



CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

***PERFORMANCE AGREEMENT***

MADE AND ENTERED INTO BY AND BETWEEN:

**THE CITY OF TSHWANE  
AS REPRESENTED BY THE  
ACTING CITY MANAGER**

**MS. MMASEABATA MUTLANENG**

**AND**

**MR. MOEKETSI PHILLIP NTSIMANE**

**CHIEF AUDIT EXECUTIVE**

**FOR THE**

**FINANCIAL YEAR: 1 July 2020 to 30 JUNE 2021**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by **Ms. Mmaseabata Mutlaneng** in her capacity as Acting City Manager (hereinafter referred to as the **Employer** or Supervisor)

And

**Mr. Moeketsi Phillip Ntsimane**, employee of the 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 56 of the Local Government: Municipal Systems Act 32 of 2000, as amended, ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 56 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 the relevant Sections of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of the Systems Act as well as the employment contract entered into between the parties;
- 2.2 specify national and municipal key performance areas (KPA's), key performance indicators (KPI's) 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 specify and plan for competency gaps as set out in a personal development plan (PDP), which forms an annexure to the performance agreement (a PDP for addressing developmental gaps which have been identified during the previous financial year must form part of the annual revised performance agreement);
- 2.5 monitor and measure performance against set targeted outputs;
- 2.6 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.7 in the event of outstanding performance, to appropriately reward the employee; and



- 2.8 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 **1 July 2020** and will remain in force until **30 June 2021**. 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.
- 3.2 The parties will review the provisions of this Agreement during June to July each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year not later than 31 July of each successive financial year for the next 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. The **Employee** will be fully consulted before any such change is made.
- 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 KEY PERFORMANCE AREAS (KPA's)**

- 4.1 The Performance Plan (Annexure A) sets out -
- 4.1.1 The KPA's, KPI's and targets that must be met by the Employee; and
- 4.1.2 The time frames within which those KPA's, KPI's and targets must be met.
- 4.2 The KPA's, KPI's 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 KPA's, KPI's and targets, target dates and weightings.
- 4.2.1 The KPA's describe the main tasks that need to be done.
- 4.2.2 The KPI's provide the details of the evidence that must be provided to show that a KPA 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 KPA's to each other.

### **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.

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- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (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 KPA's 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 KPA's 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 the 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.
- 5.7 The CCR's will make up the other 20% of the Employee's assessment score. The CCRs of the Chief Audit Executive are in Annexure A to this agreement.

CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT
Service Delivery Innovation	2
People Management and Empowerment (compulsory)	6
Client Orientation and Customer focus (compulsory)	3
Financial Management (compulsory)	5
Governance Leadership	4
Total weight	20

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:**
- (a) Each KPA and its indicator(s) 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 the KPA.

- (b) An indicative rating on the five-point scale will be used for each KPA and indicator (see paragraph 6.6).

**6.5.2 Assessment of the CCR's**

- (a) Each applicable CCR and its indicator(s) will be assessed according to the extent to which the performance indicators and standards have been met.
- (b) An indicative rating on the five-point scale will be provided for each CCR and indicator (see paragraph 6.6).
- (c) This rating will be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

**6.5.3 Overall rating**

An overall rating will be calculated. 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:

Description		Rating
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.	5
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.	4
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.	3
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.	2
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.	1

- 6.7 Each KPI (outputs and CCR's) will be rated according to the abovementioned five-point scale. The score of each KPI is calculated as follows:

$$\text{Weight per indicator} \times \frac{\text{rate}}{3}$$

The sum of respectively all the output KPI scores and all the CCR KPI scores is converted to 80% and 20%. The sum of these two scores is used for calculating performance bonuses (see paragraph 11.2)

- 6.8 For purposes of evaluating the annual performance of the Chief Audit Executive, an evaluation panel constituted of the following persons must be established -

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- 6 8 1 City Manager;
- 6 8 2 Chairperson of the performance audit committee or 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 City Manager from another municipality,

**7. SCHEDULE FOR PERFORMANCE COACHING**

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:

<b>First quarter (July to September)</b>	.	<b>October 2020</b>
<b>Second quarter (October to December)</b>	.	<b>January 2021</b>
<b>Third quarter (January to March)</b>	.	<b>April 2021</b>
<b>Fourth quarter (April to June)</b>	.	<b>July 2021</b>

