

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR SITEMBELE WISEMAN VATALA
(Herein after referred to as Employer)

AND

DIRECTOR: CHIEF FINANCIAL OFFICER

MR GERALD PATRICK DE JAGER
(Herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2016 – 30 JUNE 2017

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1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as “the Parties”.
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 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 promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Chief Financial Officer and Municipal Manager. The performance agreement is for the 2016/2017 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2016/2017 and the 2016/2017 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this “Agreement” – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the “Employer” means Emalahleni Local Municipality;
 - 1.6.3 the “Employee” means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the “Parties” mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer’s expectations of the Employee’s performance targets and accountabilities;
- 2.2 To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3 To monitor and measure performance against set targeted outputs and outcomes;
- 2.4 To establish a transparent and accountable working relationship;
- 2.5 To appropriately reward the Employee in accordance with Section 11 of this Agreement;
- 2.6 To give effect to the Employer’s commitment to a performance orientated relationship with the Employee in attaining improved service delivery

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3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2016 and will remain in force until 30 June 2017 where after a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan sets out:
 - 4.1.1.1 the performance objectives and targets that must be met by the Employee;
 - 4.1.1.2 the time frames within which those performance objectives and targets must be met;
 - 4.1.1.3 the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee;
- 4.2 The performance objectives and targets reflected and targets 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 and the Budget of the Employer and shall include:
 - 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

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- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the Employees 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 employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (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 the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

KPA No	KEY PERFORMANCE AREAS	Weight
1	Basic Service Delivery and Infrastructure	5%
2	Local Economic Development	5%
3.	Municipal Transformation and Institutional Development	10%
4	Good Governance and Public Participation	20%
5	Municipal Financial Viability and Management	60%
TOTAL		100%

- 5.7 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	CORE COMPETENCY REQUIREMENTS	Weight
1	Financial Management (compulsory)	25%
2	People and Diversity Management (compulsory)	15%
3	Client Orientation and Customer Focus (compulsory)	10%
4	Supply Chain Management	15%
5	Knowledge Management	15%
6	Programme and Project Management	20%
TOTAL		100%

6. PERFORMANCE ASSESSMENT

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- 6.1** The Performance Plan (Annexure A) to this Agreement set out-
- 6.1.1** the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2** the intervals for 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 timeframes;
- 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) as described in 6.6 – 6.12 below:
- 6.5** The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6** Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1** each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2** A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3** The Employee will submit her self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4** In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
 - 6.6.5** An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7** Assessment of the CCRs
- 6.7.1** Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
 - 6.7.2** A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;

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6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and

6.7.4 An overall score will be calculated based on the total of the individual scores calculated above;

6.8 Overall Rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs.

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4	Performance significantly above expectation	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
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring

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		performance up to the level expected in the job despite management effort to encourage improvement
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6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

- 6.10.1** Municipal Manager of Emalahleni Municipality
- 6.10.2** Municipal Manager from another municipality
- 6.10.3** Audit Committee member (Chairperson)
- 6.10.4** Member of the Executive Committee
- 6.10.5** Ward Committee member

6.11 The assessment panel will evaluate the performance of the Employee as at the end of the second (2nd) and fourth (4th) quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal and performance must be satisfactory with Portfolio of Evidence:

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July – September: Qtr. 1	October 2016
2	October – December: Qtr. 2	January 2017
3	January – March Qtr. 3	April 2017
4	April – June Qtr. 4 (Year End)	July 2017

7.2 Formal assessment will require an employee to submit a report on achievements of each target objective as indicated in the service delivery and budget implementation plan with portfolio of evidence.

7.3 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.4 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.5 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

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- 7.6** The Employer may amend the provisions of the Performance Plan 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 changes to this performance agreement to ensure effective implementation of reviewed service delivery and budget implementation plan where changes are made in terms of Section 54.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such changes or plan is made.

