



## **PERFORMANCE AGREEMENT**

**Made and entered into by and between**

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

**and**

**Mr. S. Du Toit  
the Chief Financial Officer of the  
JOE GQABI DISTRICT MUNICIPALITY  
("the CFO")**

**for the financial year:  
1 July 2018 to 30 June 2019**

*Handwritten signatures and initials:*  
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**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 CFO for the Joe Gqabi District Municipality.
- 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 CFO 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 CFO and the annexure thereto.

**"the Council"** - means the executive and legislative authority of the Municipality constituted in terms of Section 18 of the Local Government: Municipal Structures Act represented by the Executive Mayor.

**"the CFO"** – means the Chief Financial Officer appointed in terms of Section 56(a) of the Municipal Systems Act.

**"the Municipal CFO"** – means the Municipal CFO appointed in terms of Section 54(a) of the Local Government: Municipal Systems Amendment Act, of 2011.

**"the Municipality"** – means the JOE GQABI DISTRICT MUNICIPALITY.

**"the Parties"** - means the Municipal CFO and the CFO.

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## 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 CFO and to communicate to the CFO the Municipality's expectations of the CFO 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 CFO for permanent employment and/or to assess whether the CFO has met the performance expectations applicable to his job;
  - 2.1.6. appropriately reward the CFO 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 CFO 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 2018 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 annual performance assessment as informed by the quarterly performance assessments. Should the CFO be entitled to a bonus, this will be paid out after approval by and not later than sixty (60) days thereafter in the CFO's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the CFO's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the CFO on the last day of his employment or not later than 30 days thereafter.
- 3.5 In the event of the CFO commencing or terminating his services with the Municipality during the validity period of this Agreement, the CFO's performance for the portion of the period referred to in clause 3.1 during which she 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.
- 3.7 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or 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 CFO's contract of employment for any reason.

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**4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan in **Annexure A** sets out:
  - the performance objectives and targets which must be met by the CFO; and
  - 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 CFO’s 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 CFO.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the CFO and based on the Integrated Development Plan, Service Delivery & Budget Implementation 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 CFO’s 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.

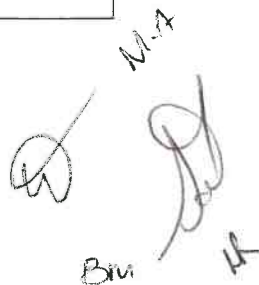
**5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The CFO 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 CFO 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.
- 5.3 The Council and/or Municipal CFO will consult the CFO about the specific performance standards that will be included in the performance management system as applicable to the CFO.
- 5.4 The CFO undertakes to actively focus towards the promotion and implementation of his Key Performance Areas as set out in **Annexure A** including special projects relevant to the CFO’s responsibilities within the local government framework.

**6. PERFORMANCE ASSESSMENT**

- 6.1 The performance of the CFO will be assessed against the outputs and outcomes achieved in terms of his Key Performance Areas (KPA’s) as fully described in **Annexure A** and his 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 CFO account for 80% of his assessment while the CMCs make up the other 20% of the CFO’s assessment score.
- 6.2 The weightings agreed to in respect of the CFO’s KPA’s attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREAS (KPA’S)	WEIGHT
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KEY PERFORMANCE AREAS (KPAS)	WEIGHT
• Service Delivery and Infrastructure Provision	15%
• Financial Viability and Management	50%
• Institutional Development and Transformation	5%
• Good Governance and Public Participation	30%
<b>Total</b>	<b>100%</b>

6.3 The weightings agreed to in respect of the CCRs considered most critical for the CFO's position and further defined in Annexure C are set out in the table below:

CORE COMPETENCY REQUIREMENTS – CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Strategic Capability and Leadership	X	10%
Programme and Project Management		
Financial Management	compulsory	15%
Change Management		
Knowledge Management	X	15%
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Honesty and Integrity	X	10%
CORE OCCUPATIONAL COMPETENCIES (COCs)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	X	10%
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting	X	10%
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		
Mediation Skills		

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CORE COMPETENCY REQUIREMENTS – CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Governance Skills	X	15%
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>100%</b>

6.4 The assessment of the performance of the CFO 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	Performance 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.