- 7 2 The responsibility for rescheduling a canceled coaching session will be with the individual who requested the rescheduling
- 7 3 The fourth quarter coaching is followed up by a review, which may be conducted concurrently with the coaching session
- 7 4 The Employer shall keep a record of the mid-year coaching and annual assessment meetings
- 7 5 Performance feedback shall be based on the Employer's assessment of the Employee's performance
- 7 6 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 7 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 included 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

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9 1 5 Makes 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,

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% and 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows

Score	Performance Rating		Bonus Amount
5	Score Above 150%	Outstanding Performance	10%-14% of Total Package
4	Score of 130% - 149%	Significantly above Expectation	5% - 9% of Total Package
3	Score of 100% - 129%	Fully effective	0%
2	Below 100%	Not fully Effective and Unacceptable Performance	No Bonus but Remedial Action is required

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 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

## 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 salary increment in the agreement, must be mediated by -

(a) in the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC, and

(b) In 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.

- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-
- (a) in the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC, and
  - (b) in 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) within thirty (30) days of receipt of a formal dispute from the employee.
- 12.3 In the event that the mediation processes contemplated above fails, clause 22 of the Contract of Employment shall apply

**13 GENERAL**

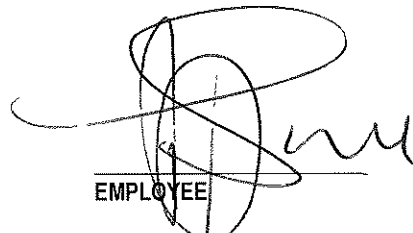
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments
- 13.3 The performance assessment results must be submitted to the Mayoral Committee of the CoT within thirty (30) days after conclusion of the assessment

Thus done and signed at Phumelele on this the 29<sup>th</sup> day of JULY 2020

**AS WITNESSES**

1. \_\_\_\_\_

2. \_\_\_\_\_

  
EMPLOYEE

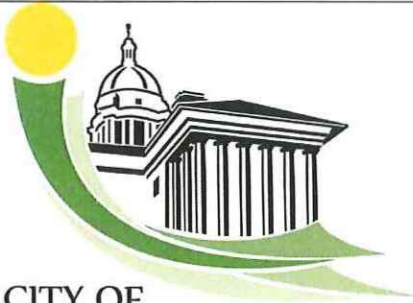
**AS WITNESSES**

1. \_\_\_\_\_

2. \_\_\_\_\_

  
EMPLOYER





CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

# **ANNEXURE A PERFORMANCE PLAN**

**FOR**

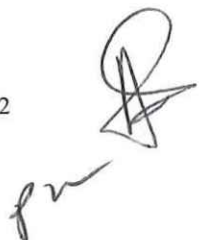
**MR MOEKETSI PHILLIP NTSIMANE**

**CHIEF AUDIT EXECUTIVE**

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## 1. PURPOSE

The performance plan defines the Council's expectations of the Chief Audit Executive, performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and SDBIP, as reviewed annually

## 2. OBJECTIVES OF LOCAL GOVERNMENT

The following objectives of local government informed the IDP of the CoT and will inform the Chief Audit Executive's performance against set performance indicators

- 2.1 Provide democratic and accountable government for local communities
- 2.2 Ensure the provision of services to communities in a sustainable manner
- 2.3 Promote social and economic development
- 2.4 Promote a safe and healthy environment
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government

## 3. SCORECARD OF THE CHIEF AUDIT EXECUTIVE

- 3.1 The City of Tshwane developed the 2020/21 SDBIP responding to the 2017/21 IDP development, which anchored on the 5 strategic pillars of the vision 2030. The targets to achieve the strategic pillars were defined in the EM approved SDBIP of 2020/21. The Chief Audit Executive is to ensure that commitments made by the City Manager are achieved

The scorecard of the Chief Audit Executive is made up of the following

- Core managerial competencies of the Chief Audit Executive (3.2 below)
- Core service delivery targets of the Chief Audit Executive (3.3 below)



### 3.2 CORE MANAGERIAL COMPETENCIES OF THE CHIEF AUDIT EXECUTIVE

The core managerial competencies form 20% of the Chief Audit Executive's total score. The core managerial competencies consist of the following and are scored as follows:

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE CAE	Weight	Target	Frequency	Evidence
Financial Management (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Ensuring financial synergy (balance between where to invest, where to harvest, how to balance risk and how to ensure customers pay)</li> <li>Ensure financial liquidity ( ability to be in a positive cash flow position, to be able to pay our short term financial obligations)</li> <li>Effective and efficient revenue, debtor and credit rating system. The system must ensure financial synergies that will ensure the optimum receipt of payment for services provided.</li> <li>Re-evaluation of the financial management system.</li> <li>An improved credit rating to; negotiate better terms with regards external funding and loans, increase the level of public private partnership interventions and funding from both Provincial and National Government.</li> </ul>	<b>Expenditure Management programme</b> % of creditors paid within 30 days.	1	100%	Quarterly	*SAP quarterly report and excel spreadsheet that outlines: Name of the service provider, vendor number, date of receipt of invoice, date of payment and the days taken to pay the service provider.
			Number of purchase orders issued after work being performed	1	0	Quarterly	*Quarterly report from expenditure management on PO's issued after invoice date  *excel spreadsheet relevant to the department/ cluster that outlines: Name of service provider, date PO was issued and the invoice date
			<b>Grants and subsidies</b> % of external grant funding spent in line with quarterly plans	1	100%	Quarter 2 and 4	Internal Audit report on Grants management
			<b>Asset management programme</b> % compliance with requirements of the asset management policy, MFMA and Standards of GRAP	1	100%	Quarterly	*Certificate from Group Finance on Asset register or GAR Asset Verification Report

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE CAE	Weight	Target	Frequency	Evidence
			<b>Minimum Competency Levels</b> Number of minimum competency certificate or progress reports Regulations, R493 of 2007 by the CAE and his/her direct reports	1	100% (aligned to number of direct reports including the incumbent )	Quarter 1 and 4	*Assessment or certificate of acquired competence
Service Delivery Innovation	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Internal control system encompassing legislation, policies, procedures and people.</li> <li>Directing and control management activities with good systems and processes.</li> <li>Focus on the integration of systems and processes.</li> <li>Managing our processes to achieve economies of scale or value chain integration.</li> <li>Establishment of entities in line with Section 93(F) of the Local Government Municipal Systems Act</li> </ul>	<b>Corporate portfolio Management Programme</b>  % achievement of targets on the business plans	1	100%	Quarterly	*Circular 1 report indicating % of achievement
			% achievement of executive commitments and Strategic Planning Session (SPS) against the plan	1	100%	Quarterly	*Status report from OEM *Status report from OCM
Human Capital Management	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Capacitate people on business processes to be effective leaders.</li> <li>Putting in place processes and steps to create entrepreneurship, ownership and instil a sense of pride in achieving the vision and mission of CoT.</li> <li>Effective decision-making through empowered leaders.</li> <li>Building continuity and sustainability of institutional arrangements.</li> </ul>	<b>Optimised human capital programme</b>  % of staff sent for training courses.	1	100% against the plan	Quarterly	*Approved work skills plan and training report from GAR or training centres against approved work skills plan and proof of attendance from TLMA and other institutions
			% of step 1 and 2 grievances and disciplinary cases finalised within the stipulated timeframes	1	100%	Quarterly	* Status report of grievances from Group Human Capital Management





CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE CAE	Weight	Target	Frequency	Evidence
		<ul style="list-style-type: none"> <li>Leadership taking ownership of decision and results.</li> <li>Building a centre of excellence through research and development.</li> <li>The implementation of the Tshwane Service Excellence awards is an initiative in this strategic objective</li> <li>To implement effective Change Management initiatives in department or region</li> </ul>					*Status report on disciplinary cases from Group Legal and Secretariat Services
			<b>Occupational Health and safety (OHS):</b> % compliance to Occupational Health and Safety (OHS) requirements/ procedures within each Dept within the financial year	1	100% (in line with OHS audit plan)	Quarterly	* Status Report from Group Human Capital
			<b>Individual Performance Management</b> % of quarterly coaching sessions of subordinates takes place against approved performance agreements.	1	100%	Quarterly	*Attendance register and coaching minutes / instruction, rating sheet signed by the incumbent and the supervisor
			% of employees (direct reports) signed Performance Agreement with Plan for the FY 2020/21	1	100%	Quarter 1 and 3	*Signed Performance Agreements with performance plan
			% implementation of change management action plans	1	100%	Quarterly	*Status Report from Group Human Capital indicating the implementation status on each change management action plan or GAR Progress Report on Change Management activities
Governance Leadership	5 A city that is open, honest and responsive	Able to promote, direct and apply professionalism in managing risk and compliance requirements of the Department/Division/Section and apply a thorough understanding of governance practices and obligations.	<b>Governance Leadership</b> % of MAYCO, EXCO and Council commitments/resolution implemented	1	100%	Quarterly	*Quarterly Progress Report
			<b>Audit programme</b>	1	100%	Quarterly	*MCAM/MLOG progress report from Internal audit indicating %

