



PERFORMANCE AGREEMENT

Entered into by and between

**Great Kei Municipality, as represented by the
Municipal Manager– Mr Lawrence N Mambila**

['the employer']

and

Mr Ayanda Lwana ['the employee']

for the financial year:
01st July 2019 – 30th June 2020

ACRONYMS

SDBIP - Service Delivery and Budget Implementation Plan

BEE - Black Economic Empowerment

KPA - Key Performance Area

KPI - Key Performance Indicator

PDP - Personal Development Plan

PA - Performance Agreement

CCR - Core Competency Requirements

PMS - Performance Management System

PAC - Performance Audit Committee

DEFINITIONS

Official Language - Refers to the language parties to the contract chooses to use as medium for formal communication between themselves.

Financial Year - Refers to the 12-months period which the organization determines as its budget year.

Employee - means to a person employed by the Municipality as Municipal Manager or as a Manager directly accountable to the Municipal Manager

Employer - means the Municipality employing a person as a Municipal Manager or as Manager directly accountable to a Municipal Manager and as representative of the Mayor, Executive Mayor or Municipal Manager as the case maybe;

Employment Contract - means a contract as contemplated in Section 57 of the Act;

Performance Agreement - means an agreement as contemplated in Section 57 of the Act; and

The Act - means the Local Government: Municipal Systems Act, 2000.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Mr Lawrence N Mambila [ID No 7201096023087] in his capacity as Municipal Manager [hereinafter referred to as 'the Employer']

and

Ayanda Lwana, [ID No 870322 5552 083] being Chief Financial Officer appointed in terms of 54A of the Act [hereinafter referred to as 'the Employee'].

WHEREBY IT IS AGREED AS FOLLOWS:

1. Introduction

- 1.1 The Employer has entered into a Contract of Employment with the Employee in terms of Section 57[1][a] of the Local Government: Municipal Systems Act 32 of 2000['the Municipal Systems Act']. The Employer and the Employee are hereinafter referred to as 'the parties'. 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 a contract of employment with the Chief Financial Officer for a period of five (5) years, commencing on **14 October 2019**.
- 1.2 Section 57[1][b] of the Municipal Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an Annual Performance Agreement. That the parties hereby agree to have this contract developed in terms of the Municipal Managers and Managers directly accountable to the Municipal Manager, 2006.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment to the Director to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Section 57[4], 57[4B] and 57[5] of the Municipal Systems Act.

2. Purpose of this Agreement

The purpose of this Performance Agreement is to:-

- 2.1 comply with the provisions of Section 57[1][b], [4B] and [5] of the Municipal Systems Act as well as the Contract of Employment entered into between the parties;

- 2.2 specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan ['SDBIP'] and the Budget of the Employer;
- 2.3 specify accountabilities as set out in the Performance Plan as set out under paragraph 4;
- 2.4 monitor and measure performance against set target outputs;
- 2.5 use the Performance Agreements as the basis for the assessing whether the Employee has met the performance expectations applicable to this job;
- 2.6 appropriately reward the Employee in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. Commencement and Duration

- 3.1 This Agreement will commence with effect on 14 October 2019 and will remain in force until 30th June 2020, at the end of which the parties shall negotiate a new Performance Agreement in terms of the Provisions of Section 57[2][a] of the Act.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces the previous Agreement at least once a year with one month after the commencement of the new financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's Contract of Employment for any reason.
- 3.4 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the content must, by mutual agreement between the parties, immediately be revised.

4. Performance Plan

- 4.1 By their signatures hereunder, the Parties hereby accept the Performance Plan as documented below, as the basis upon which performance will be monitored and measured.

4.2 The Performance Plan consists of the following areas, forming separate Paragraphs to this Agreement:

- 4.2.1 Performance Objectives – set out under paragraph 5;
- 4.2.2 Performance Management Systems – set out under paragraph 6;
- 4.2.3 Evaluation of Performance – set out under paragraph 7;
- 4.2.4 Annual Performance Appraisal – set out under paragraph 8
- 4.2.5 Schedule of Performance Reviews – set out under paragraph 9;
- 4.2.6 Personal Development Requirements – as set out under paragraph 10;

5. Performance Objectives

5.1 The Parties hereto agree to set the performance objectives and targets, as reflected in the following attachments.

5.1.1 The Service Delivery and Budget Implementation Plan [SDBIP] [Departmental Scorecard] – **Annexure A**;

And

5.1.2 The Personal Development Plan [PDP] – **Annexure B**.

5.2 The performance objectives and targets agreed to are to be achieved within the specified timeframe as set out in Annexure A.