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- 6.5 To determine which rating on the five-point scale the CFO 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:

- The Executive Mayor
- Member of the Mayoral Committee
- Chairperson of the Performance Audit Committee
- Member of the ward committee as nominated by the Executive Mayor
- The Municipal CFO
- The Municipal CFO from another Municipality

- 7.2 The performance of the CFO will be assessed in relation to his achievement of:

7.2.1 the targets indicated for each KPA in Annexure A;

7.2.2 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
- 4<sup>th</sup> Quarter - April to June

- 7.3 Assessments will be done twice at mid-year and end of the year.

- 7.4 The Municipality will keep a record of the mid-year and annual assessment

- 7.5 The Municipality may appoint an external facilitator to assist with the annual assessment

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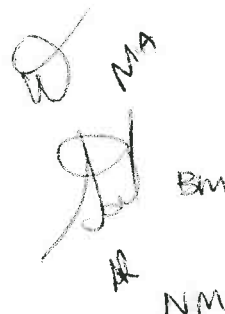
## 8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

- 8.1 The CFO will submit quarterly performance reports and a comprehensive annual performance report prior to the annual performance assessment meetings to the Municipal CFO.
- 8.2 The Municipal CFO will give performance feedback to the CFO after annual performance assessment meetings.
- 8.3 The evaluation of the CFO's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 Following annual performance assessment, the will determine if the CFO is eligible for a performance bonus as envisaged in his 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 CFO for the purposes of bonus allocation, if applicable, will be submitted for a recommendation to the Council.
- 8.6 Personal growth and development needs must be documented in the CFO's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.7 Despite the establishment of agreed intervals for assessment, the Municipal CFO may, in addition, review the CFO's performance at any stage while his contract of employment remains in force.
- 8.8 The Municipal CFO will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The CFO will be consulted before any such change is made.
- 8.9 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.
- 8.10 In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator:
- a) a score of 100% to 129% is awarded a performance bonus ranging from 0% to 4%
  - b) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - c) ( c) a score of 150% and above is awarded a performance bonus ranging between 10%-14%

## 9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the CFO.
- 9.2 The CFO will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the CFO to solve problems and generate solutions to common problems that may impact on the performance of the CFO.
- 9.4 The Municipality will make available to the CFO such resources including employees as the CFO may reasonably require from time to time subject to available resources to assist his 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 CFO to ensure that she complies with those performance obligations and targets.
- 9.5 The CFO 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 his to meet the performance objectives and targets established in terms of this Agreement.

## 10. CONSULTATION


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- 10.1 The Council / or Municipal CFO agrees to consult the CFO within a reasonable time where the exercising of the Council's and / or Municipal CFO's powers will –
- have a direct effect on the performance of any of the CFO's functions; functions
  - commit the CFO to implement or to give effect to a decision made by the and/or Municipal CFO;
  - have a substantial financial effect on the Municipality.
- 10.2 The Municipal CFO agrees to inform the CFO 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 CFO to take any necessary action without delay.

## 11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

- 11.1 Where the Municipality is, at any time during the CFO's employment, not satisfied with the CFO's performance with respect to any matter dealt with in this Agreement, the Municipal CFO will give notice to the CFO to attend a meeting with the Municipal CFO.
- 11.2 The CFO will have the opportunity at the meeting to satisfy the Municipal CFO of the measures being taken to ensure that the CFO'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 CFO to improve his 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 CFO holds the view that the performance of the CFO is not satisfactory, the Municipal CFO will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the CFO, to terminate the CFO's employment in accordance with the notice period set out in the CFO's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the CFO 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 CFO's contract of employment with or without notice for any other breach by the CFO of his obligations to the Municipality or for any other valid reason in law.

## 12. DISPUTES

- 12.1 In the event that the CFO is dissatisfied with any decision or action of the Municipality and/or Municipal CFO in terms of this Agreement, or where a dispute or difference arises as to the extent to which the CFO has achieved the performance objectives and targets established in terms of this Agreement, the CFO may meet with the Municipal CFO with a view to resolving the issue. At the CFO's request the Municipal CFO will record the outcome of the meeting in writing.
- 12.2 In the event that the CFO remains dissatisfied with the outcome of that meeting, she 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 CFO with an opportunity to state his case orally or in writing before the Executive Mayor. At the CFO'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.


