

# **PERFORMANCE AGREEMENT**

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**FINANCIAL YEAR 2017-2018**

**FOR THE**

**THE EMPLOYEE OF THE MUNICIPALITY**

**CHIEF FINANCIAL OFFICER  
MS LION N.M**

**AND**

**MS MASEKO NORAH TIVETILE**

**AS REPRESENTED BY THE MUNICIPAL MANAGER:**

**SEKHUKHUNE DISTRICT MUNICIPALITY**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**PERFORMANCE AGREEMENT**  
(Managers directly accountable to the Municipal Manager)



**PERFORMANCE AGREEMENT**

**ENTERED INTO BY AND BETWEEN:**

The Sekhukhune District Municipality herein represented by **Ms. Maseko Norah Tivetile** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

**Ms Lion N.M**

Employee of the Municipality (hereinafter referred to as the Chief Financial Officer)

**WHEREBY IT IS AGREED AS FOLLOWS:**

**1. INTRODUCTION**

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councilors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (CC27/08/13), recommended that a culture of performance be inculcated in the municipality by ensuring that all employees sign performance agreements and performance commitments.
- 1.3. When assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance

**2. PURPOSE OF THIS AGREEMENT**

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 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 accountability 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 scorecard, which forms an Annexure B of 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.

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**3 COMMENCEMENT AND DURATION**

3.1 This Performance Agreement commenced on the 1<sup>st</sup> March 2018 and will remain in force until 30 June 2018, thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure 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 each year. The parties will conclude a new Performance Agreement and scorecard that replaces this Agreement at least once a year by not later than 30 days after 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 scorecard (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 B are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan (IDP), 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, as follows:

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators 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 (IDP).

**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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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
WEIGHT	✓	CORE MANAGERIAL COMPETENCIES (CMC)
		Strategic Capability and Leadership
		Programme and Project Management
	compulsory	Financial Management(Compulsory)
		Change Management
		Knowledge Management
		Service Delivery Innovation
		Problem Solving and Analysis(Compulsory)
	compulsory	People Management and Empowerment(Compulsory)
	compulsory	Client Orientation and Customer Focus
		Communication
		Honesty and Integrity
		CORE OCCUPATIONAL COMPETENCIES (COC)
		Competence in Self Management
		Interpretation of and implementation within the legislative and national policy frameworks
		Knowledge of Performance Management and Reporting

The CCRs will make up the other 20% of the Employee's assessment score. CCR's which are deemed to be most critical for the Employee's specific job, should be selected (✓) from the list below as agreed between the Employer and Employee. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

5.7

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
<b>Total</b>	<b>100%</b>

The Employee's assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (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:

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- 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.
- 5.5 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.

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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.

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- (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.

**7.2 Assessment of the CCRs**

- (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 must then be used to add the scores and calculate a final KPA score.

**7.1 Assessment of the achievement of results as outlined in the performance plan:**

The Annual Performance Appraisals will involve:

**7. PERFORMANCE APPRAISALS**

- 6.1 The scorecard (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 Integrated Development Plan (IDP).

**6. EVALUATING PERFORMANCE**

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		WEIGHT
CORE MANAGERIAL COMPETENCIES (CMC)		✓
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		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage		100%

(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.

**7.3 Overall rating**

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

**7.4 Rating Scale**

The assessment of the performance of the **Employee** will be based on the following rating scale for KPAs and CCRs:

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

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- 10.1 The Employer shall -
  - 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
  - 10.1.2 Provide access to skills development and capacity building opportunities;
  - 10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 10.1.4 On the request of the **Employee**, delegate powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
  - 10.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

**10. OBLIGATIONS OF THE EMPLOYER**

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

**9. DEVELOPMENTAL REQUIREMENTS**

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

- First quarter** : July – September (review by October)
- Second quarter** : October –December (review by January)
- Third quarter** : January – March (review by April)
- Fourth quarter** : April – June (review by July)

8.1. 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:

**8. SCHEDULE FOR PERFORMANCE REVIEWS**

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. PMS (as Secretariat)

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established-

**7.5. EVALUATION PANEL**

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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.
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure B may be made available to the public by the **Employer**.