5.3 The performance objectives and targets as reflected in Annexure A, are based on the Integrated Development Plan and the Budget of the Employer and include:

5.3.1 Key Objectives – which describe the main tasks that need to be done;

5.3.2 Key Performance Indicators – which provide the details of the evidence that must be provided to show that a key objective has been met;

5.3.3 Target Dates – within which the objective and target must be met; and

5.3.4 Weightings – which show the relative importance of the objectives to each other.

5.4 The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

6 Performance Management System

6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer.

6.2 The Employee accepts that the purpose of the performance management system is to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standard required.

6.3 The Employer will consult the Employee in respect of any specific standards that will be included in the performance management system that are applicable to the Employee.

6.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas [KPA's] [including special projects relevant to the Employee's responsibilities] within the local government framework.

6.5 The criteria upon which the performance of the Employee is to be assessed consist of two components, namely KPA's and Core Competency Requirements [CCR's], with a weighting of 80:20 allocated to the KPA's and the CCR's respectively.

6.6 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.7 KPA's covering the main areas of work will account for 80% and CCR's will count for 20% of the final assessment.

6.8 The Employee's assessment will be based on the performance in terms of the outputs/ outcomes [performance indicators], identified as per **Annexure A**, which are linked to the KPA's and which constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee as follows:

Key Performance Areas [KPA's]	Weighting
Basic Service Delivery	10%
Municipal Institutional Development and Transformation	10%
Local Economic Development [LED]	15%
Municipal Financial Viability and Management	60%
Good Governance and Public Participation	15%
Total	100%

6.9 The CCR's will make up the 20% of the Employee's assessment score. CCR's which are competencies that cuts across all levels of work in a municipality are agreed to between the Employer and the Employee.

Below is a list of Leading and Core competencies as stipulated in the Local Government: Regulations on appointment and Conditions of Employment of Senior Managers:

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS		
Leading Competencies:		Weight
Strategic Direction and Leadership	▪ Impact and Influence	8.4
	▪ Institutional Performance Management	
	▪ Strategic Planning and Management	
	▪ Organizational Awareness	
People Management	▪ Human Capital Planning and Development	8.4
	▪ Diversity Management	
	▪ Employee Relations Management	
	▪ Negotiations and Dispute Management	
Programme and Project Management	▪ Programme and Project Planning and Implementation	8.4
	▪ Service Delivery Management	
	▪ Programme and Project Monitoring and Evaluation	
Financial Management	▪ Budget Planning and Execution	8.3
	▪ Financial Strategy and Delivery	
	▪ Financial Reporting and Monitoring	
Change Leadership	▪ Change Vision and Strategy	8.3
	▪ Process Design and Improvement	
	▪ Change Impact Monitoring and Evaluation	
Governance Leadership	▪ Policy Formulation	8.4
	▪ Risk and Compliance Management	
	▪ Cooperative Governance	
Core Competencies:		
Moral Competencies		8.3
Planning and Organizing		8.3
Analysis and Innovation		8.3
Knowledge and Information Management		8.3
Communication		8.3
Results and Quality Focus		8.3
Total		100%

