

#### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 the performance objectives and targets which must be met by the Acting Chief Financial Officer; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The Personal Development Plan in **Annexure B** sets out the Acting Chief Financial Officer' personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected sets out those management skills regarded as critical to the position held by the Acting Chief Financial Officer.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Acting Chief Financial Officer and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Acting Chief Financial Officer' performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

#### 5. PERFORMANCE MANAGEMENT SYSTEM

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

LO  
Bm AQ  
Nm W.A  
D

- 5.3 The Executive Authority and/or Municipal Manager will consult the Acting Chief Financial Officer about the specific performance standards that will be included in the performance management system as applicable to the Acting Chief Financial Officer.
- 5.4 The Acting Chief Financial Officer undertakes to actively focus towards the promotion and implementation of her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Acting Chief Financial Officer's responsibilities within the local government framework.

## 6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Acting Chief Financial Officer will be assessed against the outputs and outcomes achieved in terms of her Key Performance Areas (KPA's) as fully described in **Annexure A** and her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPA's and CMCs respectively. Therefore the KPA's that refer to the main tasks of the Manager account for 80% of her assessment while the CMCs make up the other 20% of the Acting Chief Financial Officer's assessment score.
- 6.2 The weightings agreed to in respect of the Acting Chief Financial Officer's KPA's attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHT
• Service Delivery and Infrastructure Provision	15%
• Local Economic Development	10%
• Financial Viability and Management	40%
• Institutional Development and Transformation	5%
• Good Governance and Public Participation	30%
<b>Total</b>	<b>100%</b>

BM AEP  
NM W.A  
JSD

- 6.3 The weightings agreed to in respect of the CMCs considered most critical for the Acting Chief Financial Officer' position and further defined in Annexure C are set out in the table below:

<b>CORE COMPETENCY REQUIREMENTS - CCRs</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	<b>CHOICE (x)</b>	<b>WEIGHT</b>
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	5%
Change Management		
Knowledge Management	X	2%
Service Delivery Innovation		
Problem Solving and Analysis	X	2%
People Management and Empowerment	compulsory	2%
Client Orientation and Customer Focus	compulsory	2%
Communication	X	2%
Honesty and Integrity		
<b>CORE OCCUPATIONAL COMPETENCIES (COCs)</b>		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting	X	3%
Knowledge of Global and SA specific political, social and economic contexts		
Competence in Policy Conceptualisation, Analysis and Implementation		
Knowledge of more than one functional municipal field or discipline	X	2%
Mediation Skills		
Governance Skills		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the Municipality		
<b>TOTAL PERCENTAGE</b>		<b>20%</b>


BM  
AG

NM

W-A  
BT

6.4 The assessment of the performance of the Manager will be based on the following levels for KPAs and CMCs:

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

  
 A.P. Bm  
 NM  
 W.A

- 6.5 To determine which rating on the five-point scale the Manager achieves for each KPA, the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

## 7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

- 7.1 An assessment panel consisting of the following persons will be established:

- 7.1.1 The Municipal Manager
- 7.1.2 Chairperson of the Audit Committee
- 7.1.3 Member of the Mayoral Committee, another member of Council
- 7.1.4 Municipal Manager from another Municipality

- 7.2 In addition an assessment the following will also be done by:

- 7.2.1 The Municipal Manager
- 7.2.2 The Acting Chief Financial Officer (own assessment)
- 7.2.3 Fellow section 57 managers.

- 7.3 The performance of the Manager will be assessed in relation to his/her achievement of:

- 7.3.1 the targets indicated for each KPA in Annexure A;
- 7.3.2 the CCRs as defined in clause 6.3 of this agreement

on a date to be determined for each of the following quarterly periods:

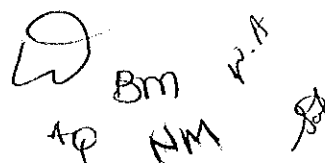
- 1<sup>st</sup> Quarter - July to September
- 2<sup>nd</sup> Quarter - October to December
- 3<sup>rd</sup> Quarter - January to March

AD  
BM  
NM  
WA  
JD



4<sup>th</sup> Quarter - April to June

- 7.4 Assessments in the first and third quarter may be verbal if the Acting Chief Financial Officer's performance is satisfactory.
- 7.5 The Municipality will keep a record of the mid-year and annual assessment meetings.
- 7.6 The Municipality may appoint an external facilitator to assist with the annual assessment.
- 8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES**
- 8.1 The Acting Chief Financial Officer will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.
- 8.2 The Municipal Manager will give performance feedback to the Acting Chief Financial Officer after each quarterly and the annual assessment meetings.
- 8.3 The evaluation of the Acting Chief Financial Officer's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4<sup>th</sup> quarter, the Executive Authority will determine if the Acting Chief Financial Officer is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.5 The results of the annual assessment and the scoring report of the Acting Chief Financial Officer for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.6 A fully effective assessment score will render the Acting Chief Financial Officer eligible to be considered for a performance related increase (pay progression) as envisaged in his/her contract of employment provided the Acting Chief Financial Officer has completed at least 12 months continuous service with the Municipality at his/her current remuneration package on the 30<sup>th</sup> of June.
- 8.7 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Manager's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8 Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Manager's performance at any stage while his/her contract of employment remains in force.
- 8.9 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational


 BM  
 TP NM  
 P.A.  
 [Signature]

reasons. The Acting Chief Financial Officer will be fully consulted before any such change is made.