**14. GENERAL**

- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.
- Whose decision shall be final and binding on both parties.
- 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral 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;
- 13.1.2 Any other person appointed by the Executive Mayor.
- 13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 13.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

**13. DISPUTE RESOLUTION**

- 12.1 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 12.1.2 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. MANAGEMENT OF EVALUATION OUTCOMES**

- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.
- 11.1.1 A direct effect on the performance of any of the **Employee's** functions;
- 11.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 11.1.3 A substantial financial effect on the **Employer**.
- 11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

**11. CONSULTATION**

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13.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Gqeberha on this the 25 day of April 2018.

AS WITNESSES:

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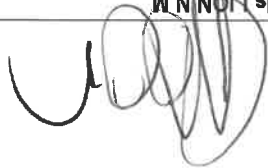
2. \_\_\_\_\_

AS WITNESSES:

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

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

Ms LIONNIE M  
CHIEF FINANCIAL OFFICER



MS MASEKO NORAH  
MUNICIPAL MANAGER



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PERSONAL  
DEVELOPMENT PLAN

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**(CHIEF FINANCIAL OFFICER)**

**LION N.M.**

**AND**

**MS MASEKO NORAH T. (MUNICIPAL MANAGER)**

**ENTERED INTO BY AND BETWEEN**

**PERSONAL DEVELOPMENT PLAN (PDP)**



1. Personal Development Plan

- 1.1.1 A Municipality should be committed to –
- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
  - (b) managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.

- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organisational needs, which include the following:  
o Strategic development priorities and competency

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requirements, in line with the municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

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(iii) Individual training needs that are job / career related.

(c) Next, the prioritisation of the training needs [1 to ...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs should be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(d) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Appendix 1, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

(f) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

(g) The suggested time frames (column 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

(h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

(i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning


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**Personal Development Plan for: Lion N.M. (Chief Financial Officer)**

Compiled on : .....

1. Skills/Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
CFRFP	Knowledge of the CFRFP	workshop	workshop	30 August 2018	CFD IS roles and responsibilities	M M
MFMV	Knowledge of MFMV	workshop	workshop	31 December 2018	CFD IS role and responsibilities	M M
Regulation and assets	Regulation	workshop	workshop	30 August 2018	CFD IS role and responsibilities	M M

Employee Signature  


Supervisor's  


**CCR**





## Sekhukhune District Municipality

### CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

**NAME OF INCUMBENT: MS LION N.M.**

**POSITION HELD: CHIEF FINANCIAL OFFICER**

**DATE** 28-02-18

**SIGNATURE**

**NAME OF SUPERVISOR: MS MASEKO NORAH T.**

**POSITION HELD: MUNICIPAL MANAGER**

**DATE** 25/4/2018

**SIGNATURE**

<b>CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES</b>	<b>CHOICE</b>	<b>WEIGHT</b>
<b>Core Managerial Competencies</b>		
Strategic Capability and leadership		
Programme and Project Management		
Financial Management(Compulsory)	X	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment(Compulsory)	X	
Client Orientation and Customer Focus(Compulsory)	X	
Communication		
Honesty and Integrity		
<b>Core Occupational Competencies</b>		
Competence in Self-Management		
Interpretation of and implementation within the legislative and national policy frameworks		
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		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
<b>TOTAL</b>		