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE CAE	Weight	Target	Frequency	Evidence
			% of AG and internal audit issues related to the department resolved				of AG and internal audit findings resolved
			Nr of repeat findings (both internal and external audit)	1	0	Quarterly for internal audit and annually for external audit	*MCAM/MLOG progress report from Internal audit showing % of repeat findings
			<b>Risk management</b> % of risk management action plan implemented	1	100%	Quarterly	* Quarterly Progress report on the implementation of the approved risk management programmes
Client Orientation and Customer Focus (Compulsory)	5 A city that is open, honest and responsive	<ul style="list-style-type: none"> <li>Having satisfied customers.</li> <li>Positive customer relationships.</li> <li>Implement Batho Pele to ensure an accessible and accountable service.</li> </ul>	<b>Customer relationship management programme</b>	1	100%	Quarterly	*Certificate of compliance or report from the Office of Speaker on the petitions resolved
			% responses to petitions within the stipulated timelines				
			% of public protector cases and Promotion of Access to information (PAIA) requests responded to within the stipulated timelines				
			% of Presidential and Gauteng Premier Hotline cases responded to within the stipulated timelines	1	100%	Quarterly	*Quarterly status reports from OEM on presidential and Gauteng Premier hotline responses
<b>Total</b>				<b>20</b>			

### 3.3 DETAILED SCORECARD OF THE CHIEF AUDIT EXECUTIVE

The following KPAs totalling a minimum of 80 points of the Chief Audit Executive's scorecard apply.

The following dependencies apply:

1. Timeous approvals of relevant authorities
2. Cooperation to all communicated requirements by relevant stakeholders
3. Provision of required resources (human and financial) as requested
4. Timeous resolution of escalated risks by relevant decision makers

KPA	Performance Indicator	Weight	Cumulative Program Baseline (01/04/2020)	Year-end Target	5-Year Target (2017/22)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
<b>PILLAR 5: A CITY THAT IS OPEN, HONEST AND RESPONSIVE</b>										
Ensure efficacy departmental budgeting in line with relevant legislative prescripts	Value of unauthorised, irregular, fruitless and wasteful expenditures incurred	2	0	0	0	0	0	0	0	Section 71 report from GFS, SCM Performance report (GFS evidence to all departments)
Implementation of mSCOA	% of mSCOA implemented as per implementation plan	2	97%	100%	100%	100%	100%	100%	100%	Approved mSCOA project plan Quarterly status report on the implementation of mSCOA Or GAR validation status report on implementation of mSCOA
To ensure the delivery the Financial	No of audits conducted to contribute towards revenue protection in the City.	2	16	15	75	3	4	4	4	GAR report on revenue protection

KPA	Performance Indicator	Weight	Cumulative Program Baseline (01/04/2020)	Year-end Target	5-Year Target (2017/22)	Quarterly Roll Out of year-end target				Evidence Reference	
						Q1	Q2	Q3	Q4		
Management Programmes	% of overall opex budget vs opex targets against YTD projections	2	54%	98%	98%	98%	98%	98%	98%	Quarterly Mayco report on opex or GAR SAP extract report	
	% of revenue collected on YTD projections	2	256%	95%	95%	95%	95%	95%	95%	Quarterly Performance Report	
	% of overall capital budget spent against YTD projections	2	14%	98%	98%	98%	98%	98%	98%	*Quarterly Mayco report on capital budget spent against expenditure or GAR SAP Extract	
	Nr of tenders cancelled	2	1	0	0	0	0	0	0	Quarterly SCM Report	
	% of departmental capital projects milestones achieved	2	New KPI	100%	100%	100%	100%	100%	100%	100%	Quarterly report on planned capital project milestones/deliverables or
	Nr of days taken to finalise tender from closing to appointment	2	56 Days	90 days	90 days	90 days	90 days	90 days	90 days	90 days	*Monthly / Quarterly SCM report
Revenue Enhancement	% of departmental financial sustainability plan targets achieved against approved plan	2	89%	100%	100%	100% (Q4 19/20 FY)	100% (Q1 20/21 FY)	100% (Q2 20/21 FY)	100% (Q3 20/21 FY)	Approved citywide implementation plan and quarterly status report from GFS for 2019/20 (for Q1) and 2020/21 FY (for Q2-4)	
<b>PILLAR 5: A CITY THAT IS OPEN, HONEST AND RESPONSIVE</b>											
Institutional Governance	Number of Integrated Risk management committee meetings held	3	1	4	10	1	1	1	1	Notice of Meeting issued (Meeting invitation by e-mail) IRMC agenda	
	Nr of Integrated Risk Management reports submitted to the City Manager	3	3	4	20	1	1	1	1	Accounting Officer's Report submitted to the City Manager	



