

**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 DEJAGER**  
**(herein after referred to as Employee)**

**FOR THE FINANCIAL YEAR:**

**01 JULY 2015 – 30 JUNE 2016**

## 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 Gerald DeJager: Chief Financial Officer and Municipal Manager. The performance agreement is for the 2015/2016 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2015/2016 and the 2015/2016 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

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2015 and will remain in force until 30 June 2016 whereafter 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 31<sup>st</sup> 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 the performance objectives and targets that must be met by the Employee;
  - 4.1.2 the time frames within which those performance objectives and targets must be met;
  - 4.1.3 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

- 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
1	Service Delivery and Infrastructure
2	Municipal Transformation and Institutional Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance and Public Participation
TOTAL 80%	

- 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
1	Strategic Leadership and Management
2	Programme and Project Management
3	Financial Management (compulsory)
4	Change Management
5	People and Diversity Management (compulsory)
6	Client Orientation and Customer Focus (compulsory)
TOTAL 20%	

## 6. PERFORMANCE ASSESSMENT

- 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;
  - 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 performance up to the level expected in the job despite management effort to encourage improvement

**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** Mayor of Emalahleni Municipality
- 6.10.4** Audit Committee member (Chairperson)
- 6.10.5** Member of the Executive Committee
- 6.10.6** Ward Committee member

- 6.11** The assessment panel will evaluate the performance of the Employee as at the end of the first (1<sup>st</sup>) and third (3<sup>rd</sup>) 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: Qrt 1	October 2015
2	October – December: Qrt 2	February 2016
3	January – March Qrt 3	April 2016
4	April – June Qrt 4 (Year End)	September 2016

- 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
- 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.

## 11. REWARD

- 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



## 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1** 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;
- 12.2** 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;
- 12.3** 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
- 12.4** In the case of unacceptable performance, the Employer shall-
  - 12.4.1** provide systematic remedial or developmental support to assist the Employee to improve her performance; and
  - 12.4.2** 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

## 13. DISPUTE RESOLUTION

- 13.1** 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;
- 13.2** 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
- 13.3** In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply


## 14. GENERAL

- 14.1** 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
- 14.2** 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.

THUS DONE AND SIGNED AT Lady Frere ON THE 1 DAY OF July 2015

AS WITNESSES

  
SIGNATURE

  
SIGNATURE

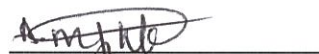
  
CHIEF FINANCIAL OFFICER:

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT LADY FRERE ON THE 01 DAY OF July 2015

AS WITNESSES

  
SIGNATURE

  
SIGNATURE

  
MUNICIPAL MANAGER

**PERFORMANCE PLAN: 2015/2016**

**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 (KPA's) and their related performance indicators, weightings and target dates
4. Core Competency Requirements
5. Personal Development Plan

The period for this plan is from 1 July 2015 to 30 June 2016

Signed and accepted by:



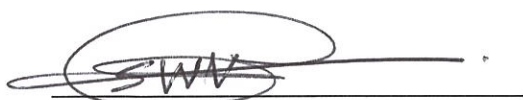
**MR G.R. DE JAGER**

**DIRECTOR: BUDGET AND TREASURY (CFO)**



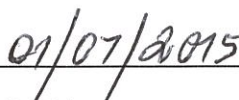
**DATE**

**SIGNED BY THE MUNICIPAL MANAGER**



**DR SW VATALA**

**MUNICIPAL MANAGER**



**DATE**



## **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

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.

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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 2013/2014 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 2013/2014 as indicated in the IDP column of the scorecard.