7. Evaluating Performance

- 7.1 The following standards and procedures shall apply in the evaluation of the performance of the Employee:
- 7.1.1 The Employer shall, for every quarter of the financial year, on the basis of a self-evaluation written report from the Employee, and his own assessment evaluate the Employee's performance. The reports may be subjected to further review by the Performance Audit Committee of Great Kei Municipality.
- 7.1.2 The said report from the employee must be made available to the Employer within [5] working days after the last day of the quarter [three months period].
- 7.1.3 The said report shall indicate any problems or impediments encountered by the Employee in meeting the targets provided for within the timeframes of the KPA's and CCR's scorecards.
- 7.1.4 Should the problems or impediments not be the fault of the Employee, the report should propose new timeframes for the achievement of the said objectives.
- 7.1.5 The Employer shall within fourteen [14] days upon the receipt of the report indicating such impediments as described in paragraph 7.1.3 above, respond in writing to the Employee either the acceptance or rejection of the revised target timeframes.
- 7.1.6 The Employee must ensure any new timeframes or variances and corrective measures agreed to in terms of this paragraph, are where appropriate, and correctly reflected in the monthly reports submitted to the Employer so as to allow the Municipal Manager to comply with the reporting requirements under Section 71 [1] of the Municipal Finance Management Act 56 of 2003.
- 7.1.7 The Employer shall, in the event of substandard performance by the Employee convene a meeting with the Employee where he will:
- a) give feedback in respect of the substandard performance;
 - b) explain the requirements, levels, skills and nature of the posts;
 - c) evaluate the Employee's performance in relation to this Agreements;
 - d) Afford the Employee an opportunity to respond to the substandard performance outcomes.
- 7.1.8 After considering the submissions made by the Employee in terms of subparagraph 7.1.7 [d] above the Employee may, if necessary –
- a) Initiate a formal programme of counselling and training to enable the employee to reach the required standard of performance, which must include –
 - i. Assessing the time that it will take for the Employee to deal with the substandard performance;
 - ii. Establish realistic timeframes within which the Municipality will expect the Employee to meet the required performance standard; and

- iii. Identify and providing appropriate training for the Employee to reach the required standard of performance.
 - b) Establish ways to address any factors that affected the Employee's performance that lay beyond the Employee's control.
- 7.1.9 If, after the application of corrective measures as set out in paragraph 7.1.8 above, and after reasonable time has been given for the Employee to improve his performance, the Employee continues to fail to meet the required performance standard of the post, or refuses to take part in any programme intended to correct the substandard performance, the Employer shall report the allegation of substandard performance of the Employee, to Council to commence formal disciplinary proceedings as stipulated in terms of the Local Government: Disciplinary Regulations for Senior Managers 2010, with a view of terminating the employment of the Employee in accordance with the provisions of the written Contract of Employment.
- 7.2 The Employer may penalise the Employee by withholding any recognition of performance in the following circumstances:
 - 7.2.1 The Employee fails to comply with this Agreement;
 - 7.2.2 The Employee's leave record in respect of absenteeism and leave without pay shows a lack of commitment to his work.
 - 7.2.3 The employee has been found guilty of misconduct in a disciplinary hearing during the period of the Agreement
- 7.3 Should the Employee fails to submit his self-assessment for each or any quarter within the prescribed period as set out in paragraph 7.1 above, the Employer may disregard the self-assessment for that quarter and gives a score of zero to the Employee.
- 7.4 The Employer shall not be entitled to give a score of zero where the Employee fail to submit a self-assessment report, as provided for under paragraph 7.3 above ,where the Employee's failure to submit the self-assessment is a result of any of the following events which are beyond the control of the employee:
 - (a) The Employee is on sick leave, as per the conditions outlined in the applicable municipal policy, thus losing essential time that would allow the Employee to complete and submit the self-assessment timeously;
 - (b) The employee is away from the office on official Council business for any period of time within which the self-assessment is due;
 - (c) The Employee is on approved annual or any other leave at the time which the self-assessment is due.
- 7.5 In the event of any of the occurrences listed under paragraph 7.4 Above, the Employee must advice the Employer in writing to the effect that the self-assessment cannot be submitted timeously.

- 7.6 The Employer must immediately acknowledge receipt of the Employee's submission under paragraph 7.5 above and indicate his agreement that the self-assessment cannot be submitted timeously, and to then provide the Employee with an alternative date on which the self-assessment report may be submitted
- 7.7 The Employer must give Employee notice in writing that he is contemplating not evaluating the Employees quarterly performance for reasons listed under paragraphs 7.2 and 7.4, to allow the Employee to provide further submission in this regard.