8.10 The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

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

8.11.1 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -

(a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

(b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

## 9. OBLIGATIONS OF THE MUNICIPALITY

9.1 The Municipality will create an enabling environment to facilitate effective performance by the Acting Chief Financial Officer.

9.2 The Acting Chief Financial Officer will be provided with access to skills development and capacity building opportunities.

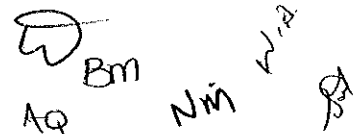
9.3 The Municipality will work collaboratively with the Acting Chief Financial Officer to solve problems and generate solutions to common problems that may impact on the performance of the Manager.

9.4 The Municipality will make available to the Acting Chief Financial Officer such resources including employees as the Acting Chief Financial Officer may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Acting Chief Financial Officer to ensure that he complies with those performance obligations and targets.

9.5 The Acting Chief Financial Officer will, at his request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION

10.1 The Executive Authority and / or Municipal Manager agrees to consult the Acting Chief Financial Officer within a reasonable time where the exercising of the Executive Authority's and / or Municipal Manager's powers will -


 Handwritten initials and signatures: AQ, BM, NM, WIA, and a signature.

- 10.1.1 have a direct effect on the performance of any of the Acting Chief Financial Officer's functions;
- 10.1.2 commit the Acting Chief Financial Officer to implement or to give effect to a decision made by the Executive Authority and/or Municipal Manager;
- 10.1.3 have a substantial financial effect on the Municipality.

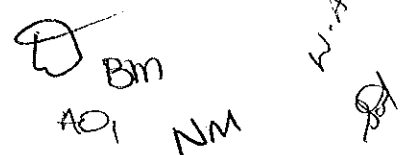
10.2 The Municipal Manager agrees to inform the Acting Chief Financial Officer of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Manager to take any necessary action without delay.

## 11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Municipal Manager is, at any time during the Acting Chief Financial Officer's employment, not satisfied with the Manager's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Chief Operations to attend a meeting with the Municipal Manager.
- 11.2 The Acting Chief Financial Officer will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Acting Chief Financial Officer to improve his/her performance.
- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Acting Chief Financial Officer is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Manager, to terminate the Manager's employment in accordance with the notice period set out in the Acting Chief Financial Officer's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Acting Chief Financial Officer under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Acting Chief Financial Officer's contract of employment with or without notice for any other breach by the Acting Chief Financial Officer of his obligations to the Municipality or for any other valid reason in law.

## 12. DISPUTES

- 12.1 In the event that the Acting Chief Financial Officer is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Acting Chief Financial Officer has achieved the performance objectives and targets established in terms of this Agreement, the Acting Chief Financial

Handwritten initials and signatures at the bottom right of the page. The initials include 'Bm', 'AO', 'NM', and 'K'. There is also a signature that appears to be 'K.A.'.

Officer may meet with the Municipal Manager with a view to resolving the issue. At the Acting Chief Financial Officer's request the Municipal Manager will record the outcome of the meeting in writing.



- 12.2 In the event that the Acting Chief Financial Officer remains dissatisfied with the outcome of that meeting, he may raise the issue in writing with the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Acting Chief Financial Officer with an opportunity to state his case orally or in writing before the Executive Mayor. At the Acting Chief Financial Officer's request the Executive Mayor will record the outcome of the meeting in writing. The final decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- 12.3 If any dispute about the nature of the Acting Chief Financial Officer's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Acting Chief Financial Officer.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

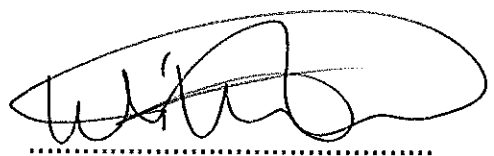
**13. GENERAL**

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Acting Chief Financial Officer in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at BARKLY EAST on this 03 day of JULY 2017.

**As Witnesses:**

- 1.  .....
- 2.  .....


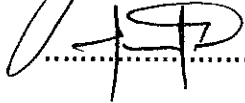


.....  
Municipal Manager of the  
JOE GQABI DISTRICT  
MUNICIPALITY

Signed at BARKLY EAST on this 03 day of JULY 2017.


