



**CITY OF  
TSHWANE**  
IGNITING EXCELLENCE

## **PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

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

**DR MOEKETSI MOSOLA**

**AND**

**UMAR BANDA  
CHIEF FINANCIAL OFFICER (CA) SA**

**FOR THE PERIOD**

**1 JULY 2017 - 30 JUNE 2018**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The City of Tshwane (CoT) herein represented by **Dr. Moeketsi Mosola** in his capacity as City Manager (hereinafter referred to as the **Employer** or Supervisor)

And

**Umar Banda, Chief Financial Officer**, (CA) SA 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 2017 and will remain in force until 30 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
- 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

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**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**
- 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 Strategic Executive Head Office of the Chief Whip are in Annexure A to this agreement

CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT
Service Delivery Innovation	4
People Management and Empowerment (Compulsory)	4
Client Orientation and Customer focus (compulsory)	2
Financial Management (compulsory)	6
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

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- 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

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Description		Rating
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 CC 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 Financial Officer (CA) SA, an evaluation panel constituted of the following persons must be established -

- 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,
- 6.8.4 City Manager from another municipality, and

**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.

First quarter (July to September)	October 2017
Second quarter (October to December)	January 2018
Third quarter (January to March)	April 2018
Fourth quarter (April to June)	July 2018

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- 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 will be provided when required

## 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,
- 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 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

**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

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

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**

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- 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 PRETORIA.....on this the 29 day of MARCH 2018

AS WITNESSES

1 [Signature]

2 \_\_\_\_\_

[Signature]  
EMPLOYEE

AS WITNESSES

1 [Signature]

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

[Signature]  
EMPLOYER

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CITY OF  
**TSHWANE**  
IGNITING EXCELLENCE

**ANNEXURE A PERFORMANCE PLAN**

**FOR**

**UMAR BANDA**

**CHIEF FINANCIAL OFFICER (CA) SA**

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**1. PURPOSE**

The performance plan defines the Council's expectations of the Chief Financial Officer (CA) SA 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 Financial Officer (CA) SA 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 FINANCIAL OFFICER (CA) SA**

- 3 1 The City of Tshwane approved five (5) strategic pillars in the IDP of 2017-2021. The targets to achieve the pillars for the FY2017-18 were defined in the EM approved SDBIP of 2017-18. The Chief Financial Officer (CA) SA is to ensure that commitments made by the City Manager, EM, Mayoral Committee and Council are achieved

The scorecard of the Chief Financial Officer (CA) SA is made up of the following

- Core managerial competencies of the Chief Financial Officer (CA) SA (3 2 below)
- Core service delivery targets of the Chief Financial Officer (CA) SA (3 3 below)

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### 3.2 CORE MANAGERIAL COMPETENCIES OF THE CHIEF FINANCIAL OFFICER (CA) SA (CFO)

The core managerial competencies form 20% of the Chief Financial Officer (CA) SA 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 Chief Financial Officer (CFO) (CA) SA	WEIGHT	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> </ul>	<b>Expenditure Management programme</b> <ul style="list-style-type: none"> <li>The CFO ensures the implementation of the capital and operational budget as per the approved cash-flows in the SDBIP (annexure B and C) and the approved targets (annexure A).</li> </ul>	6	Quarterly	*Approved cash flow plans. *SAP report with the actuals based on the cash flow plans
			<ul style="list-style-type: none"> <li>Measures are put in place to ensure that goods and services are procured in terms of procure to pay principle i.e. Purchase orders are issued prior to work being performed.</li> </ul>		Quarterly	Quarterly report from Expenditure management on PO's issued after invoice date.
			<ul style="list-style-type: none"> <li>Measures are put in place to ensure that creditors receive payment within 30 days</li> </ul>		Quarterly	*Excel spreadsheet that outlines: Name of the service provider, vendor number, date of receipt of invoice, date of payment and the days take to pay the service provider.