8. Annual performance appraisal

- 8.1 The annual performance appraisal will involve:
 - 8.1.1 Assessment of the achievement of the result as outlined in the Annexure A, as follows
 - 8.1.1.1 Each KPA will be assessed according to the extent to which the Specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under KPA;
 - 8.1.1.2 An indicative rating on the five-point scale will be provided for each KPA;
 - 8.1.1.3 The applicable assessment rating calculator will then be used to add the scores and calculate the final KPA score.
 - 8.1.2 Assessment of the CCR as follows:
 - 8.1.2.1 Each CCR will be assessed according to the extent to which the Specified standards have been met;
 - 8.1.2.2 An indicative rating on the five point scale will be provided for each CCR;
 - 8.1.2.3 This rating will be multiplied by the weighting given to each CCR agreed to in this Agreement to provide a score;
 - 8.1.2.4 The applicable assessment rating calculator must then be used to Add the scores and calculate the final CCR score.
 - 8.1.3 Overall rating as follows:
 - 8.1.3.1 An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcome of the performance appraisal.
 - 8.1.3.2 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's

Level	Terminology	Description	Rating					
			1	2	3	4	5	

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5	Outstanding performance	Performance far exceeds the standards 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 maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectation	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 achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
2	Performance not fully effective	Performance is below the standard required for the job to 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.	

8.2 The valuation of the annual performance of the Employee ,shall be conducted by a panel consisting of the following :

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- Municipal Manager;
- Chairperson of the Performance Audit Committee or Audit committee in the absence of a Performance Audit Committee
- A member of the Mayoral Committee, and
- The Municipal Manager from another Municipality

9. Schedule for performance reviews

9.1 The performance of the Employee in relation to his Performance Agreement shall be reviewed on the following dates:

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

9.2 The performance panels will sit bi-annually as in line with the Performance Management Framework.

9.3 The Employer must keep a record of the mid-year review and quarterly assessment meetings.

9.4 Performance feedback must be based on the Employer’s assessment of the Employee’s performance.

9.5 The Employee will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons on agreement between both parties.

9.6 The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

9.7 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee’s performance at any stage while the Contract of Employment remains in force.

10. Developmental requirements

10.1 A personal Development Plan (PDP) for addressing developmental gaps must form part of the Performance Agreement.

10.2 Personal growth and development needs identified during any Performance review discussion must be documented in the PDP as well as the actions agreed to as well as implementation time frames

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11. Obligations of the Employer

11.1 The employer must-

- 11.1.1 create an enabling environment to facilitate effective performance by the employee;
- 11.1.2 provide access to skills development and capacity building opportunities
- 11.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 11.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement ;and
- 11.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him tom to meet the performance objectives and targets established in terms of this Agreement

12 Consultation

12.1 The Employer agrees to consult the Employee timeously where the Exercising of the powers will have amongst other

12.1.1 a direct on the performance of any of the Employee's functions ;

12.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

12.1.3 have a substantial financial effect on the Employer.

12.2 The Employer agrees to inform the Employee of the outcome of A decision taken pursuant to the exercise of powers contemplated In 11.1 as soon as practicable to enable the Employee to take any necessary action without delay

13 Management of evaluation outcomes

13.1 The evaluation of the Employee's performance will form the basis for Rewarding outstanding performance or correcting unacceptable Performance

13.2 A performance bonus ranging from 5% to 14% of all the inclusive Remuneration package may be paid to the Employee in recognition of Outstanding performance within a month after the closing of the financial year in determining the performance bonus of the employee

Relevant percentage is based on the overall rating, calculated by using The applicable assessment-rating calculator; provided that-

13.2.1 a score of 130% to 149 % is awarded a performance bonus Ranging from 5% to 9% and

13.2.2 a score of 150% and above is awarded a performance bonus Ranging from 10% to 14%.

13.3 Should the awarding of performance bonus be appropriate as provided For under paragraph 13.2 above, such performance bonus will be subject to the following condition:

13.3.1 The Employee having completed 2 consecutive quarters in full for applicable performance year.

13.3.2 Should the Employee have been appointed for less than 12 months ,a pro rata performance bonus will apply.

13.4 In the case of unacceptable performance, the Employer shall

13.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his/her performance in line with the provision Of paragraph 7.1.8 and,

13.4.2 After appropriate performance counselling and having provided the Necessary guidance or support and reasonable time for improvement In performance, and performance does not improve, the Employer May consider steps as provided for this Agreement to terminate the Contract of Employment of the Employee on ground of unfitness or Incapacity to carry out his duties.