1 NM

**As Witnesses:**

- 1. 
- 2. 



.....  
**Acting Chief Financial Officer of  
the JOE GQABI DISTRICT  
MUNICIPALITY**

  
BM  
AQ





**ACTING CHIEF FINANCE OFFICER**

**2017/18 FINANCIAL YEAR:  
PERFORMANCE PLAN**





W  
Bm  
AQ Nm

JOE GOABI DISTRICT MUNICIPALITY  
2017/18 FINANCIAL YEAR PERFORMANCE PLAN OF THE DIRECTOR: FINANCE

KPA 1: Service Delivery and Infrastructure Provision		KPA WEIGHT: 15%									
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2017)	ANNUAL TARGET	QUARTERLY TARGETS				EVIDENCE	DIRECTORATE
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan		
Provide access to basic services	SD03: Expand and fast-track the provision of universal access to basic services	SD03-01	% of households earning less than R1100 per month with access to free basic services (water and sanitation)	100% of registered households (Indigent)	100% of registered households (Indigent)	N/A	N/A	N/A	100% of registered households (Indigent)	1. Council Resolution 2. List of Beneficiaries 3. Report to top Management	Finance
		SD03-01-01	Reviewed Indigent Register adopted by Council	Reviewed Indigent Register approved by Council	N/A	N/A	N/A	N/A	1. Reviewed Indigent Register 2. Council Resolution	Finance	
		SD03-01-02	Conclude agreement on indigent review cooperation between the DM and LMs	New Indicator	Agreement on indigent review cooperation between the DM and LMs signed	N/A	Agreement on indigent review cooperation between the DM and LMs signed	N/A	N/A	1. Signed agreement	Finance


*Handwritten initials and signatures:*  
BM NM  
AQ

KPA 2 : Local Economic Development						KPA WEIGHT: 10%					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2016)	ANNUAL TARGET	QUARTERLY TARGETS				EVIDENCE	DIRECTORATE
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan		
Facilitate and implement job creation and poverty alleviation initiatives	LED05: Facilitate and support local economic development initiatives	LED05-01-01	Number of SMMEs support activities implemented per LM	New Indicator	3	N/A	1 Supplier's day held at Senqu LM	1 Supplier's day held at ELM	1 Supplier's day held at W/SLM	1. Attendance Registers	Finance

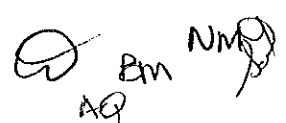







STRATEGIC OBJECTIVE		PROGRAMME		KPA 3: FINANCIAL VIABILITY AND MANAGEMENT										KPA WEIGHT: 40%
Ensure sound and effective financial management and reporting		FM01: Comply with all statutory financial management and reporting requirements		KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2017)	ANNUAL TARGET	QUARTERLY TARGETS				Evidence	DIRECTORAT	
								QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan			
FM01-08-01	Number of payments with valid tax invoices paid within 30 days	New Indicator	All payments with valid tax invoices paid within 30 days	15%	All payments with valid tax invoices paid within 30 days	25%	All payments with valid tax invoices paid within 30 days	30%	All payments with valid tax invoices paid within 30 days	30%	1. Creditors age analysis report 2. Report to Standing Committee	Finance		
FM01-08	% of Finance operational budget actually spent	100%	100%	15%	25%	30%	30%	1. Income and expenditure report	Finance					
FM01-07-02	Develop Annual Procurement Plan	New Indicator	Annual Procurement Plan developed and approved by Council	N/A	N/A	N/A	N/A	1. Procurement Plan 2. Council Resolution	Finance					
FM01-07-01	Number of asset verification reports	New Indicator	4	1	1	1	1	1. Asset verification reports 2. Proof of submission to Top Management	Finance					
FM01-07	Annual Financial statements developed by August 2017	Annual Financial statements developed by August 2016	Annual Financial statements developed by August 2017	Annual Financial statements developed by August 2017	N/A	N/A	N/A	1. AFS 2. Council resolution 3. Proof of submission to AG	Finance					
FM01-06	Outstanding service debtors to revenue ratio	1.8	1.8	1.8	1.8	1.8	1.8	1. Debtors Report	Finance					
FM01-05	Debt coverage ratio	2.03	2.03	2.03	2.03	2.03	2.03	1. S71 Report to Council	Finance					
FM01-04	% of operational budget allocated for repairs and maintenance	New Indicator	8%	N/A	N/A	N/A	8%	1. Approved budget	Finance					
FM01-02	Cost coverage ratio	2.02	2.02	2.02	2.02	2.02	2.02	1. S71 Report to Council	Finance					