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 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 assisting 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 its 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 clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

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11.1 The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;

11.2 The performance bonus will be rated as follows:

Performance rating:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance

11.3 The performance bonus will be paid as follows:

- A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9% of total remuneration package:
- A score of 150% and above is awarded a performance bonus ranging from 10% to 14% of total remuneration package

12 MANAGEMENT OF EVALUATION OUTCOMES

12.3 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.4 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.5 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.6 In the case of unacceptable performance, the Employer shall-

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

12.6.2 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 her duties

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13 DISPUTE RESOLUTION

- 13.1.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.1.2 If the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty (30) business days; and
- 13.1.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply


14 GENERAL

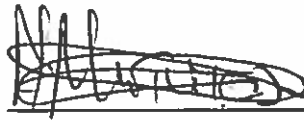
- 14.1.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and
- 14.1.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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THUS DONE AND SIGNED AT LADY FRERE ON THE 1 DAY OF JULY 2016

AS WITNESSES


SIGNATURE


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GP DE JAGER, CHIEF FINANCIAL OFFICER

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT LADY FRERE ON THE 01 DAY OF JULY 2016

AS WITNESSES


SIGNATURE


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DR SW VATALA
MUNICIPAL MANAGER

PERFORMANCE PLAN: 2016/2017
DIRECTOR: BUDGET AND TREASURY (CFO)
EMALAHLENI MUNICIPALITY

This Plan defines the Council's expectations of the Director: Budget and Treasury (CFO) in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805 provides that performance objectives and targets must be based on the Key Performance Indicators set out in the municipality's IDP and determined in agreement with the Municipal Manager (as representative of Council)

There are five (5) parts to this plan, which are:

1. A statement about the purpose of the position
2. Functional alignment of the individual performance scorecard to the IDP
3. Scorecard detailing IDP goals (KPAs) and their related performance indicators, weightings and target dates
4. Core Competency Requirements
5. Personal Development Plan

1. STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Budget and Treasury (CFO) as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the Budget and Treasury Directorates and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as represented by the Municipal Manager and the Director: Budget and Treasury (CFO).

2. PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

The Municipal Manager may request input from agendas, minutes and "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are people who are able to comment on the Director's performance since they have worked closely with her / him on some or all aspects of her job.

The Director: Budget and Treasury (CFO) should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

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The Director: Budget and Treasury (CFO) will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Budget and Treasury (CFO) and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Budget and Treasury (CFO) scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.

The Evaluation Panel should provide ratings of the Director's performance against agreed objectives as a result of portfolio of evidence and/or comments and input.

Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Director: Budget and Treasury (CFO) will be based on the rating scale for KPAs as set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Director: Budget and Treasury (CFO) on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Municipal Manager and the Director: Budget and Treasury (CFO) should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Budget and Treasury (CFO) should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

Poor work performance will be dealt with in terms of Regulation 32 (3) of the Performance Regulations.

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2016/2017 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance & Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs.

The Director: Budget and Treasury is directly accountable for the following IDP programmes directly linked to the IDP for 2016/2017 as indicated in the IDP column of the scorecard.


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4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	KPA 1 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 10 %						DIRE CTO R SCO RE 1-5	PANEL SCORE 1-5
	KEY PERFORMANCE INDICATOR	INDICAT OR CODE	ANNUAL TARGET	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)		
					QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS

To improve community participation in the affairs of the municipality by June 2017	Number of public participation activities implemented	GGPP- 3	Public Participation Strategy implemented	1%	Reports submitted for presentation to Mayoral Imbizo	Submit Budget and Treasury reports related to Public Participation to Public Participation Unit	Public participation inputs (Budget and Treasury) implemented and reported	Public participation inputs (Budget and Treasury) implemented and reported	Public participation inputs (Budget and Treasury) implemented and reported
	Number of mayoral imbizos and outreach programmes conducted by June 2016	GGPP - 4	Provision of policies and bylaws to community for their comments. Provision of admin support to the imbizos and outreach programmes	1%	Minutes of Imbizos and outreach programmes	Contribute to the Mayoral imbizo present the approved IDP budget	Contribute to the Sectoral mayoral imbizo on the draft IDP and budget for 2016/17	Ward mayoral outreach programme on final draft IDP and budget for 2016/17	Mayoral imbizo on the approved IDP and Budget for 2016/17