14. Dispute resolution

14.1 Any disputes about the nature of the Employee's performance Agreement, whether it relates to key responsibilities, priorities Methods of assessment and/ or salary increment in the Agreement must be mediated by the Speaker/ Mayor within 30 days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

14.2 Any dispute about the outcome of the Employee's performance Evaluation, must be mediated by a member of the Municipal Council, provided that such member was not part of the evaluation panel provided that such member was not part of the evaluation panel provided for in 7.5 within

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30 days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

15 General

15.1 The contents of the Performance Agreement will be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Municipal System Act

15.2 Nothing in this Agreement diminishes the obligations, duties or Accountabilities of the Employee in terms of his Contract of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Qumana on this 14 day of October 2019

AS WITNESSES

1 [Signature]

2 [Signature]

[Signature]
MUNICIPAL MANAGER (the employer)

AS WITNESSES

1 N. SANA [Signature]

2 B. MBEKWA [Signature]

A. Luana [Signature]
Chief Financial Officer (The employee)

ANNEXURE A

PERFORMANCE PLAN

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4. Budgeting and Reporting	To Maintain budgeting and reporting mechanisms in line with Municipal Finance Management Act, VAT Act, Treasury regulations and budget reforms, by June 2022	FM05: Comply with all statutory reporting requirements and financial reforms.	Previous reports	FM05-01	Compliance reports submitted as per MFMA and VAT Act. (Input)	Submission of compliance reports within specified time frame	R 0	Submission of compliance reports as per the MFMA and VAT Act.	Proof of submissions and copies of reports.	Submission of compliance reports as per the MFMA and VAT Act.	Proof of submissions and copies of reports.	CFO			
		FM06: By planning and preparation of municipal budget in line with MFMA Regulations	2018/19 annual budget	FM06-01	Annual approved budget for 2018-2022	Annual approved budget for 2018/20	R 0	One Budget Technical Committee Meeting	Attendance registers and minutes	Copy of Draft budget and adjustment. Council resolutions	Submit final budget for approval by Council.	Council Resolution and Copy of Approved budget.	CFO		
		FM07: Implementation of mSCOA Reform by 2022	4 Mecca reports	FM07-01	Number of mSCOA project updates	Full mSCOA implementation	R1 million	Report on mSCOA implementation	Report on mSCOA implementation	Reports to council	Report on mSCOA implementation	Reports to council	CFO		
		FM08: Data cleansing and accurate billing of all GKM services and enforcing disconnection of electricity, effect legal action on non-payment of municipal services billed	65%	FM08-01	% increase in actual revenue collection (Output)	9% increase as from the baseline as at 30 June 2019	R 0	Revenue Collection Report	1 % increase	Revenue Collection Report	Revenue Collection Report	1 % increase	Revenue Collection Report	CFO	
			New indicator	FM09-01	GKM Total debt reduced	R10 million reduction of the Total debt owed by ratepayers	R 0	Debt by type report, List of disconnections	R2.5million reduction	Debt by type report, List of disconnections	Reports on indigent register.	Approval of the Indigent Register.	Council Item and Resolution.	CFO	
			New indicator	FM09-02	Revenue turn-around strategy developed and approved by council (Input indicator)	Revenue turn-around strategy developed and approved by council	R 0	Revenue turn-around strategy. Council resolutions	Consultation of stakeholders.	Revenue turn-around strategy developed	Debt by type report, List of disconnections	R2.5million reduction	Debt by type report, List of disconnections	CFO	
			New indicator	FM09-03	Revenue turn-around strategy developed & implemented	Revenue turn-around strategy implemented	R 0	N/A	N/A	Develop & implement Action plan of Revenue turnaround strategy	Revenue turn-around strategy. Council resolutions	Revenue turn-around strategy approved by council	Revenue turn-around strategy. Council resolutions	CFO	
		5. Revenue Enhancement & Indigent Administration	To maintain and improve effective revenue collection system consistent with Section 95 of the MSA and enforce the municipality's credit and debt control policy (Section 64 MFMA) by June 2022.	New indicator	FM09-04	Update of the General Valuation Roll through a supplementary roll annually	Conduct a yearly supplementary roll to update General Valuation Roll	R 0	Update monthly properties on FMS by downloading the deeds	Deeds Download, Rates Reconciliation	Deeds Download, Rates Reconciliation	Update monthly properties on FMS by downloading the deeds	Progress report of Action plan on Revenue turnaround strategy	CFO	
				New indicator	FM10-01	Review and updated indigent register	100% beneficiary subsidization of the customers that have claimed	R 0	Monthly Indigent registration report	100% indigent subsidized and added indigent customers	Monthly indigent registration report	Monthly indigent registration report	100% indigent subsidized and added indigent customers	Monthly indigent registration report	CFO
				Qualified audit	FM11-01	% of audit findings addressed	100% Reduction of audit findings	R 0	Audit Action Plan and Council Item.	Implementation and Monitoring of the Audit Action Plan	Implementation and Monitoring of the Audit Action Plan	Audit action plan & report. Council items.	Implementation and Monitoring of the Audit Action Plan	Audit action plan & report. Council items.	CFO
100%	FM12-01			% implementation of action plan to mitigate identified risks (Output)	% of identified risks lessened	R 0	Updated Risk Register	Updating the progress on the risk register	Updated risk register.	Updated risk register.	Updating the progress on the risk register.	Updated risk register.	CFO		
7. Audit	To ensure improvement of audit outcomes through reduction of audit findings by June 2022.														
8. Risk Management	To ensure management of organizational and mitigation of risks by June 2022.														