 NM  
 BM  
 AQ

FM02: Implement revenue collection and enhancement strategy initiatives	FM01-08-02	% decrease on irregular, fruitless, wasteful and unauthorised expenditure	New Indicator	0%	0%	0%	0%	0%	1. Deviation Register	Finance
	FM01-09	% of Finance conditional grants spent	100%	100%	10%	25%	30%	35%	1. Income and expenditure report	Finance
	FM01-09-01	% Implementation MSCOA compliant system	New Indicator	100%	100%	100%	100%	100%	1. mSCOA Implementation plan 2. Report to Standing Committee	Finance
	FM01-09-02	Number of MSCOA meetings attended	New Indicator	4	1	1	1	1	1. Attendance registers	Finance
	FM02-01	% of billed revenue collected	New	100%	25%	25%	25%	25%	1. Report to Standing Committee	Finance
	FM02-01-01	% decrease in doubtful outstanding debts	New Indicator	100%	10%	25%	25%	40%	Outstanding debtors and billing reports to Standing Committee	Finance
	FM02-02	Install Pre-paid meter reader	New Indicator	Prepaid meters installed at Maclear and Alival North	N/A	Prepaid meters installed at Alival North	Prepaid meters installed at Maclear	N/A	1. Closeout report to Standing Committee	Finance
	FM03: Implement anti-fraud and anti-corruption measures	FM03-02	Number of SCM quarterly reports submitted to the Council	3	4	1	1	1	1. SCM reports submitted to Council 2. Council resolution	Finance


  
 AD BM NM

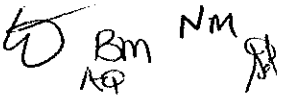
KPA 4: Institutional Development and Transformation										KPA WEIGHT: 5%	
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2017)	ANNUAL TARGET	QUARTERLY TARGETS				Evidence	DIRECTORATE
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan		
Improve human resource capacity and potential	ID02: Attract, retain and develop a base of scarce skills encourage skills transfer initiatives	ID02-01-01	Ratio of request to fill vacant posts submitted to Human Resources Management after occurrence of vacancy	New Indicator	01:01	01:01	01:01	01:01	01:01	1. Proof of Request submitted to HR	Finance

BM NM  
AD

KPA 5: Good Governance and Public Participation											KPA WEIGHT: 30%	
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2017)	ANNUAL TARGET	QUARTERLY TARGETS				EVIDENCE	DIRECTOR RATE	
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan			
Establish and support municipal oversight systems, mechanisms and processes	GG07: Ensure and maintain clean governance	GG07-02	Comply 2018/19 FY MTEF Budget	2017/18FY MTEF Budget approved by Council	2018/19 FY MTEF Budget approved by Council	N/A	N/A	Draft 2018/19 MTEF Budget tabled before Council	2018/19 MTEF Budget approved by Council	1. Approved Budget 2. Council resolution	Finance	
		GG02-01-01	Ratio of Council resolutions followed-up	New Indicator	01:01	01:01	01:01	01:01	01:01	1. Report to Mayo	Finance	
		GG07-04-01	Number of Annual performance agreements (S56) signed	New Indicator	1	1	N/A	N/A	N/A	N/A	1 signed annual performance agreement (S56)	Finance
		GG07-04-02	Number of Annual performance obligations (middle Management) signed	2	4	4	N/A	N/A	N/A	N/A	4 signed annual performance obligation	Finance
		GG07-05-01	Number of Strategic risk registers updated and submitted	New Indicator	4 updated risk registers	1	1	1	1	1	1. Updated Strategic Risk Register 2. Proof of submission to COO	Finance
		GG07-05-02	Number of operational risk register updated and submitted	New Indicator	4 updated risk registers	1	1	1	1	1	1. Updated Operational Risk Register 2. Proof of submission to COO	Finance
		GG07-06	Maintain clean audit outcomes	Clean audit maintained	Clean audit maintained	N/A	N/A	Clean audit maintained	N/A	1. Audit report	Finance	
		GG07-06-01	% of previous years audit queries addressed	New Indicator	100%	100%	100%	100%	100%	100%	OPCAR	Finance

Handwritten initials and marks: BM, W, N, M, and a signature.

		GG07-10-01	Number of departmental Quarterly performance reports submitted with POE	New indicator	4 Quarterly Reports with POE files	1	1	1	1	1	1	1. Quarterly Reports 2. POE files	Finance							
		GG07-10-02	Prepare Midyear budget and performance assessments report	New Indicator	Midyear budget and performance assessments report submitted to Council	N/A	Midyear budget and performance assessments report submitted to Council	N/A	N/A	N/A	1. Midyear report 2. Council resolution	Finance								
		GG07-09-02	Number of Sectional Quarterly performance reports submitted with POE	New indicator	16	4	4	4	4	4	1. Quarterly Reports 2. POE files	Finance								


 Handwritten initials and signatures at the bottom of the page, including 'NM', 'BM', and other illegible marks.