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
		<ul style="list-style-type: none"> <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>	<ul style="list-style-type: none"> <li>CFO to ensure overall performance monitoring and oversee the supply chain turnaround time (14 days) R30 000- R200 000 and supply chain turnaround time (90 days) (above R200 000)</li> </ul>		Quarterly	Supply chain management quarterly performance reports on the implementation of the SCM policy
			<ul style="list-style-type: none"> <li>Draft procurement plans are submitted to Group Financial Services – Supply Chain Management by 30 April of each year and final procurement plans are submitted by 30 June of each year in line with the budget</li> </ul>		Quarterly	*Consolidated procurement plans report submitted to CM.
			<ul style="list-style-type: none"> <li>Measures are put in place to ensure that any Unauthorised, irregular and fruitless and wasteful expenditure and any other losses are prevented</li> </ul>		Quarterly	*Monthly Section 71 report for Unauthorised expenditure and; *Monthly SCM performance report for irregular and fruitless and wasteful expenditure
			<ul style="list-style-type: none"> <li>All tenders are submitted timeously in terms of the Procurement Plan (List of tender submitted for advertising and approved during the period under review.</li> </ul>		Quarterly	*Procurement Plan/ List of status of all tenders submitted.

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<p><b>Revenue Management</b></p> <ul style="list-style-type: none"> <li>Measures are put in place to ensure that all revenue due to the municipality is collected in terms of Section 78(1) (d).</li> </ul>		Monthly	<p>Monthly section 71 report and signed</p> <p>Revenue management report</p>
			<p><b>Grant and subsidies management</b></p> <ul style="list-style-type: none"> <li>All external and grant funding received is spent in line with requirements of donors and approved plans (including MIG) Evidence of received funding.</li> </ul>		Quarterly	* Report on grant received and the expenditure in line with donor's requirements.
			<p><b>Risk management</b></p> <ul style="list-style-type: none"> <li>Oversee the implementation of the risk Management plan/report</li> </ul>		Quarterly	*Quarterly Mitigation/Action plan on identified risks
			<p><b>Asset management programme</b></p> <ul style="list-style-type: none"> <li>Ensure that the department's asset register is compliant with requirements of the asset management policy, MFMA and GRAP standards</li> </ul>		Quarterly	*Certificate from Group Finance on Asset register
			<p><b>Minimum Competency Levels</b></p> <ul style="list-style-type: none"> <li>Must meet all applicable unit standards for the position of CFO as prescribed by the</li> </ul>		Quarterly	*Assessment or certificate of acquired competence



CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			National Treasury minimum competency Regulations, R493 of 2007.			
			<ul style="list-style-type: none"> <li>Ensure that there is proof of the Completed Competency by CFO and his/her direct reports.</li> </ul>		Quarterly	*Proof of Competency Level
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> <ul style="list-style-type: none"> <li>The CFO puts in place measures to ensure that all projects are planned and scheduled</li> </ul>	4	Quarterly	*Quarterly reports on departmental compliance in line with the project planned and scheduled.
			<ul style="list-style-type: none"> <li>The CFO approves all project plans</li> </ul>		Quarterly	*Project plans (signed off by CFO)
			<ul style="list-style-type: none"> <li>The CFO ensures that all departmental and project risks and issues are addressed</li> </ul>		Quarterly	*Risk register and signed report/memo indicating 100% implementation of mitigation measures
			<ul style="list-style-type: none"> <li>The CFO reports on performance of the department as required by corporate processes</li> </ul>		Quarterly	*QPR Report /Circular 1 indicating % of achievement
			<ul style="list-style-type: none"> <li>The CFO ensures stakeholder management to unblock blockages in service delivery.</li> </ul>		Quarterly	*Record with attendance Register /Minutes on management of unblock blockages in the service delivery.



CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> <li>The CFO ensures that all projects and programmes planned for a specific financial year are delivered within time, cost, quality and scope</li> <li>Measures are put in place to address reasons for project delays in previous years so that they do not recur.</li> </ul>		Quarterly	* SAP projects cost print out and QPR report / circular 1 report
					Quarterly	* Status report on project delays with mitigation plans and QPR report / circular 1 report
Human resource 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> <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</li> </ul>	<p><b>Optimised human capital programme</b></p> <ul style="list-style-type: none"> <li>The CFO ensures skills development and training as per the priorities of the workplace skills plan and Report: % of staff sent for training courses.</li> <li>The CFO ensures that grievances are addressed within policy and regulations and corporate timelines.</li> <li>All funded vacancies are filled</li> <li>Ensure legal compliance, litigation and labour prosecution management within the department</li> </ul>	4	Quarterly	*Approved work skills plan *Proof of attendance to departmental identified capacity development programmes in line with the approved work skills plan.
					Quarterly	*Status report on Grievances from Group Human Capital Management (GHCM).
					Quarterly	* Signed report on the filling of funded vacancies from GHCM.
					Quarterly	*Report/Declaration letter from Group Legal and Secretariat on the litigation and prosecution matters within (against) the department.

