



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 N. Mshumi
the Chief Operations Officer of the
JOE GQABI DISTRICT MUNICIPALITY
("the COO")**

**for the financial year:
1 July 2019 to 30 June 2020**

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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 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 Chief Operations 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 Chief Operations Officer and the annexures thereto.
- "the Municipal " - means the of the Municipality constituted in terms of Section 18 of the Local Government: Municipal Structures Act .
- "the Chief Operations Officer" – means the Chief Operations Officer : directly accountable to the Municipal Manager in terms of Section 56(a) of the Municipal Systems Act.
- the Municipal Manager" – means the Municipal Manager 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 Manager and the Chief Operations Officer.

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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 Chief Operations Officer and to communicate to the Chief Operations Officer the Municipality's expectations of the Chief Operations 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 Chief Operations Officer to assess whether the Chief Operations Officer has met the performance expectations applicable to her job;
- 2.1.6. appropriately reward the Chief Operations 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 Chief Operations 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 2019 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 31st 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 annual performance assessments. Should the Chief Operations Officer be entitled to a bonus, this will be paid out after approval by and not later than sixty (60) days thereafter in the Chief Operations Officer's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Chief Operations Officer'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 Chief Operations Officer on the last day of her employment or not later than 30 days thereafter.
- 3.5 In the event of the Chief Operations Officer commencing or terminating her services with the Municipality during the validity period of this Agreement, the Chief Operations Officer's performance for the portion of the period referred to in clause 3.1 during which

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she was employed, will be evaluated and she 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 Chief Operations Officer's 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 Chief Operations 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 Chief Operations Officer'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 Chief Operations Officer.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Chief Operations Officer 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 Chief Operations Officer'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 Chief Operations 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.

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- 5.2 The Chief Operations 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.
- 5.3 The Municipal Manager will consult the Chief Operations Officer about the specific performance standards that will be included in the performance management system as applicable to the Chief Operations Officer.
- 5.4 The Chief Operations 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 Chief Operations Officer's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Chief Operations Officer will be assessed against the outputs and outcomes achieved in terms of her Key Performance Areas (KPAs) 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 KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the Chief Operations Officer account for 80% of her assessment while the CMCs make up the other 20% of the Chief Operations Officer's assessment score.
- 6.2 The weightings agreed to in respect of the Chief Operations Officer's KPAs attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREAS (KPAS)	WEIGHT
• Local Economic Development	20%
• Financial Viability and Management	10%
• Institutional Development and Transformation	10%
• Good Governance and Public Participation	60%
Total	100%

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- 6.3 The weightings agreed to in respect of the CCRs considered most critical for the Chief Operations Officer'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		10%
Programme and Project Management		
Financial Management	compulsory	15%
Change Management		
Knowledge Management		
Service Delivery Innovation	X	10%
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Honesty and Integrity		
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		
Governance Skills	X	15%
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the Municipality		
TOTAL PERCENTAGE		100%

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6.4 The assessment of the performance of the Chief Operations Officer 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 Chief Operations Officer 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 Executive Mayor
 - 7.1.2 Member of the Mayoral Committee
 - 7.1.3 The Municipal Manager
 - 7.1.4 Chairperson of the Performance Audit Committee
 - 7.1.5 The Municipal Manager from another Municipality
- 7.2 The performance of the Chief Operations Officer will be assessed in relation to her 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:
 - 1st Quarter - July to September
 - 2nd Quarter - October to December
 - 3rd Quarter - January to March
 - 4th 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

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7.5 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 Chief Operations Officer will submit quarterly performance reports and a comprehensive annual performance report prior to the annual performance assessment meetings to the Municipal Manager.
- 8.2 The Municipal Manager will give performance feedback to the Chief Operations Officer after annual performance assessment meetings.
- 8.3 The evaluation of the Chief Operations Officer's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 Following annual performance assessment, the evaluation will determine if the Chief Operations Officer is eligible for a performance bonus as envisaged in 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 Chief Operations Officer 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 Chief Operations Officer'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 Manager may, in addition, review the Chief Operations Officer's performance at any stage while her contract of employment remains in force.
- 8.8 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Chief Operations Officer will be consulted before any such change is made.
- 8.9 The provisions of Annexure "A" may be amended by mutual agreement where the SDBIP has been changed.
- 8.10 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.
- 8.11 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 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 between 10%-14%

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9. OBLIGATIONS OF THE MUNICIPALITY