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To achieve clean administration by June 2017	Number of policies, strategies and procedures developed	GGPP -6	5 policies reviewed based on Directorate submissions	3%	Attendance registers for workshops and community participation Council Resolution approving the policies	Identification of policies for review	Stakeholder engagement and public participation processes 6 policies to be reviewed	Submission of policies to Council for approval	Submission of policies to Council for approval
To ensure that ELM operates free of anticipated risks of maladministration, fraud and corruption	Number of risk management activities implemented	GGPP-9	4 Reports/items to council on risk management	5%	Council resolution on reporting on risk register	Participating and input at risk assessment workshop	Monitoring and implementation of risk register	Monitoring and implementation of risk register	Monitoring and implementation of risk register

KPA 2 - BASIC SERVICE DELIVERY = 5%

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICAT OR CODE	ANNUAL TARGET	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS - indicate target met or not met by X (with reference to supporting documentation)	PANEL SCORE 1-5						
							DCS SCORE 1-5	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		


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To ensure provision of basic services to indigent communities by June 2017	Number of households receiving indigent support	BISD-46	3500 Electricity Indigent Consumers	5%	Reviewed Indigent Register Reports on implementation	2015/2016 Indigent applications received and processed	Business plan for 2016/2017 indigent registration developed	Awareness campaigns on the indigent registration conducted; business plan implemented	Indigent registration application forms reviewed and approved				
KPA 3 - LOCAL ECONOMIC DEVELOPMENT = 5%													
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICAT OR CODE	ANNUAL TARGET	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)						DCS SCORE 1-5	PANEL SCORE 1-5
To improve economic development within ELM	Number of staff appointed on	LED-4	APPOINTMENT OF 12 PEOPLE	5%	Appointment Contract of 12 people on indigent project	QUARTER 1 TARGETS 2015/2016 indigent applications received and processed	QUARTER 2 TARGETS Business plan for 2016/2017 indigent registration developed	QUARTER 3 TARGETS Recruitment of 12 people on indigent project	QUARTER 4 TARGETS Indigent registration application forms reviewed and approved				


KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 20 %													
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICAT OR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)						DIRECTOR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS				

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To develop the skills of the workforce	Level of compliance with the PMS Framework, Policy and Procedures	MTID 2	BTO Directorate Performance Agreement signed and implemented	2 %	BTO directorate performance and accountability agreements signed and implemented	Signing of Performance Agreements by Directorate Staff	Performance reviews conducted for directorate staff in line with PMS Framework	Performance reviews conducted for directorate staff in line with PMS Framework		
To ensure an effective system of municipal governance in line with applicable	Number of council events held in line with the approved Council Calendar	MTID 8	Inputs to the Council Calendar to the custodian provided and implemented	2 %	Standing Committee Agenda and attendance register	Ensure compliance with the Council Calendar of Events	Ensure compliance with the Council Calendar of Events	Ensure compliance with the Council Calendar of Events		
To ensure an effective system of municipal governance in line with applicable	Number of reports submitted to Council Structures on the implementation of Council Resolution	MTID 10	4 quarterly reports on implementation of Council resolution	2 %	Minutes and agendas	1 st quarterly report submitted	3 rd quarterly report submitted	4 th quarterly report submitted		
Compliance with the legislation IDP processes and procedures	Number of approved process plans implemented	MTID 24	Approved IDP & Budget Review process plan for	2 %	Process plan, Submissions	Submitting Community Services IDP input	N/A	N/A		