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
		awards is an initiative in this strategic objective. <ul style="list-style-type: none"> <li>To implement effective Change Management initiatives in department or region</li> </ul>	<ul style="list-style-type: none"> <li>Employment Equity- Ensure the implementation Equity Plan and Report. Ensure the percentage (%) of employee from previously disadvantaged groups appointed per the approved EE plan target 100%.</li> </ul>		Quarterly	*Status EE Plan & Report from EE Section (GHCM) indicating % of achievement to be submitted
			<ul style="list-style-type: none"> <li>Occupational Health and Safety (OHS): Reduction of Section 24 incidents within each Department within financial year</li> </ul>		Quarterly	*100% Compliance to OHS (Status Report from GHCM)
			<ul style="list-style-type: none"> <li>Coaching of subordinates' takes place against approved performance agreements.</li> </ul>		Quarterly	*Attendance register and coaching minutes / instruction, rating sheet signed by the incumbent and the supervisor
			<ul style="list-style-type: none"> <li>Head of the Department to ensure that all employees signed Performance Agreement with Plan for the FY2017/18</li> </ul>		Quarterly	*Signed Performance Agreements with performance plan
			<ul style="list-style-type: none"> <li>Head of the Department to ensure 100% implementation of change management action plans</li> </ul>		Quarterly	*Status Report GHCM indicating the implementation status on each change management action plan
			<ul style="list-style-type: none"> <li>Number of staff meetings with all levels of staff addressed by the CFO</li> </ul>		Quarterly	*Attendance register and minutes

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CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> <li>% of Employee Satisfaction level within Cluster/ Department/Region</li> </ul>		Quarterly	*Employee satisfaction survey status report from GHCM.
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>	4	Quarterly	*Attendance Register and Certificate from Secretariat.
			<ul style="list-style-type: none"> <li>Attendance of MAYCO for all CMs direct reports and selected GH's as directed by CM/EM</li> </ul>		Quarterly	*Attendance register
			<ul style="list-style-type: none"> <li>Attendance of Council meetings as directed by CM/EM</li> </ul>		Quarterly	*Attendance register
			<ul style="list-style-type: none"> <li>Attendance at EXCO for all CMs direct reports and selected GH's as directed by CM.</li> </ul>		Quarterly	*Attendance register
			<ul style="list-style-type: none"> <li>MAYCO commitments/resolution addressed</li> </ul>		Quarterly	*Quarterly Progress Mayco Report
			<ul style="list-style-type: none"> <li>100% achievement of executive commitments against the plan</li> </ul>		Quarterly	*Status report from the OEM indicating % achievement
			<b>Audit programme</b>		Quarterly	*Confirmation/Declaration from Internal audit indicating % of AG findings resolved
			<ul style="list-style-type: none"> <li>Resolve 100% of AG issues related to the department.</li> </ul>		Annually	*AG report
			<ul style="list-style-type: none"> <li>Achieve an unqualified Audit</li> </ul>		Quarterly	*MCAM report *Progress of Action Plans in line with the City's AG Management letters
			<ul style="list-style-type: none"> <li>Number of AG findings-matter of emphasis addressed.</li> </ul>		Quarterly	

M-C  




CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> <li>100 % Reduction on number of both internal and external audit findings.</li> <li>0% of repeat of both internal and external audit findings</li> </ul>		Quarterly	*Confirmation/Declaration from Internal audit showing % reduction of audit findings
					Quarterly	*Confirmation/Declaration from Internal audit showing 0% of repeat findings
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> <ul style="list-style-type: none"> <li>Provide responses to petitions within timelines and requirements communicated so that the CoT can achieve its target of responding to petitions within 90 days</li> </ul>	2	Quarterly	*Certificate of compliance from Office of Speaker on the petitions resolved.
			<ul style="list-style-type: none"> <li>Provide responses to public protector within timelines and requirements communicated so that the CoT can achieve its target of responding to public protector within 90 days</li> </ul>		Quarterly	*Quarterly status report from office OCM on public protector cases responded to.
			<ul style="list-style-type: none"> <li>Provide responses to Human Rights Commission within timelines and requirements communicated so that the CoT can achieve its target of responding to Human Rights Commission within 30 days.</li> </ul>		Quarterly	*Quarterly status report from office of the CSOP human rights commission responded to.