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# SCORE CARD

## 2017/2018 SCORE CARD: FINANCIAL VIABILITY

WEIGHT	SUB-WEIGHT	MEASURABLE OBJECTIVE	PROJECT	BASELINE 2016/2017	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET 2017/2018	Q3	Q4	BUDGET 2017-2018	POE
80%		To improve collection rate by June 2018	Revenue Collection	75% Revenue Collection	% Revenue Collection Rate	75% Revenue Collected	73% collection rate	75% collection rate	R2 000 000	Billing reports
		To finalisation of Treasury Views and Recommendations (TVR) on PPP by June 2018	Conduct feasibility study for installation of Smart Meters	75% Feasibility Study Concluded	% Finalisation of Treasury approval (TVR) IIA	100% Finalisation of Treasury approval (TVR) IIA	A decision by National Treasury in respect of TVR: IA	A submission to National Treasury in respect of TVR: IIA	R4 500 000	TVR IA and IIA
		To create CRR by June 2018	Capital Replacement Reserve (CRR)	R35m not cash backed	Rand Value invested to CRR	R20m invested towards CRR	R15m	R20m		0 Investment certificates
		To create cash backed CRR by June 2018	Capital Replacement Reserve (CRR)	R35m not cash backed	Rand Value invested to CRR	R10m cash backed	R7,5m	R10m		0 Investment certificates
	To ensure preparation of fully funded 2018/19 budget by 31 May 2018	Fully funded Budget preparation and implementation	2016/2017 approved budget with deficit.	2018/2019 approved budget fully funded	2018/2019 approved fully funded budget and its related policies	Mid-year Adjustment of budget . Review of budget related policies/draft policies/draft policies); Tabling of Draft Budget.				0 Fully funded final budget.
	To ensure improved audit opinion for 2016/17 financial year.	Operation Clean Audit	2015/2016 financial year. Unqualified audit opinion with 17 audit findings in matters of emphasis.	Percentage of findings reduced in matters of emphasis from 2016/2017 audit opinion	80% of 2016/2017 audit findings addressed	Addressing 40% of 2016/2017 audit matters.	80% reduction of 2016/2017 audit matters.	R 140,000		Progress report on Audit Action Plan

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	To generate and submit 30 finance compliance reports by June 2018	Finance Compliance Reports	2015/16 AFS 2015/16 Section 52, 71 and 72 reports	Number of finance compliance reports generated and submitted	30 finance compliance reports generated and submitted (12x Section 71, 4x Section 52, 12x Supply Chain, 1x Section 72, 1x AFS)	7 (3 Sec 71, 3 SCM and 1 Sec 52) reports	7 (3 Sec 71, 3 SCM and 1 Sec 52) reports		0 Acknowledgement of receipt of Section 71, 52 and 72 Report by Office of Executive Mayor, Auditor General acknowledgement receipt of AFS
	To ensure implementation of mSCOA activities in terms of the implementation plan by 30 June 2017	Municipal Standard Chart of Accounts (mSCOA)	Council resolution 2014/2015 & Treasury circular	Number of activities on mSCOA implementation plan achieved	All activities (6 months data string) on mSCOA implementation plan achieved	*Submit 3 months data strings. *Seamless interface between VIP and SOLAR	*Submit 3 months data string * Alignment of fixed assets register to MSCOA requirements	R2 000 000	mSCOA progress report
	To account for assets and inventory by 30 June 2018	Update asset register	Manual GRAP Compliant Fixed asset register	GRAP compliance asset register	Updated GRAP compliant asset register	Accounting for assets 1. Safeguarding assets and verification of assets 2. Valuation (run depreciation, update projects register) 3. Records keeping	Valuation, records keeping, safe guarding & disposal, activation of electronic asset Module. Year end verification. Impairment tests. 100% unbundling. Review useful lives. Review residual values. Reconcile FAR to G/L. Update FAR, Prepare notes to AFSs.	R 1 800 000	1. Fixed Asset Register and Verification reports 2. GRAP Compliant Fixed Asset Register
	To ensure that creditors are paid within 30 days by June 2018	Centralisation of Invoice receiving & monitoring	Payment rate at 28 days	Number of creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date	All creditors paid within 30 days of correct invoice date		0 Creditors aging report
	To ensure development and implementation of the procurement plan by 31 July 2017	Procurement Plan	IDP/BUDGET	Developed and approved procurement plans	Developed and approved procurement plans	Monitor implementation	Monitor implementation. Development of 2018/19 Procurement plans.	R 0	Procurement Plan

CHIEF FINANCIAL OFFICER

*[Signature]*  
25-04-18

DATE

MUNICIPAL MANAGER

*[Signature]*  
25/4/2018

DATE