KEY PERFORMANCE AREA	STRATEGIC OBJECTIVE	STRATEGIES	PROGRAMMES/PROJECTS
Good Governance and Public Participation	Adherence and compliance to applicable legislation	Compilation of legally required reports Compilation of 2015 AFS by 31 August 2015 Implement the approved actions in audit action plan Approval of policies by Council Development of procedure manual for SCM	Monthly and Quarterly Supply Chain Reporting Monthly and quarterly reporting as per MFMA requirement Compilation of 2015 AFS Implementation of Audit Action Plan Approval of Finance Policies Development of procedure manual for SCM
Basic Service Delivery	Improve the lives of communities	Ensure that indigent customers continually register for support and assistance	Provide support to indigent customers
Local Economic Development	Improve the lives of communities	Employing people from within Emalahleni community	Assist with job creation through employing people from local communities

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Institutional Development and Transformation	Build institutional capacity.	Register staff with reputable institutions to obtain required skills and competency	Provide training to improvement the skills and competency requirements of staff
Financial Viability and Management	Adherence and compliance to applicable legislation	Perform daily and monthly tasks Perform all required reconciliations Compilation of legally required reports Update assets additions register and perform asset count of immovable assets Employ staff to perform collect data in Lady Frere area	Reconciliation of Cashbooks Reconciliation of investments Compilation of Section 71,52 and 72 Reports Monitoring the income and expenditure patterns Approval and adoption of 2017 Budget Compilation of GRAP compliant fixed assets register Reconciliation of Payroll Data Cleansing project in Lady Frere area Improve Revenue collection to 65 %

S-P SW





To implement proper supply chain protocols in compliance with the MFMA legislation	The Automation of Supply chain module	Automation of SCM module	2%	Close out report on implementation	Development of implementation plan for roll out of SCM automation	Data cleansing of supplier database information	Implementation of SCM module atomization	Monitoring of implementation	
	Number of Bid Committee meetings held by June 2016	12 Bid Committee meetings held by June 2016	3%	Minutes of all bid committees	3 Bid Committee meetings held	3 Bid Committee meetings held	3 Bid Committee meetings held	3 Bid Committee meetings held	
	Number of policies reviewed, communicated and implemented	5 policies reviewed by 30 June 2016		Attendance registers Council resolution approving the reviewed policies Quarterly report on implementation of policies submitted to the Standing Committee	Identification of policies for review	Stakeholder consultation on 5 draft reviewed policies 5 draft reviewed policies submitted to Council for approval	1 report on the implementation of the policies submitted to the Standing Committee	Report on the implementation of the policies	
To ensure there is an effective system of municipal governance in line with applicable legislation									

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To ensure there is an effective system of municipal governance in line with applicable legislation	Number of policies reviewed, communicated and implemented and procedure manuals developed	Procedure Manuals developed for SCM	3%	Approved SCM procedure manual by Municipal Manager	Review draft SCM manual and seek comments and input from directors and staff	Conduct mini workshop with SCM on SCM procedure manual and approval by MM	Monitoring implementation of SCM procedure manual	Monitoring implementation of SCM procedure manual		
	Timely submission of AFS after the end of the financial year	Submission of 14/15 AFS within legislative time frame	3%	Confirmation letter from AG and 14/15 AFS	Submission of 14/15 AFS by 31 August 2015	Timious response to RFI request of AG	Timious response to RFI request of AG	Full implementation of 14/15 AG audit action plan		
To improve compliance and adherence to legislation	The full implementation of 14/15 AG audit action plan	Full implementation of 14/15 AG audit action plan	2%	Council resolution approving 14/15 audit action plan	Timious response to RFI request of AG	Receiving AG management and audit report	Full implementation of 14/15 AG audit action plan	Full implementation of 14/15 AG audit action plan		
		100% response to Requests for Information by AG for the 2014/2015 audit	3%	Completed RFI register	Ensure that all requests for information for 14/15 Audit are provided within specified time frame	Ensure that all requests for information for 14/15 Audit are provided within specified time frame	Prepare Audit Action Plan for the AG findings	Ensure that all requests for information for 15/16 (planning) Audit are provided within specified time frame		

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KPA 2 - BASIC SERVICE DELIVERY = 5 %

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	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
To ensure provision of basic services to indigent communities by June 2017	Number of households receiving indigent support	3000 Electricity Indigent Consumers	5%	Reviewed Indigent Register Reports on implementation	QUARTER 1 TARGETS Implementation of indigent support. conduct assessment of indigent beneficiaries in Indwe, Dordrecht and Lady Frere and register them	QUARTER 2 TARGETS Implementation of indigent support. Confirmation of indigent beneficiaries by Ward Councillors	QUARTER 3 TARGETS Implementation and monitoring of indigent support	QUARTER 4 TARGETS Report on implementation of indigent support.		