*M-E*

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> <li>Provide responses to Promotion of Access to information Act of 2000 (PAIA) requests within 30 days.</li> </ul>		Quarterly	*Quarterly status report from OCM on PAIA response.
			<ul style="list-style-type: none"> <li>Provide responses to Presidential Hotline within timelines and requirements communicated so that the CoT can achieve its target of responding to</li> </ul>		Quarterly	*Quarterly status reports from OEM on presidential hotline responses.
			<ul style="list-style-type: none"> <li>Provide responses to Gauteng Premier Hotline within timelines and requirements communicated so that the CoT can achieve its target of responding to national consumer commission within 90 days</li> </ul>		Quarterly	*Quarterly status reports from OEM on Gauteng Premier hotline responses.
			<ul style="list-style-type: none"> <li>Provide responses to National Consumer Commission within timelines and requirements communicated so that the CoT can achieve its target of responding to national consumer commission within 90 days</li> </ul>		Quarterly	*Quarterly status report from CSOP on national commission responding compliance.
			<ul style="list-style-type: none"> <li>Provide requested information to Ward Committee meetings as per guidelines and targets set by the Office of the Speaker</li> </ul>		Quarterly	*Certificate of compliance from Office of the Speaker

W. E

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> <li>Provide progress on the implementation of MOU's</li> </ul>		Quarterly	*Progress Report on the implantation of MoUs/ Declaration Letter from CSOP.
			<ul style="list-style-type: none"> <li>Deliver on departmental requirements of the institutionalisation of Batho Pele as per guidelines and targets set by Group Human Capital Management</li> </ul>		Quarterly	*Batho Pele Report with corrective action to address compliance from GHCM.
			<ul style="list-style-type: none"> <li>Implement IGR in line with corporate targets and frameworks with regard to functions</li> </ul>		Quarterly	*Proof of attendance from CSOP
			<ul style="list-style-type: none"> <li>Attend public hearings related to the office's work</li> </ul>		Quarterly	*Proof of attendance
			<ul style="list-style-type: none"> <li>Attend relevant EIA meetings and ensure that the department complies with EIA requirements.</li> </ul>		Quarterly	*Proof of attendance
			<p><b>Customer centricity programme</b></p> <ul style="list-style-type: none"> <li>Respond to community concerns and issues raised in line with customer care guidelines and targets.</li> </ul>		Quarterly	*Status report from Office of the Speaker to proof all Concern are addressed
			<ul style="list-style-type: none"> <li>% of unresolved CoT related issue in the Hotline are escalated against the received complaints /inquiry</li> </ul>		Quarterly	*Status report from the Office of the Executive Mayor

W-E  
B

CORE MANAGERIAL COMPETENCIES (CMC)	CoT STRATEGIC PILLAR	INTENTION OF STRATEGIC PILLAR	DESCRIPTION OF WHAT IS REQUIRED BY THE Chief Financial Officer (CFO) (CA) SA	WEIGHT	FREQUENCY	EVIDENCE
			<ul style="list-style-type: none"> <li>A 72 Hour customer feedback turnaround time is achieved at all times including weekends and holidays (% compliance to the 72 hours turnaround</li> </ul>		Quarterly	*SAP Customer Care Report for the Department
			<ul style="list-style-type: none"> <li>Ensure that the resolution of all escalated service delivery issues as set out in the CoT Norms and Standard.</li> </ul>		Quarterly	*Signed MMC Report
			<ul style="list-style-type: none"> <li>Reduction of all backlogs on all inquiry or complains</li> </ul>		Quarterly	*Status report on the reduction of all backlogs on all inquiry and complains from CRM