KPA	Performance Indicator	Weight	Cumulative Program Baseline (01/04/2020)	Year-end Target	5-Year Target (2017/22)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
	% of Performance Evidence Files for section 56 audited within 10 days of receipt <sup>1</sup>	3	100%	100%	100%	100%	100%	100%	100%	A register from EPMU stipulating date files collected and report completion date (Draft report with no management comments)
	% of vacant positions filled as per the approved structure	3	7%	10%	100%	NA	NA	5 % Of the approved structure	10% of the approved structure	Approved Structure and;  Progress report on filling of critical vacant positions identified in the renewal strategy
	Nr of Fraud prevention and Detection interventions executed	3	48	36	180	9	9	9	9	Approved Prevention interventions plan and  Quarterly progress report listings against planned
	% implementation of the annual strategic Risk Based Audit Coverage plan.	3	38%	90%	90%	20% of the approved annual plan including Management requests	30% of the approved annual plan including Management requests	65% of the approved annual plan including Management requests	90% of the approved annual plan including Management requests	Approved annual strategic risk based audit coverage plan  Quarterly progress reports signed off by CAE
	% of cases received through the Tshwane Hotline which meet the	3	16%	100%	100%	100%	100%	100%	100%	Register of cases received through Hot line

<sup>1</sup> Section 54 a refers to the City Manager and Section 56 refers to the City Manager's Direct reports



KPA	Performance Indicator	Weight	Cumulative Program Baseline (01/04/2020)	Year-end Target	5-Year Target (2017/22)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
	predetermined criteria registered for investigation									Register of cases that meet the predetermined criteria for forensic audit and Quarterly progress report
	% of internal audit findings resolved by management assertions followed up or validated	4	39%	100%	100%	100%	100%	100%	100%	Internal audit issues log and MCAL Quarterly report tabled before the audit committee
To promote good governance	% of AGSA findings resolved by management assertions followed up or validated	4	39%	100%	100%	N/A	N/A	100%	100%	AGSA Log, MCAL Quarterly report tabled before the audit committee
	Unqualified Audit opinion achieved for the City	4	Unqualified Audit Opinion	Unqualified Audit Opinion	0	N/A	N/A	Unqualified Audit Opinion	N/A	*AG report 2019/2020
Institutional Governance	Nr of Risk Monitoring reports produced for CoT and Entities	3	New KPI	9	45	3	3	3	N/A	Approved risk monitoring reports
	Nr of Strategic risk registers completed	3	0	3	15	N/A	N/A	N/A	3	Approved Risk registers for CoT and Entities
	Nr of business Continuity plans tested within the City	3	New KPI	16	80	4	4	4	4	Post exercise reports and reviewed business plans
	Nr of oversight reports escalated by APC with recommendations to Mayco or Council	3	3	4	20	1	1	1	1	APC Quarterly Mayco Report or Mayco Log
	Nr of Internal quality assurance assessments conducted to evaluate the internal audit's conformance with the code of ethics and standards	4	1	2	10	0	1	0	1	Quality Assurance and Improvement Programme Report
	% of employee productivity.	3	89%	80%	80%	80%	80%	80%	80%	*GAR Productivity report

KPA	Performance Indicator	Weight	Cumulative Program Baseline (01/04/2020)	Year-end Target	5-Year Target (2017/22)	Quarterly Roll Out of year-end target				Evidence Reference
						Q1	Q2	Q3	Q4	
Building a good image of the city and manage reputational risk	Number of articles produced/contributed by the department profiling the good stories and promoting the image of the City	2	22	28	112	7	7	7	7	Proof of published articles (Publication on intranet, internet and/or newspapers)
	% of media queries responded to within 3 days	2	100%	100%	100%	100%	100%	100%	100%	Certification from Group Head: Group Communications and Marketing
	Nr of Jobs created through internship	2	2	2	6	NA	NA	N/A	2	Status Progress Report from Group Human Capital / Appointment letters
	Number of new income earning opportunities facilitated by the City.	2	0	5	10	NA	NA	NA	5	Quarterly EPWP status report from Community and Social Development Services Department
<b>SUB-TOTAL FOR CORE DELIVERY PROGRAMMES</b>		<b>80</b>								
<b>SUB TOTAL FOR CORE MANAGEMENT COMPETENCIES</b>		<b>20</b>								
<b>TOTAL</b>		<b>100</b>								