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KPA 3 - LOCAL ECONOMIC DEVELOPMENT = 5%									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	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
					QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	
To increase the amount of revenue collected annually	To do data cleansing exercise in Lady Frere area	Data Cleansing in Lady Frere	5 %	Close out report	Planning of the data cleansing project	Development of business plan for the implementation of the project	Facilitate recruitment of 10 personnel for the implementation of the project	Implementation of data cleansing project	
KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 5%									
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	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
					QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	
To develop the skills of the workforce and unemployed graduates in order to enhance their competencies	Number of officials trained on minimum competencies	Training of 4 staff members	5%	Progress reports from the institution submitted to the Standing Committee	Identification of qualifying officials for training.	Facilitate registration of officials in the CPMD programme at the appointed institution	Implementation of the programme	Implementation of the programme. Monitoring progress of officials in the programme	

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KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 75 %

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	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
To increase the amount of revenue collected annually	To compile a supplementary valuation roll	Supplementary Valuation Roll (SV)		Supplementary valuation roll	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
					Liaise with building inspector on building plans approved and provide it to professional valuar for inclusion in supplementary valuation roll	Liaise with building inspector on building plans approved and provide it to professional valuar for inclusion in supplementary valuation roll	Liaise with building inspector on building plans approved and provide it to professional valuar for inclusion in supplementary valuation roll	Liaise with building inspector on building plans approved and provide it to professional valuar for inclusion in supplementary valuation roll		
	Improvement in revenue collection to 65%	Revenue collection rate to improve to 65%		Revenue Collection report	Implementation of the Credit Control and Debt Collection Policy	Implementation of the Credit Control and Debt Collection Policy	Implementation of the Credit Control and Debt Collection Policy	Implementation of the Credit Control and Debt Collection Policy		
To improve compliance and adherence to MFMA legislation	Number of business plans developed	1 business plan developed for alternative sources of revenue		Business Plan	Develop and submit 1 business plan explore alternative sources of revenue	Follow up on business plan submitted for funding	Follow up on submitted business plans	Follow up on submitted business plans		

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STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	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 improve expenditure patterns and processes by June 2016	To perform reconciliation of payroll	12 Payroll reconciliations		12 Monthly payroll reconciliations	Perform payroll reconciliations	Perform payroll reconciliations	Perform payroll reconciliations	Perform payroll reconciliations		
	To pay creditors within 30 days	12 Creditors ageing reports (AC reports)		12 Creditors ageing reports (AC)	Payment of creditors within 30 days and creating of AC reports	Payment of creditors within 30 days and creating of AC reports	Payment of creditors within 30 days and creating of AC reports	Payment of creditors within 30 days and creating of AC reports		
	To perform monthly and quarterly MFMA required reports	8 Monthly, 1 half year and 4 Quarterly MFM reports		8 Monthly, 1 half year and 4 Quarterly MFM reports	2 Monthly Sect 71 Reports and 1 Quarterly Sect 52 Reports	2 Monthly Sect 71 Reports and 1 Quarterly Sect 52 Reports	2 Monthly Sect 71 Reports and 1 Quarterly Sect 52 Reports and 1 Sect 72 Report	2 Monthly Sect 71 Reports and 1 Quarterly Sect 52 Reports		
To improve compliance and adherence to MFMA legislation	To compile 15/16 Adjustment budget	1 Budget for 2016/17		1 Adjustment Budget to council	Monitor monthly performance of both revenue and expenditure targets and provide Directors with report (PM13)	Monitor monthly performance of both revenue and expenditure targets and provide Directors with report (PM13)	Prepare final draft 2015/16 adjustment budget for approval to council	Monitor implementation of adjustment budget and virements		