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				6 %	Reports on the implementation of Mscoa implementation plan	Perform activities as per Mscoa implementation plan July 2016	Perform activities as per Mscoa implementation plan August 2016	Perform activities as per Mscoa implementation plan September 2016	Perform activities as per Mscoa implementation plan October 2016	
	Number of activities implemented as per the approved Mscoa plan	MTID-25	Mscoa implementation plan implemented	6 %	Reports on the implementation of Mscoa implementation plan	Perform activities as per Mscoa implementation plan July 2016	Perform activities as per Mscoa implementation plan August 2016	Perform activities as per Mscoa implementation plan September 2016	Perform activities as per Mscoa implementation plan October 2016	
	Number of IDP documents developed and approved	MTID 26	Submit BTO inputs towards the development of the IDP	2 %	Council Resolutions, Attendance Registers, IDB & Budget process plan.	Submit BTO reports related to Public Participation.	Submit BTO reports related to Public Participation.	Submit BTO reports related to Public Participation.	Submit BTO reports related to Public Participation.	
To ensure a performance driven institutional culture in the municipality by June 2017	Number of annual reports developed and published	MTID 27	Submit BTO inputs towards the development of the Annual Report	2 %	BTO inputs submitted	Submit BTO inputs towards the development of the Annual Report	N/A	N/A	N/A	
	Implementation of the Performance Management System Framework, Policy and Procedures	MTID 28	1 Reviewed Performance Management System Framework	2 %	BTO proof of submission	1. Inputs towards the development of Section 46 provided	Final information on Section 46 submitted 2. July month SDBIP report submitted	Mid-year report inputs submitted	3rd Quarter report inputs submitted	




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KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 60 %

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	Indicator Code	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To implement proper supply chain protocols in compliance with the MFMA legislation	Number of Procurement Plans developed and implemented	FVM - 1	1 Procurement Plan developed and implemented	4 %	Procurement Plan	Developed an implementation schedule for procurement plan	Implement procurement schedule and plan	Implement procurement schedule and plan	Implement procurement schedule and plan		
						Place advertisement inviting suppliers and updating supplier on central database	Updating supplier central database	Updating supplier central database	Updating supplier central database		
	Number of Supplier Database update	FVM - 2	1 Supplier Database updated	2 %	Report on Supplier Database forms received	1 quarterly reports on SCM submitted to structures of Council	1 quarterly reports on SCM submitted to structures of Council	1 quarterly reports on SCM submitted to structures of Council	1 quarterly reports on SCM submitted to structures of Council		
						4 quarterly reports on SCM submitted to structures of Council	4 quarterly reports on SCM submitted to structures of Council	4 quarterly reports on SCM submitted to structures of Council	4 quarterly reports on SCM submitted to structures of Council		
To improve compliance and adherence to legislation	Number of Monthly and quarterly reports prepared and submitted to the relevant offices	FVM - 3	Submit 100 % GRAP compliant Annual Financial Statements by 31 August 2016 for	5 %	2015/16 Annual Financial Statements submitted to AG; Audit Report	Compile 2015/16 Annual Financial Statements and submit them to Auditor-General by 31 August 2016	No further action required	No further action required	No further action required		
						1 quarterly reports on SCM submitted to structures of Council	1 quarterly reports on SCM submitted to structures of Council	1 quarterly reports on SCM submitted to structures of Council	1 quarterly reports on SCM submitted to structures of Council		

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To improve compliance and adherence to legislation	Number audit action plans developed and implemented	FVM - 5	2015/16 financial year	1 audit action plan for 2015/16 developed and submitted to Council for adoption.	4 %	Council resolution approving 2015/16 Audit plan and 4 reports submitted to quarterly Audit Committee meetings	N/A	Developed audit action plan for 2015/16 audit findings raised by Auditor-General	Audit action plan implemented	Audit Action Plan implemented		
	Timely submission of AFS after the end of the financial year	FVM - 6	100% response to Requests for Information by AG for the 2015/2016 audit	4 %	2015/2016 RFI Register	Provide information as requested by Auditor-General during audit process	Provide information as requested by Auditor-General during audit process	Requests of information by Auditor General provided	Provide information as requested by Auditor General			
	1 GRAP compliant fixed asset register for 2016/17 compiled and maintained	FVM - 7	1 GRAP compliant fixed assets register for 2017/18 developed and maintained	5 %	Additions register and FAR for 2017/18	Assets addition register for 2017/18 developed	Assets additions register and Fixed assets register updated	Assets additions register and Fixed assets register updated	Assets additions register and Fixed assets register updated			