W-C  




### 3.3 DETAILED SCORECARD OF THE CHIEF FINANCIAL OFFICER

The following KPAs totalling a minimum of 80 points Chief Financial Officer (CFO) of the 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 Baseline (with effect from 01.01.2018)	Mid Term Review (Actual)	Yea- end Target	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Eviden ce Referen ce
							Q1	Q2	Q3	Q4	
<b>PILLAR 5 A CITY THAT IS OPEN, HONEST AND RESPONSIVE</b>											
To deliver the corporate service delivery programmes of the 2017/18 SDBIP Financial Management	% cost coverage ratio	3	1 0	0 16%	1 0	100%	0 25	0 50	0 75	1 0	Quarterly Section 71 report
	% debt coverage	3	15%	11 8%	15%	100%	3 75%	7 50%	11 25%	15%	Quarterly Section 71 report
	% service debtors to revenue	3	25%	26 20%	25%	100%	27%	26 25%	25 5%	25%	Quarterly Section 71 report
Ensure departmental strategy developed	Nr of departmental strategies developed for implementation aligned with City Development Strategy for 2017/18 fy	3	1	1	1	5	1	N/A	N/A	N/A	Approved departmental Strategy with implementation plan approved Budget Cycle, Budget Planning and Budget schedule
Ensure departmental strategy developed	Nr of Financial Sustainability Plan Reports compiled and presented at Mayco	2	New KPI	0	2	New	N/A	N/A	1	1	Quarterly Sustainability Plan report to Mayco
Ensure departmental strategy developed	Nr of guidelines developed as per Legislation for dealing with deviations	5	New	0	1	1	N/A	N/A	N/A	1	Annual deviations Guideline from GFS to Departments

W-Ce  




KPA	Performance Indicator	Weight	Cumulative Baseline (with effect from 01.01.2018)	Mid Term Review (Actual)	Yea- end Target	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Eviden ce Referen ce
							Q1	Q2	Q3	Q4	
Ensure efficacy planning	% implementation of effective processes, support and coordination for the compilation of IDP, Budget and SDBIP	3	100%	100%	100%	100%	100%	100%	100%	100%	Financial projection report for input
Ensure relevant policy formulation	Nr of financial management policies and procedures reviewed, approved and implemented	3	5	1	5	20	1	1	1	2	Approved Policies Tariff Policy, Property Rates Policy, CASA Implementation Policy, Standard of Infrastructure Procurement and Delivery Management Policy, Budget Policy, Supply Chain Policy and Asset Management Policy.
Ensure efficacy reporting	Nr of compliance reports timeously submitted with accurate information in accordance with prescribed standards and formats (3 days prior to the approval of CM, 5 days Mayco)	3	24	9	24	120	6	6	6	6	Financial Statement report, Section 71 Report, Budget Adjustment Report, Mid-Term Review Report, SCM report, Revenue Implementation Report, Treasury Municipal Levies, Councillors in arrears and Government debt Report
Ensure efficacy departmental budgeting in line with relevant legislative prescriptions	Measures are put in place to ensure that any unauthorised, irregular and fruitless and wasteful expenditure and any other losses are prevented	3	0	0	0	0	0	0	0	0	*GFS memos/circulars to department's to make them aware of unauthorised, irregular and fruitless and wasteful expenditure incurred for the month or quarter
	Value of unauthorised, irregular, fruitless and wasteful expenditure incurred	3	0	0	0	0	0	0	0	0	Section 71 report from GFS, SCM Performance report and Human Capital Governance report (GFS evidence to all departments ) (expenditure per vote ) or corporate report on overspending on the vote
Implementation of mSCOA	% of mSCOA implemented as per implementation plan	4	100%	71%	100%	100%	100%	57%	76%	100%	Approved mSCOA plan and Quarterly status report on the implementation of mSCOA
Financial Management	% revenue collected based on YTD projections	3	95%	96%	95%	95%	95%	95%	95%	95%	Revenue management report

KPA	Performance Indicator	Weight	Cumulative Baseline (with effect from 01.01.2018)	Mid Term Review (Actual)	Yea- end Target	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Eviden ce Referen ce
							Q1	Q2	Q3	Q4	
Ensure efficacy reporting	Nr of citywide financial sustainability plan developed, approved and implemented	3	1	1	1	1	0	0	0	1	Council approved financial sustainability plan  Quarterly progress reports on the implementation of the plan city wide, in the form of a signed dashboard  Commitment letters of implementation from Group
To deliver the departmental service delivery programmes of the 2017/18 business plans Financial Management	Nr % of quarterly planned Departmental Service Delivery Targets reached for programmes on the approved Corporate 2017/18 Business Plans	3	100%	100%	100%	100%	100%	100%	100%	100%	Quarterly departmental performance report
To ensure the delivery the financial management programmes	% of overall opex budget vs opex targets achieved for the City	2	98%	84%	98%	98%	98%	98%	98%	98%	* Quarterly Mayco report on opex and revenue targets and SAP Extract Report
	% of revenue billed against YTD projections	2	98%	56%	98%	98%	98%	98%	98%	98%	*Quarterly Mayco Report on Revenue Targets and SAP Extract Report / Debtor book quarterly report
	% of billing issues resolved within 3 days	2	New	0	100%	100%	N/A	N/A	N/A	100%	Monthly Revenue Management Report indicating Billing issues resolved
To ensure the delivery the corporate service delivery programmes	% of overall capital budget spent for the City against YTD projections	3	98%	49%	98%	98%	98%	98%	98%	98%	*Quarterly Mayco report on capital budget spent against expenditure / Quarterly Section 71 report
To ensure the delivery the	% of departmental capital projects milestones achieved	3	96 %	0%	100%	100%	100%	100%	100%	100%	* Quarterly report on planned capital project milestones/deliverables

