



Mogale City

Local Municipality

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

AND

CHIEF FINANCIAL OFFICER: FINANCIAL MANAGEMENT
SERVICES

DOROTHY SEKGOLOLO DIALE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

1

2018/2019 Performance Management Agreement entered into by and between Municipal Manager: M.P. Raedani and Chief Financial Officer: Financial Management Services: Dorothy Diale

AZ
DS
PM

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **M.P. RAEDANI** as the **MUNICIPAL MANAGER** (hereinafter referred to as the Employer or Supervisor)

And

DOROTHY SEKGOLOLO DIALE as the **CHIEF FINANCIAL OFFICER: FINANCIAL MANAGEMENT SERVICES** of **MOGALE CITY LOCAL MUNICIPALITY** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

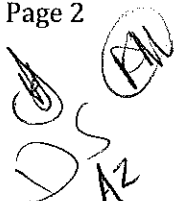
1. INTRODUCTION

- 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 Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B), (4C) and (5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014 as well as the Contract of Employment entered into between the parties;

Handwritten signatures and initials, including a circular stamp with the letters 'EM' and the initials 'DS' and 'AZ'.

- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy 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 on the **01 JULY 2018** and will remain in force until **30 JUNE 2019**; where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.3 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.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the

AZ DS

Handwritten initials 'AZ' and 'DS' are written in the bottom right corner. Above them is a circular stamp containing the letters 'AM'.

Budget of the Employer, and shall include key objectives; key performance indicators; target and weightings.

- 4.3 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 timeframe within which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

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

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENTS SYSTEM THAT THE EMPLOYER ADOPTS

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the performance agreement.
 - 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs)/ Core Managerial Competencies (CMC) respectively.
 - 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 6.2.3 KPAs covering the main areas of work will account for 80 weighting and CCRs will account for 20 weighting of the final assessment.

AZ DS PM

- 6.3 The Employee's assessment will be based on his/her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's (as outlined within the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006), and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING %
Service Delivery and Infrastructure Development	0%
Financial Viability	30%
Good Governance & Public Participation	60%
Municipal Transformation & Organizational Development	0%
Local Economic Development	10%
Total	100%

- 6.4 The Leading & Core Competencies will make up the other 20% of the Employee's assessment score. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness 	20%
People Management and Empowerment	<ul style="list-style-type: none"> • Human Capital Planning & Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	10%
Program & Project Management	<ul style="list-style-type: none"> • Program & Project Planning and Implementation • Service Delivery Management • Program & Project Monitoring & Evaluation 	10%
Financial Management	<ul style="list-style-type: none"> • Budget Planning & Execution • Financial Strategy & Delivery • Financial Reporting & Monitoring 	20%
Change Leadership	<ul style="list-style-type: none"> • Change Vision & Strategy 	15%

LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	<ul style="list-style-type: none"> • Process Design & Improvement • Change Impact Monitoring & Evaluation 	
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	25%
CORE COMPETENCIES		
Moral Competence		-
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
TOTAL		

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out-

7.1.1 The standards and procedures for evaluating the Employee's performance; and

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

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

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

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

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance Plan:

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

(b) An indicative rating on the five-point scale should be provided for each KPA;

- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Competencies

- (a) Each competency should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each competency
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final competency score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

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

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Unacceptable Performance Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	0% - 59% and below
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.	2	60% – 74%
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	75% – 79 %
Performance Significantly Above Expectations/	4	80% – 89 %

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Exceptional Performance Performance is significantly higher than the standard expected in the job.		
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90% – 100 %

7.7 For purposes of evaluating the performance of the Executive Manager: Community Development Services, an evaluation panel constituted by the following persons must be established –

- 7.7.1 Municipal Manager;
- 7.7.2 Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;
- 7.7.3 Member of the Mayoral Committee;
- 7.7.4 Municipal Manager from another Municipality; and

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Timeline	Date of the Review
First Quarter	July – September 2018	Second week of October 2018
Second Quarter	October – December 2018	Second week of January 2019
Third Quarter	January – March 2019	Second week of April 2019
Fourth Quarter	April – June 2018	Not applicable

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

- 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 provide access to skills development and capacity building opportunities;
- 10.1.3 work collaboratively with the Employee to solve problems and solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this agreement.

11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –
- 11.1.1 a direct effect on the performance of any of the Employee's functions;

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

11.1.3 a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul style="list-style-type: none">• Remuneration Progression• 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none">• Remuneration Progression• 10% - 14% of total package

12.3 In the case of unacceptable performance, the Employer shall –

12.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provide for, shall be mediated by –

13.1.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14. GENERAL


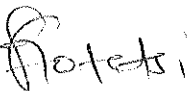
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

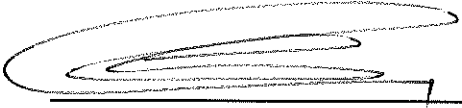
AZD
DS
EM

14.2 Nothing in this agreement diminished the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Keygersdorp.....on this the 13 day of MAY.....~~2018~~ ²⁰¹⁹


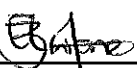
AS WITNESSES:

1. 
2. 