  
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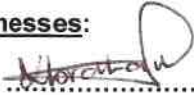

- 12.3 If any dispute about the nature of the CFO's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the Municipal CFO and the within 30 days of receipt of a formal dispute from the CFO.
- 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 CFO in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at BARKLY EAST on this 02 day of JULY 2018.

**As Witnesses:**

- 1. 
- 2. 



**Municipal Manager  
JOE QQABI DISTRICT MUNICIPALITY**

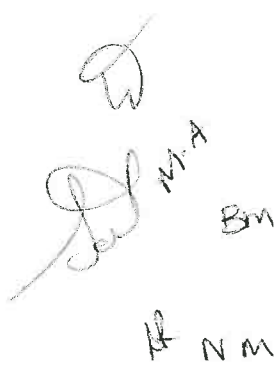
Signed at BARKLY EAST on this 02 day of JULY 2018.

**As Witnesses:**

- 1. 
- 2. 



**Chief Financial Officer  
QQABI DISTRICT MUNICIPALITY**





Annexure A  
 JOE GQABI DISTRICT MUNICIPALITY  
 2018/19 FINANCIAL YEAR: PERFORMANCE PLAN OF THE DIRECTOR: FINANCE


STRATEGIC OBJECTIVE		PROGRAM	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2018)	ANNUAL TARGET	QUARTERLY TARGETS				EVIDENCE	Responsible Person
							QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan		
Provide access to basic services	SD03: Expand and fast-track 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	100% of registered households (Indigents)	100% of registered households (Indigents)	100% of registered households (Indigents)	100% of registered households (Indigents)	100% of registered households (Indigents)	100% of registered households (Indigents)	1. Billing report	Director 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	Director Finance


  
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STRATEGIC OBJECTIVE	PROGRAMME	KPA 3: FINANCIAL VIABILITY AND MANAGEMENT					KPA WEIGHT: 50%				Evidence	Responsible Person	
		BASELINE (JUNE 2018)		ANNUAL TARGET		QUARTERLY TARGETS							
		KEY PERFORMANCE INDICATOR	2018	2018	2018	QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan				
Ensure sound and effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	KPI NUMBER											
		FM01-02	Cost coverage ratio	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	1. S71 Report to Council	Director Finance
		FM01-04	% of operational budget allocated for repairs and maintenance	8%	8%	8%	N/A	N/A	N/A	8%	8%	Approved budget	Director Finance
		FM01-05	Debt coverage ratio	2.03	2.03	2.03	2.03	2.03	2.03	2.03	2.03	1. S71 Report to Council	Director Finance
		FM01-06	Outstanding service debtors to revenue ratio	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1. Debtors Report	Director Finance
		FM01-07	% of operational budget actually spent	100%	100%	100%	25%	50%(accumulative)	75%(accumulative)	100%	100%	1. Income and expenditure report 2. Audited AFS	Director Finance
		FM01-07-01	% of Finance operational budget actually spent	100%	100%	100%	15%	25%	70%	100%	100%	1. Income and expenditure report	Director Finance
		FM01-07-02	2017/18 FY Annual Financial Statements compiled internally	N/A	2017/18 FY Annual Financial Statements compiled internally	2017/18 FY Annual Financial Statements compiled internally	2017/18 FY Annual Financial Statements compiled internally	N/A	N/A	N/A	N/A	1. AFS	Director Finance
		FM01-07-03	Annual Financial statements developed by August 2018	Annual Financial statements developed by August 2017	Annual Financial statements developed by August 2018	Annual Financial statements developed by August 2018	N/A	N/A	N/A	N/A	N/A	1. AFS 2. Council resolution 3. Proof of submission to AG	Director Finance
		FM01-07-04	Develop Annual Procurement Plan	Annual Procurement Plan developed	Annual Procurement Plan developed	Annual Procurement Plan developed	N/A	N/A	N/A	N/A	N/A	1. Procurement Plan 2. Report to top management	Director Finance
		FM01-07-05	% payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	All payments with valid tax invoices paid within 30 days	1. Creditors age analysis report 2. Report to Standing Committee	Director Finance
		FM01-07-06	% irregular, fruitless, wasteful and unauthorised expenditure	0%	0%	0%	0%	N/A	0%	N/A	N/A	1. AFS 2. Audit Report	Director Finance
		FM01-07-07	MSCOA live transacting	New Indicator	MSCOA live transacting	MSCOA live transacting	Live transacting from ledger	Live transacting from ledger	Live transacting from Payroll	Live transacting from Billing	Live transacting from Billing	Treasury / Internal audit proof	Director Finance