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	Number of adjustment budgets compiled for the 2016/17 financial year	FVM - 8	1	3 %	Council resolution approving the Adjustment Budget for 2016/17	Approved 2016/17 budget implemented and PM13 reports provided to Directorates	Approved 2016/17 budget implemented and PM13 reports provided to Directorates	Approved 2016/17 budget implemented and PM13 reports provided to Directorates		
	Number of 2018/20 Budget compiled	FVM - 9	1	3 %	Council resolution of approving 2017/18 Budget	Budget process 2017/18 budget developed	Approved 2017/18 budget process plan implemented	Approved 2017/18 budget process plan implemented		
To increase the amount of revenue collected annually	Number of monthly and quarterly MFMA required reports	FVM - 10	8	5 %	8 Monthly, 1 half year and 4 Quarterly MFMA reports	2 Monthly, 1 and Quarterly MFMA reports developed and submitted to Council structures	2 Monthly, 1 and Quarterly MFMA reports developed and submitted to Council structures	2 Monthly, 1 and Quarterly MFMA reports developed and submitted to Council structures		
To improve expenditure patterns and processes by 2017	Number of payroll reconciliations performed.	FVM - 11	12	2 %	12 Monthly payroll reconciliations signed off by the Chief Financial Officer.	3 payroll reconciliation prepared and balanced to the general ledger	3 payroll reconciliation prepared and balanced to the general ledger	3 payroll reconciliation prepared and balanced to the general ledger		

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100% payment of creditors within 30 days	FVM - 12	general ledger	100% payment of creditors within 30 days	2 %	12 Creditors ageing reports (AC reports/PV03) for 2016/17 and Unpaid creditors report (PV02)	Pay creditors within 30 days and generate unpaid creditors list (PV02) and Creditors ageing report (PV03)	Pay creditors within 30 days and generate unpaid creditors list (PV02) and Creditors ageing report (PV03)	Pay creditors within 30 days and generate unpaid creditors list (PV02) and Creditors ageing report (PV03)
Development of 1 standard operating procedure for expenditure section.	FVM - 13	1 standard operating procedures for expenditure section developed, approved and implemented	5 %	Operating procedures for expenditure section approved by Municipal Manager	Developed operating procedures for expenditure section	Submission of operating procedures for expenditure submitted to the Municipal Manager for approval	Operating procedures for expenditure implemented	Operating procedures for expenditure section implemented
100% Implementation of supplementary valuation roll.	FVM - 14	2015/2016 supplementary valuation roll captured and billed on Sebata Financial System	2 %	PF06 rates report on the Sebata Financial System	2015/16 supplementary valuation roll on Sebata Financial System captured and billed	Sebata Financial System with changes in property owners updated	Sebata Financial System with changes in property owners updated and supplementary valuation roll developed for 2016/2017	Sebata Financial System with changes in property owners updated and supplementary valuation roll developed for 2016/2017

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STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	Indicator Code	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
	Improvement in the revenue collection rate to 75%	FVM - 15	75% revenue collection rate achieved	3%	Monthly collection rate report	Credit and Debt collection Policy implemented and awareness campaigns conducted	Credit and Debt collection Policy implemented	Credit and Debt collection Policy implemented	Credit and Debt collection Policy implemented		
	Number of registers reconciled to the general ledger	FVM-16	Registers for revenue streams that are balanced to general ledger	2 %	Registers that balance general ledger votes for: eNatis, pre-paid electricity, new connections, disconnections and reconections,hal deposits, refuse	Registers that are balanced to the general ledger votes for: eNatis, pre-paid electricity, new connections, disconnections	Registers that balance to the general ledger votes for: eNatis, pre-paid electricity, new connections, disconnection	Registers that balance to the general ledger votes for: eNatis, pre-paid electricity, new connections, disconnections, hall deposits, refuse	Registers that balance to the general ledger votes for: eNatis, pre-paid electricity, new connections, disconnections, hall deposits, refuse and rates, property		