EMPLOYEE
(Chief Financial Officer)

Thus done and signed at Keygersdorp.....on this the 20th day of May.....~~2018~~ ²⁰¹⁹

AS WITNESSES:

1. 
2. 


EMPLOYER
(Municipal Manager)

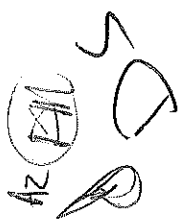
KPA: FINANCIAL VIABILITY: 30%											PERFORMANCE RESULTS						
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAM MILESTON CT	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 1	CFO's output	FIN-Strategic Support CFO	All Wards	% Revenue collected	10%	%		87%	92%	Q1 Q2 Q3 Q4	92%	In-year monitoring report	Chief Financial Officer	1= 90% 2= 91% 3= 92% 4= 93% 5= 94%			
KPI 2	CFO's output	FIN-Strategic Support CFO	All Wards	Number of billing cycles completed	5%	Number	New target		12	Q1 Q2 Q3 Q4	3		Chief Financial Officer	1= 3 reports submitted on the 9th working day of the month 2= 3 reports submitted on the 8th working day of the month 3= 3 reports submitted on the 7th working day of the month 4=3 reports submitted on the 6th working day of the month 5=3 reports submitted on the 5th working day of the month			
KPI 4	CFO's output	FIN-Strategic Support CFO	All Wards	Number of days taken to pay creditors	5%	Number	137	120		Q1 Q2 Q3 Q4	120	Creditors report	Chief Financial Officer	1= 150 days taken to pay creditors 2=137 days taken to pay creditors 3= 120 days taken to pay creditors 4= 90 days taken to pay creditors 5= 60 days taken to pay creditors			
KPI 5	CFO's output	FIN-Strategic Support CFO	All Wards	% completeness of the movable and immovable asset register	10%	%	New target	100%		Q1 Q2 Q3 Q4	100%	Report on asset management	Chief Financial Officer	1=50% reconciled and compliant asset register (movable and immovable assets) produced annually 2=75% reconciled and compliant asset register produced 3=100% reconciled and compliant asset register (movable and immovable assets) produced annually 4=100% reconciled and compliant asset register (movable and immovable assets) produced quarterly 5=100% reconciled and compliant.			
The MSCOA Project refers to the line item as per the approved Budget. The allocated amount include only the CFO's office administration and employee related costs.																	
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION: 60%											PERFORMANCE RESULTS						
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAM MILESTON CT	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 6	CFO's output	FIN-Strategic Support CFO	All Wards	% implementation of audit action plans	10%	%	-	New target	100%	Q1 Q2 Q3 Q4	100%	OPCA Progress report	Chief Financial Officer	1 = 100% implementation 6 and more days after the deadline 2 = 100% implementation 1-5 days after the deadline 3= 100% implementation on the set deadline 4= 100% implementation 5 days before the deadline 5 = 100% implementation 15 days before the deadline			
KPI 7	CFO's output	FIN-Strategic Support CFO	All Wards	% development of the FCMH action plans in line with recommendations	10%	%	-	New target	100%	Q1 Q2 Q3	-	FCMM report	Chief Financial Officer	1 = 100% implementation 6 and more days after the deadline 2 = 100% implementation 1-5 days after the deadline 3= 100% implementation on the set deadline 4= 100% implementation 5 days before the deadline			

AK AZ DS

SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAM PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT			PERFORMANCE RESULTS				
														5 = 100% implementation 10 days before the deadline	4 = 100% implementation 5 days before the deadline	3 = 100% implementation on the set deadline	2 = 100% implementation 1-5 days after the deadline	1 = 100% implementation 6 and more days after the deadline	3 = 100% completeness of the supplementary valuation roll	2 = 95% Compliance	1 = 90% Compliance
KPI 8	CFO's output	FIN-Strategic Support CFO	All Wards	% compliance to the MFMA	30%	%	-	-	100%	Q1	100%	MFMA implementation monitoring checklist and proof of submission	Chief Financial Officer	5 = 100% implementation 10 days before the deadline	4 = 100% implementation 5 days before the deadline	3 = 100% implementation on the set deadline	2 = 100% implementation 1-5 days after the deadline	1 = 100% implementation 6 and more days after the deadline			
KPI 9	CFO's output	FIN-Strategic Support CFO	All Wards	% implementation of SCM operations checklist	10%	%	-	New target	100%	Q1	100%	Quarterly report on SCM	Chief Financial Officer	3 = 100% implementation 10 days before the deadline	2 = 95% Compliance	1 = 90% Compliance					
KPA: LOCAL ECONOMIC DEVELOPMENT: 10%																					
KPI 3	CFO's output	FIN-Strategic Support CFO	All Wards	% completeness of new customers registered in the billing system	10%	%		New target	100%	Q1	100%	Township Approval Report	Chief Financial Officer	3 = 100% completeness of the supplementary valuation roll							
CORE MANAGERIAL COMPETENCIES																					
Strategic Direction and Leadership																					
<p>1= Departmental Plan approved before the end of 31 May 2019 2019</p> <p>2= Departmental Plan approved before the 15 May 2019</p> <p>3= Departmental Strategic Plan approved before the 28 February 2019</p> <p>4= Departmental Strategic Plan approved before the 31 January 2019</p> <p>5= Departmental Strategic Plan approved before the 31 December 2018</p> <p>6= Performance Management Agreements signed after the 30/09/2018</p> <p>7= 6 Performance Management Agreements signed after the 15/09/2018</p> <p>8= 6 Performance Management Agreements signed by the 31/08/2018</p> <p>9= 6 Performance Management Agreements signed by the 15/08/2018</p> <p>10= 100% approved after 31 July 2019</p> <p>11= 100% approved after 30 June 2019</p>																					
<p>Project Plan that informs the Budget signed by relevant \$56 submitted to Budget and Treasury</p> <p>Six (6) 2018/2019 Performance Management Agreements signed with Managers</p>																					
<p>(Strategic Planning and Management) Approved Departmental Strategic Plan aligned to the SDBIP (to inform the 2019/2020 budget) (Project Plan that informs the Budget)</p> <p>Nc. of Individual Performance Management Agreements signed with Managers by 31 August 2018</p>																					
<p>5</p> <p>10</p>																					