  
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FM01-08-01	% of grants budget spent ( Finance)	100%	100%	10%	25%	75%	100%	1. Income and expenditure report	Director Finance
FM02-01-01	Number of new Installations of pre-paid meter readers	New Indicator	2000 throughout the District	N/A	N/A	N/A	2000	1. Close out report 2. Report to Mayco	Director Finance
FM02-01-02	Develop Revenue collection Strategy for rural areas	New Indicator	Revenue Collection Strategy for rural areas developed and approved by	N/A	N/A	N/A	Revenue Collection Strategy for rural areas developed and approved by	1. Revenue Collection Strategy 2. Council Resolution	Director Finance
FM02-01-03	Installation of meters in the 3 000 h/h without meters	New Indicator	3000	750	750	750	750	1. Close out report 2. Report to Mayco	Director Finance
FM02-01-04	% reduction of water and sanitation services debt	New Indicator	40%	N/A	N/A	N/A	40%	1. Report to Mayco	Director Finance


  
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KPA 4: Institutional Development and Transformation		KPA WEIGHT: 5%									
STRATEGIC OBJECTIVE	PROGRAM ME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2018)	ANNUAL TARGET	QUARTERLY TARGETS	Evidence	Responsible Person			
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan		
Improve human resource capacity and potential	ID1: Effectively empower and develop skills base within the District	ID1-03-01	Ratio of request to fill vacant posts submitted to Human Resources Management after occurrence of vacancy	01:01	01:01	01:01	01:01	01:01	01:01	1. Accepted resignation letter 2. Request submitted to HR	Director Finance

  
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STRATEGIC OBJECTIVE	PROGRAM	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2018)	ANNUAL TARGET	QUARTERLY TARGETS				EVIDENCE	Responsible Person	
						QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan			
						01:01	01:01	01:01	01:01			
Facilitate intergovernmental cooperation and coordination	GG02: Establish and maintain stakeholder engagement initiatives	GG02-01-01	Ratio of updated tracked Council Resolutions register	01:01	01:01	01:01	01:01	01:01	01:01	1. Proof of submission to Corporate Services	Director Finance	
			Compile 2019/20 FY MTEF Budget	2018/19 FY MTEF Budget approved by Council	2019/20 FY MTEF Budget approved by Council	N/A	N/A	Draft 2019/20 FY MTEF Budget tabled before Council	Final 2019/20 FY MTEF Budget approved by Council	1. Approved Budget resolution adopting the budget	Director Finance	
			Number of Annual performance agreements (S56) signed	1	1	1	N/A	N/A	N/A	N/A	1 signed annual performance agreement	Director Finance
			Number of Annual performance obligations (middle Management) signed	3	3	3	N/A	N/A	N/A	N/A	3 signed annual performance obligation	Director Finance
			Number of Strategic risk register 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	Director Finance
			Clean audit outcomes achieved	2016/17 FY Unqualified audit opinion	2017/18 FY Clean audit outcomes achieved	N/A	N/A	Clean audit achieved	N/A	N/A	1. Audit report	Director Finance
			% of departmental previous year's audit queries addressed	100%	100%	100%	N/A	N/A	N/A	100%	Audit Action Plan	Director Finance
			Number of departmental Quarterly performance reports submitted with POE	New indicator	4	1	1	1	1	1	1. Quarterly Reports 2. POE files	Director Finance
			Ratio of responses to Internal Audit reports within stipulated time frame	New indicator	01:01	01:01	01:01	01:01	01:01	01:01	1. Proof of submission of report to Internal Audit	Director Finance
			Ratio of resolved matters identified in the OHS gap analysis report	New Indicator	01:01	01:01	01:01	01:01	01:01	01:01	1. Updated gap analysis report submitted to Corporate Services	Director Finance
			Number of reports on monitoring of implementing agencies	New indicator	4	1	1	1	1	1	1. Report to top management	Director Finance

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