Priority Area	KPA 5: GOOD GOVERNANCE & PP		TARGET FOR THE QUARTER								Weight: 40%							
	IDP Objective	IDP Strategy	Baseline	KPI Number	Key Performance Indicator	2019/20 Annual Target	2019/20 Budget	Q1	POE	Q2		POE	Q3	POE	Q4	POE	Custodian	
6. Operational planning and performance monitoring	To ensure the institutionalization of Performance Management by June 2022	GG06: Develop and review Institutional Strategic Score Card and cascading of Performance Management System	2018/19 signed Performance Agreement	GG06-01	Number of signed performance agreements by S&P Manager (Output)	1 signed Performance Agreement	N/A	1 signed Performance Agreement	Copy 1 Signed Performance Agreement	N/A	Copy 1 Signed Performance Agreement	N/A	N/A	N/A	Copy 1 Signed Performance Agreement	CFO		
			2018/19 2 AAs	GG06-02	Number of signed Accountability Agreements and Promise linked to individual scorecards	5 signed Accountability Agreements and Promise for all employees	N/A	5 signed Accountability Agreements and Promise for all employees	Copy of 5 signed accountability agreements	N/A	Copy of 5 signed accountability agreements	N/A	N/A	N/A	N/A	Copy of 4 signed accountability agreements	CFO	
			Quarterly and 2018/2019 APR performance reports	GG07-01	Number of Quarterly performance reports and mid-year budget and annual performance report approved by council (Input)	4 Quarterly reports	N/A	1 Quarterly performance report	Signed quarterly performance report	1 Quarterly performance report	Signed quarterly performance report	1 Quarterly performance report	Signed quarterly performance report	1 Quarterly performance report	Signed quarterly performance report	1 Quarterly performance report	Signed quarterly performance report	CFO
			Quarterly APR performance reports	GG07-02	Number of reports on performance of middle managers (Inputs)	4 Quarterly reports	N/A	1 Quarterly performance report	Signed quarterly standing committee report	1 Quarterly performance report	Signed quarterly standing committee report	1 Quarterly performance report	Signed quarterly standing committee report	1 Quarterly performance report	Signed quarterly standing committee report	1 Quarterly performance report	Signed quarterly standing committee report	CFO
		GG07: Monitor and measure institutional performance quarterly	Quarterly APR performance reports	GG07-03	Number of reports on performance of service providers (Input)	4 Quarterly reports	N/A	1 Quarterly report	Signed quarterly report	1 Quarterly report	Signed quarterly report	1 Quarterly report	Signed quarterly report	1 Quarterly report	Signed quarterly report	CFO		

ANNEXURE B

PERSONAL DEVELOPMENT PLAN (PDP)