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To ensure efficient, effective cash flow management	Cost Coverage ratio of 2	FVM - 17	developed	and rates, property rentals reconciled to the general ledger.	and reconections, hall deposits, refuse and rates, property rentals reconciled to the general ledger developed	s and reconections ,hall deposits, refuse and rates, property rentals reconciled to the general ledger implemented	s and reconections ,hall deposits, refuse and rates, property rentals reconciled to the general ledger implemented	rentals reconciled to the general ledger implemented		
	Cost - coverage ratio of 2 maintained	2 %	Report indicating the cost coverage ratio	Report that indicate cost-coverage ratio generated	Report that indicate cost-coverage ratio generated	Report that indicate cost-coverage ratio generated	Report that indicate cost-coverage ratio generated	Report that indicate cost-coverage ratio generated	Investment register Cashbooks signed off by CFO	Investment register Cashbooks that balance to general ledger and bank statement developed
	Number of Investment registers and cash books balanced to the general ledger	FVM - 18	1	Investment register and cash books that balance to general ledger and bank statement developed	Investment register and Cashbooks that balance to general ledger and bank statement developed	Investment register and Cashbooks that balance to general ledger and bank statement developed	Investment register and Cashbooks that balance to general ledger and bank statement developed	Investment register and Cashbooks that balance to general ledger and bank statement developed	Investment register and Cashbooks that balance to general ledger and bank statement developed	Investment register and Cashbooks that balance to general ledger and bank statement developed

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5. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: BUDGET AND TREASURY (CFO)

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the Personal Development Plan for addressing developmental gaps

CORE COMPETENCY REQUIREMENT	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT	RATING 1-5
1. Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of	<ul style="list-style-type: none"> Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate Manage and monitor financial risk Continuously look for new opportunities to obtain and save funds Prepare financial reports and guidelines based on prescribed format Understand and weigh up financial implications of propositions 	Compulsory		25%	

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	strategic objectives of Council	<ul style="list-style-type: none"> Understand, analyse and monitor financial reports Allocate resources to established goals and objectives Align expenditure to cash flow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives 			
2. Programme and Project Management	Do in-house data cleansing project in Lady Frere urban area	<ul style="list-style-type: none"> Demonstrate knowledge to do a project Perform the project within allocated budget 	Choice	20%	
3. People Management and Empowerment	Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	<ul style="list-style-type: none"> Seek opportunities to increase personal contribution and level of responsibility Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches Delegate and empower others to increase their level of responsibility Apply labour and employment legislation and regulations consistently Facilitate team goal setting and problem solving Recognise individuals and teams and provide developmental feedback in accordance with performance management principles Deal with labour matters 	Compulsory	15%	








4. Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> Identify competencies required and suitable resources for specific tasks Resolve customer queries to the satisfaction of all parties concerned Identify opportunities to exceed the expectations of customers Add value to the organisation by providing exemplary customer service Apply customer rights in own work environment 	Compulsory		10 %		
5. Supply Chain Management		<ul style="list-style-type: none"> Give direction to supply chain management section. To reduce the number of SCM matters in AG reports 	Choice		15%		
6. Knowledge of Developmental Local Government		<ul style="list-style-type: none"> To work with other structures and institutions in local government in a coordinated manner 	Choice		15 %		



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PERSONAL DEVELOPMENT PLAN

EMPLOYEE NUMBER: 4040
DIRECTORATE: Budget and Treasury

NAME: G.P. De Jager
JOB TITLE: Chief Financial Officer

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
To fully meet competency requirements	Meet NT requirements	To attend training and workshops on SCOA	Block attendance	12 Months	Managerial	MM
To improve formal qualification	To complete registered causes	To register with an accredited tertiary institution	Block attendance	12 Months	Managerial	MM
To stay updated with developments within area of work	Improve and update knowledge on GRAP	To attend relevant GRAP training	Workshops	12 Months	Managerial	MM


 SIGNATURE: G.P. DE JAGER
 DIRECTOR: BUDGET AND TREASURY (CFO)


 SIGNATURE: DR SW VATALA
 MUNICIPAL MANAGER

DATE: 01/07/2016

DATE: 01.07.2016