

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

RIAAZ LORGAT
DIRECTOR: FINANCE AND CORPORATE SERVICES
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2017 - 30 JUNE 2018

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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 Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual 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 **Employee** 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), 57(4B) and 57(5) of the Systems Act.
- 1.5 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, the **Employee** will obtain the minimum competency requirements to execute his/her function by **3 July 2018**.

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) and (5) of the Act as well as the employment contract 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 municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2017** and will remain in force until **30th June 2018** thereafter 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.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 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.
- 3.5 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, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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.

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- 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**.
- 5.4 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.
- 5.5 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.
- 5.5.1 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) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 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, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	19.8%
Basic Service Delivery	1.2%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	50%
Good Governance and Public Participation	29.1
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	20%
Programme and Project Management		
Financial Management	✓	20%
Change Management		
Knowledge Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	20%
Client Orientation and Customer Focus	√	20%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	√	20%
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Skills in Mentorship		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 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.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

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- (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 ad 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.

6.5.2 Assessment of the CCRs

- (a) Each CCR 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 CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / 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:

First quarter	:	July – September	Before end October 2017
Second quarter	:	October – December	Before end January 2018
Third quarter	:	January – March	Before end April 2018
Fourth quarter	:	April – June	Before end January 2019

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 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.

7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 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
- 9.1.5 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.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** 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 **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

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

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

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

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

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

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

11.3.2 after appropriate performance counselling 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.

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12. DISPUTE RESOLUTION

- 12.1 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 provided for, shall be mediated by –
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 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**.
- 13.2 Nothing in this agreement diminishes 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.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at PORT ELIZABETH on this the 14TH day of JULY 2017

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

2. [Signature]

AS WITNESSES:

1. [Signature]

[Signature]
MUNICIPAL MANAGER

2. [Signature]

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Riaaz R. Lorgat

2017/2018

Director: Finance and Corporate Services
Finance and Corporate Services


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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting 2017/2018	Targets				
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018	
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION										
General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turnaround time by HR	Log	1.9% 100% completed	100% completed	100% completed	100% completed	100% completed	100% completed
	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	SBDM EE Plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets for 2017/18	Log	1.9% 100%	100%	100%	100%	100%	Full compliance to EE Plan targets for 2017/18 and EE Act
	A legally compliant municipality	Ensure 100% disciplinary hearings organised within 2 months after service of notice of misconduct.	100% done	Log	1.9% 100%	100%	100%	100%	100%	100%
	Training	Conclude/Finalise all legal cases	4 Quarterly Reports on all legal cases	Quarterly Reports	1% Quarterly Report on all legal cases	Quarterly Report on all legal cases	Quarterly Report on all legal cases	Quarterly Report on all legal cases	Quarterly Report on all legal cases	Quarterly Report on all legal cases
		90% Implementation of Skills Development Plan SDF, for F&CS	100% Approved Implementation and Expenditure	Proof of completed courses, budget spent aligned to skills development plan	1% 90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan
	Exercise financial control over SBDM	Preparation of and 90% implementation of the SBDM WSP	90% recorded as actual	Correspondence (Mayoral, MM, Directors)	1.9% Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
		Develop and submit budget related policies to the Council in May	Approved budget related policies	Council approved policies	1.9% n/a	n/a	n/a	n/a	n/a	Budget related policies submitted to Council in May
	To ensure that the PMS is implemented and maintained in accordance with Legislation	Ensure that all F&CS performance reviews are conducted within 10 working days after the quarter ends and that 100% of indicators met by officials reporting directly to post according to Performance Plans	100%	Performance review report (all officials) 4th quarter	2.9% PMS reports	PMS reports	PMS reports	PMS reports	PMS reports	PMS reports
	To maintain harmonious and content labour relations	NO labour matter in the agenda unresolved / not dealt within 6 months	All labour matters resolved within 6 months	Minutes of meetings	1.9%	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months
	Ensure that the Municipality	Completion of the OHASA quarterly safety	8 x Checklists for OHASA Compliance	4 x checklists	1% 2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors

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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets		
						September 2017/2018	December 2017/2018	March 2017/2018
To ensure the CDA is sustainable	complies with Legislation applicable to it	checklist for 2nd and 4th Floors	for 2nd and 4th Floor	Report to Council	3.9% NA	Report to Council with recommendations on sustainability and viability of the CDA	NA	NA
		Compilation of a report on the sustainability and viability of the CDA	Report to Council with recommendations on sustainability and viability of the CDA	Report to Council	3.9% NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
		Implementation of all decisions for Department taken at Strategic Planning Sessions	Report	Report	4.9% NA	NA	50 out of 80 job positions evaluated in the SBDM and LM's	80 jobs evaluated in the SBDM and LM's
To ensure effective Council Meetings administration	Ensure that Job positions in the SBDM and LM's are completed	Ensure 80 job/positions are evaluated in SBDM and LM's	80 Job positions are evaluated in the SBDM and LM's	Report	4.9% NA	Report	NA	NA
		Timeously compilation and finalisation of minutes 5 working days from meeting	Compilation of minutes within the prescribed time	Agendas/Minutes	2.9%	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT								
To assist Municipalities to achieve and sustain clean audits by 2022 and annually thereafter.	improve corporate governance systems both in the district and LM's.	Provision of assistance to 7 LM's in respect to GRAP compliance to improve Audit Outcomes and Financial Sustainability (FIN00191)	Improvement of Audit Outcomes in 7 LM's in 2017/18. Financial Sustainability reports adopted by the 7 LM's	Report	4.9% NA	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's
		Exercise financial control over SBDM	Adopted budget	Adoption by Council	8.7% NA	Roll-over budgets received	Draft budget tabled	Monitor and Evaluate 7 LM's for Improved Financial Management process, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan
General	SBDM	Delivery of a credible funded budget	Delivered on or before 31 August	Proof of delivery	8.7% NA	Response provided to Draft Management letter	Final letter included in annual report	Approved budget by 31 May annually
		Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	Delivered on or before 31 August	Adoption by Council	8.7% NA	Statements delivered on or before 31 August	Final letter included in annual report	Final letter included in annual report
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	1.9% NA	Projected expenditure within 10%	NA	90% of project budget implemented

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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2017/2018

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2017/2018	December 2017/2018	March 2017/2018	June 2017/2018
Adherence to budgetary matters		Collection of outstanding debt and conditional grants	95%	Financial statements	1% NA	NA	NA	less than 5%	
To ensure financial sustainability		10% of savings in the operating budget	10%	Financial statements	1.9% NA	NA	NA	10%	
		Achieving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	2.9% NA	NA	NA	Balanced cash flow. Meeting financial commitments	
Lobby for funding		4 submissions to sector departments / possible funders for Finance and Corporate Services	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.9% 1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders	
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Development, Approval and Implementation of a Capacity Building and Support Strategy for Finance and Corporate Services	3 Reports to MM	Plan and 3 reports	4.9% Capacity building plan for Finance and Corporate Services Developed	Report to MM	Report to MM	Report to MM	
	Ensure that the Municipality complies with Legislation applicable to it	Delivery of consolidated financial statements to OAG on or before 30 September annually	Delivered on or before 30 September	Proof of delivery	4.9% Statements delivered on or before 30 September	Response provided to Draft Management letter	Final letter included in annual report	NA	
	Risk Management	100% Legal compliance to all key legislation applicable in MFMA Regulations and Systems Act	100%	MFMA checklist complete with comments; In-year reporting	1.9% 100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	
		Ensure that sufficient and effective controls are in place to management risks (Risk Management Register, Meetings held and Annual Risk Management Workshop)	100% of the Risk Register updated 20 days after each quarter	Updated Risk Register	2.9% Updated Risk Register	Updated Risk Register	Updated Risk Register	Updated Risk Register	
	Exercise financial control over SBDM	Receipt of a favourable Audit Report as per the agreed scoring criteria ('Clean' - 5, Unqualified	Clean Audit Report	Clean Audit Report from AG	9.7% NA	Response provided to Draft Management letter	Receipt of a Favourable Audit Report in terms of agreed criteria and	NA	

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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services) 2017/2018							
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets	
						September 2017/2018	December 2017/2018
		with minor matters 4, Unqualified with major matters 3, Disclaimer 2, Adverse 1					March 2017/2018 June 2017/2018
A legally compliant municipality		No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	3% NA	Response provided to Draft Management letter	Receipt of a Clean Audit report and inclusion of same in annual report NA
Exercises budget control in order to prevent over/ unauthorized expenditure.		100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	2.9% 100% compliance to policy	100% compliance to policy	100% compliance to policy
To ensure effective Council Meetings administration		100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on implementation of Council Resolutions	1.9% 100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department

CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services) 2017/2018						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2017/2018	December 2017/2018	March 2017/2018
CCR 1. MANAGERIAL Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
CCR 2. OCCUPATIONAL Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard
Interpretation of and implementation within the legislative and national	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a	20%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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2018/01/30

CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2017/2018	December 2017/2018	March 2017/2018
policy frameworks Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	written report Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines
						June 2017/2018 Displays standard recommended in the MSA competency guidelines