KPA	Performance Indicator	Weight	Cumulative Baseline (with effect from 01.01.2018)	Mid Term Review (Actual)	Yea- end Target	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Eviden ce Referen ce
							Q1	Q2	Q3	Q4	
corporate service delivery programmes To ensure the delivery the corporate service delivery programmes	% reduction in tenders cancelled	2	New KPI	0	100%	100%	N/A	N/A	N/A	100%	Quarterly Supply Chain Tender Report
	% of internal audit risk based findings resolved	2	100%	13%	100%	100%	100%	100%	100%	100%	Report from Group Audit and Risk on the implementation of control recommended
To ensure the delivery the corporate service delivery programmes	Number of days taken to finalise tender evaluation from advert to appointment within 90 days from closing	3	100% (90 days)	0%	100 % (90 days)	100% (60 days)	100% (60 days)	100% (60 days)	100% (90 days)	100% (90 days)	Monthly/Quarterly Supply Chain Performance report
	% of previous years tenders to be processed and finalised (backlogs)	2	New KPI	0	100%	100%	N/A	N/A	N/A	100%	Monthly/Quarterly Supply Chain Performance report
Build a good image of the city and manage reputational risk	Nr of Articles produced/contributed by the department to profiling the good stories and promoting the image of the City	2	8	3	8	40	2	2	2	2	Proof of published articles (Publication on intranet, internet and /or newspapers)
	% timeous response to media queries within 3 days from appearing on the media/ or newspapers	2	N/A	100%	100%	100%	100%	100%	100%	100%	Certification from GH. Group Communications and Marketing
	% of resolved issues emanating from 2015 customer satisfaction survey within Cluster/ Department/Region quarterly	2	100%	N/A	100%	100%	100%	100%	100%	100%	*Approved implementation plan submitted to CRM *Quarterly Status report on the resolved issues emanating from 2015 customer satisfaction from CRM
Revenue enhancement Revenue enhancement	% achievement on departmental financial sustainability-plan against approved plans	2	100%	1	80%	100%	N/A	N/A	40%	80%	*Approved citywide implementation plan and quarterly status report from GFS for 2017/18 FY

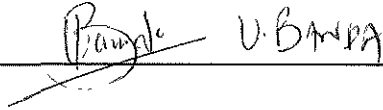
KPA	Performance Indicator	Weight	Cumulative Baseline (with effect from 01.01.2018)	Mid Term Review (Actual)	Yea- end Target	5-Year Target (2017/2021)	Quarterly Roll Out of year-end target				Evidence Reference
							Q1	Q2	Q3	Q4	
Work opportunities to be created	Nr of work opportunities created through the implementation of the FMIP, CA(SA) or revenue recovery program using opex or capex budget	2	100	0	100	500	0	50	0	50	Quarterly EPWP status report from Community and Social Development Services Department
Implementation of a centralized warehousing model	Nr of reports produced to CM on a proposed warehousing model with implementation plans for the City of Tshwane	2	New KPI	0	1	1	1	N/A	N/A	1	*Report presented to CM
<b>10SUB-TOTAL FOR CORE DELIVERY PROGRAMMES</b>											
<b>SUB-TOTAL FOR CORE MANAGEMENT COMPETENCIES</b>											
		<b>20</b>									
<b>TOTAL</b>		<b>100</b>									

Mr. Q

4 ACCEPTANCE OF THE ADJUSTED PLAN

ADJUSTED PERFORMANCE PLAN FOR CHIEF FINANCIAL OFFICER Period: 1 JULY 2017- 30 JUNE 2018

Signed and accepted by  
Name

 Pamplo U. Bamba

Date

29 / 03 / 2018

Signed by the incumbent's immediate supervisor



Date

29 / 03 / 2018

*M. G.*