## ANNEXURE B PERSONAL DEVELOPMENT PLAN

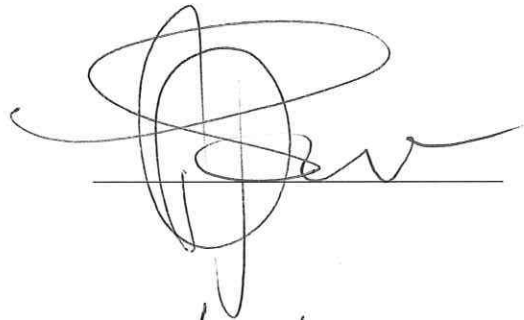
Learning and Development Need <i>Provide a specific description of the desired change(e.g. skills to be gained, knowledge acquired, topics themes/content covered</i>	Type of Development <i>E.g. Course, workshop, conference, self-development (researcher, reading, etc.)</i>	Time-frame <i>E.g. Within a specific performance cycle. (July – June)</i>	Who is responsible <i>E.g. Incumbent or his/her Manager. Also specify the accredited Service Provider</i>	Further comments <i>E.g. Resource requirements, additional notes.</i>
Keep abreast with the international trends and best practice in pursuit of excellence in the Internal Auditing Field.	International IISA conference ( only when held in South Africa)	Annually	CAE/ IIASA/IRMSA/CIGFARO	Financial Resources
Continuously engage on Key emerging risks that influence how we conduct business.	Quarterly Breakfast session – IRMSA	Quarterly	Manager/IRMSA	Financial Resources
Extensive exposure to fundamental accounting principles, processes and systems	CIGFARO Risk and Audit	Annually	CAE/ CIGFARO	Financial Resources
keep abreast with emerging trends, best practices, tools and techniques required to thrive in the world of information systems audit, assurance , control and security	ISACA National Conference	Annually	CAE- ISACA	Financial Resources
Keep abreast with emerging trends, best practices, tools and techniques required to thrive in the world of information systems audit, assurance, control and security	ISACA National Conference	Annually	CAE-ISACA	Financial Resources
Share and learn from other professionals on the best ways to take the internal auditing profession forward and how to better address challenges faced by Internal auditors.	Regional Chapter IIASA and CAE leadership Forum	Quarterly	CAE- IIA SA	Financial Resources

Handwritten signature and initials in the bottom right corner of the page.

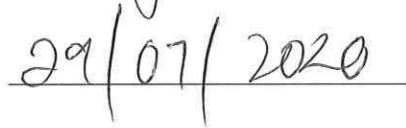
4 ACCEPTANCE OF PLAN

PERFORMANCE PLAN FOR MR MOEKETSI PHILLIP NTSIMANE for the Period: 1 July 2020 to 30 June 2021

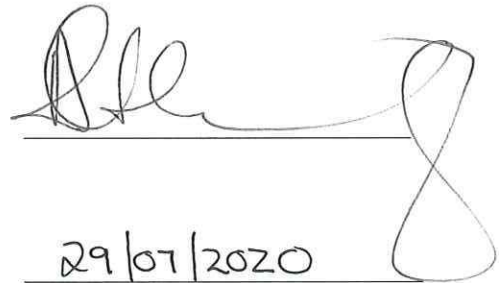
Signed and Accepted by  
Mr. Moeketsi Phillip Ntsimane

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right, positioned above a horizontal line.

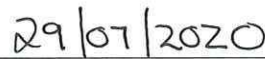
Date:

A handwritten date '29/07/2020' in black ink, positioned above a horizontal line.

Signed by the incumbent's immediate supervisor:  
Ms. Mmaseabata Mutlaneng

A handwritten signature in black ink, featuring a large loop on the left and a long horizontal stroke extending to the right, ending in a vertical loop, positioned above a horizontal line.

Date:

A handwritten date '29/07/2020' in black ink, positioned above a horizontal line.