Handwritten initials and marks: "AZ", "P", and a signature.

5	% development/ review of job profiles as per USS schedule	3= 100% before 31 May 2019 4= 100% before 30 April 2019 5= 100% before 31 March 2019 1=PDPs developed and submitted by 30 November 2=PDPs developed and submitted by 31 October 3=PDPs developed and submitted by 30 September 4=PDPs developed and submitted by 15 September 5=PDPs developed and submitted by 31 August 1= 100% disputes finalised 16 and more days after the set 2= 100% disputes finalised 11-15 days after the set 3= 100% disputes finalised within 10 working days 4= 100% disputes finalised within 8 working days 5= 100% disputes finalised within 6 working days 1= 50% implementation of the SDBIP 2= 85% implementation of the SDBIP 3= 50% implementation of the SDBIP 4= 52% implementation of the SDBIP 5= 94% implementation of the SDBIP	Signed schedule from ODD	Chief Financial Officer					
5	Development of Personal Development Plans (PDPs) for Managers	Proof on the submission of PDPs for Managers submitted to Learning and Development Sub-division for implementation	Chief Financial Officer	Chief Financial Officer					
5	Time taken to finalise employee grievances within the prescribed timelines	Grievance procedure form, list of grievances (register) and the report	Chief Financial Officer	Chief Financial Officer					
10	Service Delivery Management	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division	Chief Financial Officer	Chief Financial Officer					
Program and Project Management									

AR


Financial Management	10	% Negative Variance on operational budget spent	1= 8% unauthorised expenditure 2= 6% unauthorised expenditure 3= 0 % unauthorised expenditure 4= 5% savings 5= 10% savings	1 July 2018 to 30 June 2019 In year monitoring report	Chief Financial Officer			
	10	% of Financial Management Grant spent at the end of financial year	1= 92% Spent 2= 94% Spent 3= 96% Spent 4= 98% Spent 5= 100% Spent	1 July 2018 to 30 June 2019 In year monitoring report	Chief Financial Officer			
	5	% Change Management Plan Implementation	1=59% and Below 2=60-79% implementation 3=80% implementation 4=82% implementation 5=84% implementation	Change Management Plan for implementation of the MSCOA and SCM	Chief Financial Officer			
	10	Communication to employees	1= 2 meetings 2= 3 meetings 3= 4 meetings 4= 5 meetings 5= 6 meetings	Agenda and Attendance Register of departmental meetings	Chief Financial Officer			
	10	Revision and Development of Policies (Property Rates; Municipal Property Rates By-Laws; Credit Control and Debt Collection; Asset Management; Virement; Unauthorised, Irregular, Fruitless and Wasteful Expenditure; Corporate Social Responsibility Fund and Supply Chain Management Policies)	1=59% and Below 2=60-79% 3=80% 4=81-90% 5=91-100%	Revised and Developed Policies vs Policies submitted to Council in the 2018/2019 financial year for Approval	Chief Financial Officer			
Governance Leadership	10	% Implementation of the annual risk management implementation plan	1=59% and Below 2=60-79% 3=80% 4=82% 5=84%	Dashboard Risk Management Reports from M&E	Chief Financial Officer			
	5	% implementation of the record management policy	1=59% and Below 2=60-79% 3=80% 4=82% 5=84%	Checklist on completeness from CSS and the Department MunAdmin report/ mail book with reference	Chief Financial Officer			
	Total=100							

Signed and Accepted By the Chief Financial Officer

Dorothy Dialo 

Date: 13/05/2019

Approved by the Municipal Manager

Mzanda Pringle Raedani 

Date: 22/5/2019