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

10. CONSULTATION

- 10.1 The Municipal Manager agrees to consult the Chief Operations Officer within a reasonable time where the exercising of the Municipal Manager's powers will –
- 10.1.1 have a direct effect on the performance of any of the Chief Operations Officer's functions; functions
- 10.1.2 commit the Chief Operations Officer to implement or to give effect to a decision made by the Municipal Manager;
- 10.1.3 have a substantial financial effect on the Municipality.
- 10.2 The Municipal Manager agrees to inform the Chief Operations 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 Chief Operations Officer 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 Chief Operations Officer's employment, not satisfied with the Chief Operations Officer's performance with respect to any matter dealt with in this Agreement, the Municipal Manager will give notice to the Chief Operations Officer to attend a meeting with the Municipal Manager.
- 11.2 The Chief Operations Officer will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Manager's

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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 Chief Operations Officer to improve 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 Chief Operations Officer is not satisfactory, the Municipal will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Chief Operations Officer, to terminate the Chief Operations Officer's employment in accordance with the notice period set out in the Chief Operations Officer's contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Chief Operations 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 Chief Operations Officer's contract of employment with or without notice for any other breach by the Chief Operations Officer of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the Chief Operations Officer is dissatisfied with any decision or action of the Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Chief Operations Officer has achieved the performance objectives and targets established in terms of this Agreement, the Chief Operations Officer may meet with the Municipal Manager with a view to resolving the issue. At the Chief Operations Officer's request the Municipal Manager will record the outcome of the meeting in writing.
- 12.2 In the event that the Chief Operations Officer 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 Chief Operations Officer with an opportunity to state her case orally or in writing before the Executive Mayor. At the Chief Operations 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 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

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13.GENERAL

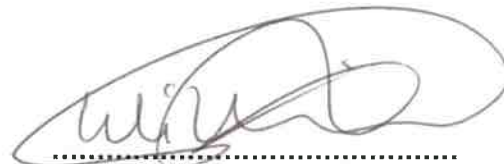
13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.

13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Chief Operations Officer in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Signed at BARLLEY EAST on this 14 day of JUNE 2019.

As Witnesses:

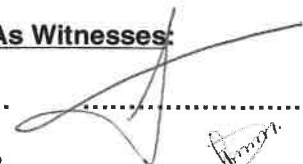

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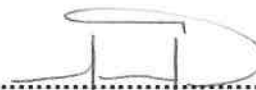


**Municipal Manager of the
JOE GQABI DISTRICT
MUNICIPALITY**

Signed at BARLLEY EAST on this 14 day of JUNE 2019.

As Witnesses:

- 1. 
- 2. 



**Chief Operations Officer of
the JOE GQABI DISTRICT
MUNICIPALITY**



STRATEGIC OBJECTIVE		PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATORS	BASELINE (JUNE 2019)	ANNUAL TARGET	QUARTERLY TARGETS				Weight 20%	Audit Evidence	Responsible Person	
							QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan				
Facilitate and implement job creation and poverty alleviation initiatives		LED02: Support and facilitate rural development and poverty alleviation program	LED02-01	Number of hectares cultivated on the PAFI programme	New Indicator	50 Hectares	N/A	N/A	N/A	N/A	50 Hectares	1. Implementation Plan 3. Report to MayCo	COO	
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
							3	3	1	1	1	1	1. Report to Mayor	COO
Facilitate and actively participate in youth, women and people with disability development programme		LED03: Facilitate and actively participate in youth, women and people with disability development programme	LED03-01-01	Number of information sessions for SAMES and Co-ops held	New Indicator	1	N/A	N/A	N/A	N/A	N/A	1. Report to Mayor 2. Attendance Register	COO	
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
							1	1	1	1	1	1	1. Report to Mayor	COO
Facilitate and support local economic development initiatives		LED04: Facilitate and support local economic development initiatives	LED04-01-01	Number of SAMES trained	27	23	N/A	N/A	N/A	N/A	23	1. Attendance Registers 2. Training programme 3. Training Report 4. Report to Standing Committee	JGGEDA	
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
							2	2	1	1	1	1	1. Reports to Mayor	COO
Facilitate and support local economic development initiatives		LED04: Facilitate and support local economic development initiatives	LED04-01-02	Number of reports on monitoring of JGGEDA projects	2	2	N/A	N/A	N/A	N/A	N/A	1. Reports to Standing Committee	COO	
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO
							2	2	1	1	1	1	1. Reports to Standing Committee	COO

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KPI 3: FINANCIAL VIABILITY AND MANAGEMENT										Weight: 10%					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2019)	ANNUAL TARGET	QUARTERLY TARGETS				Audit Evidence	Responsible Person				
Ensure effective financial management and reporting	FM01: Comply with all statutory financial management and reporting requirements	FM01-08-01	% of departmental budget actually spent	100%	100%	QRT 1 Plan	QRT 2 Plan	QRT 3 Plan	QRT 4 Plan	1. Income and Expenditure report	COO				
				2019/20 FY Annual departmental procurement plans submitted to Finance	2020/21 FY Annual departmental procurement plans submitted to Finance	N/A	N/A	N/A	35%			1. Budget of submission of departmental procurement plans submitted to Finance			
				FM03: Implement anti-fraud and anti-corruption measures	FM03-01	Number of anti-fraud and anti-corruption workshops conducted	1	1	N/A				1	N/A	2. Report to Mayor
							N/A	N/A	N/A				N/A	N/A	
KPI 4: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION										Weight: 10%					
STRATEGIC OBJECTIVE	PROGRAMME	KPI NUMBER	KEY PERFORMANCE INDICATOR	BASELINE (JUNE 2019)	ANNUAL TARGET	QUARTERLY TARGETS				Audit Evidence	Responsible Person				
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 per month of occurrence of vacancy	01:01	01:01	QRT 1 Plan	QRT 2 Plan	QRT 3	QRT 4 Plan	1. Accepted resignation letter 2. Request submitted to HR	COO				
				01:01	01:01	01:01	01:01	01:01	1. Attendance Register 2. Report to Mayor						

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SFA & GOOD GOVERNANCE AND PUBLIC PARTICIPATION										Strategic Objective	Programme	KPI Number	Performance Indicator	Baseline (Jan 2019)	Annual Target	Quarterly Targets			Weight 60%	Audit Evidence	Responsible Person
SFA & GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Strategic Objective	Programme	KPI Number	Performance Indicator	Baseline (Jan 2019)	Annual Target	QRT 1 Plan	QRT 2 Plan	QRT 3	QRT 4 Plan	Weight 60%	Audit Evidence	Responsible Person								
Facilitate intergovernmental cooperation and coordination	Facilitate intergovernmental cooperation and coordination	GG02: Establish and maintain stakeholder engagements initiatives	GG02-01-01	Ratio of Council resolutions implemented	01:01	01:01	01:01	01:01	01:01	01:01	100%	1. Updated Council resolutions register	COO								
														1. Report to Mayor	2. Attendance Registers						
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG06: Facilitate implementation of programmes supporting special groups	GG06-01-01	Number of IDP/FMS and Internal Audit support initiatives with local municipalities	3	3 (IDP/FMS & IA)	N/A	1 (IDP/FMS & IA)	1 (IDP/FMS & IA)	1 (IDP/FMS & IA)	100%	1. Report to Mayor	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-01-02	Number of signed performance agreements for Directors & Managers directly reporting to the Municipal Manager	3	3	N/A	N/A	N/A	N/A	100%	3 signed annual performance obligations	COO								
														1. Updated Strategic Risk Register to Msyco	2. Report to Mayor						
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-01-01	Number of DP & Budget representative forum meetings held	4	4	1	1	1	1	100%	1. Audit report	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-04-03	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Quarterly Reports	COO								
														2. POE files							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-01	Clean audit outcomes maintained	2017/18 FY Clean audit outcomes achieved	2018/19 FY Clean audit outcomes achieved	N/A	N/A	N/A	N/A	100%	1. Audit Action Plan	COO								
														2. POE files							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-02	% of departmental previous year's audit queries addressed	100%	100%	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-07	Number of Audit and Performance Committee meetings held	5	5	1	2	1	1	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-06	Number of MPAC meetings held	4	4	1	1	1	1	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-02	Number of departmental Quarterly performance POE submitted with	4	4	1	1	1	1	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-04	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-05	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-06	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-07	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-08	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-09	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							
Facilitate the development of a healthy and inclusive society	Establish and support municipal oversight systems, mechanism and process	GG05: Ensure and maintain corporate governance	GG05-05-10	Number of signed performance obligations added (Management)	4	3 (updated risk registers)	N/A	N/A	N/A	N/A	100%	1. Minutes	COO								
														2. Attendance Registers							

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