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To improve compliance and adherence to MFMA legislation	To compile 2016/17 Budget		Council resolution of approving 2016/17 Budget	Prepare budget process plan in August 2015 and submit to Council	Activities as per budget process plan	Prepare first draft estimates for 2016/17 budget along with Treasury Schedules	Prepare final draft estimates for 2016/17 budget along with Treasury Schedules		
	To compile and maintain GRAP compliant fixed asset register for 2016/17	2016/17 GRAP compliant fixed asset register	Additions register and FAR for 2016/17	Developed and maintain additions assets register	Prepare action plan for asset verification process	Perform asset verification for movable assets as per approved action plan	Perform asset verification for movable assets as per approved action plan and update additions register		
To ensure there is an effective system of municipal governance in line with applicable legislation	To compile and implement SCOA implementation plan	SCOA programmes as per plan	Council resolution of approving SCOA implementation plan	Establishment of SCOA technical committee	Approval of SCOA implementation plan and of the SCOA Programmes	Implementation of the SCOA Programmes	Implementation of the SCOA Programmes		


  
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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. Programme and Project Management	Do in-house data cleansing project in Lady Frere urban area	<ul style="list-style-type: none"> <li>Demonstrate knowledge to do a project</li> <li>Perform the project within allocated budget</li> </ul>			4 %	
2. Financial Management	Compiles and manages budgets, controls cashflow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council	<ul style="list-style-type: none"> <li>Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate</li> <li>Manage and monitor financial risk</li> <li>Continuously look for new opportunities to obtain and save funds</li> <li>Prepare financial reports and guidelines based on prescribed format</li> <li>Understand and weigh up financial implications of propositions</li> <li>Understand, analyse and monitor financial reports</li> <li>Allocate resources to established goals and objectives</li> </ul>	Compulsory		4%	

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26



		<ul style="list-style-type: none"> <li>• Align expenditure to cashflow projections</li> <li>• Ensure effective utilisation of financial resources</li> <li>• Prepare own budget in line with strategic objectives</li> </ul>			
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"> <li>• Seek opportunities to increase personal contribution and level of responsibility</li> <li>• Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches</li> <li>• Delegate and empower others to increase their level of responsibility</li> <li>• Apply labour and employment legislation and regulations consistently</li> <li>• Facilitate team goal setting and problem solving</li> <li>• Recognise individuals and teams and provide developmental feedback in accordance with performance management principles</li> <li>• Deal with labour matters</li> <li>• Identify competencies required and suitable resources for specific tasks</li> </ul>	Compulsory	3 %	
4. Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of	<ul style="list-style-type: none"> <li>• Resolve customer queries to the satisfaction of all parties concerned</li> <li>• Identify opportunities to exceed the expectations of customers</li> <li>• Add value to the organisation by</li> </ul>	Compulsory	2 %	

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	customer service (Batho Pele) into practice	<ul style="list-style-type: none"> <li>providing exemplary customer service</li> <li>Apply customer rights in own work environment</li> </ul>				
5.	Supply Chain Management	<ul style="list-style-type: none"> <li>Give direction to supply chain management section.</li> <li>To reduce the number of SCM matters in AG reports</li> </ul>	Choice		4%	
6.	Knowledge of Developmental Local Government	<ul style="list-style-type: none"> <li>To work with other structures and institutions in local government in a coordinated manner</li> </ul>	Choice		3 %	

NAME: G.P. De Jager

JOB TITLE: Chief Financial Officer



SIGNATURE: G.P. DE JAGER

DIRECTOR: BUDGET AND TREASURY (CFO)

EMPLOYEE NUMBER: 4040

DIRECTORATE: Budget and Treasury



SIGNATURE: DR SW VATALA  
MUNICIPAL MANAGER

DATE: 01/07/2015

DATE: 01/07/2015

PERSONAL DEVELOPMENT PLAN

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 competency 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: C.P. DE JAGER  
 DIRECTOR: BUDGET AND TREASURY (CFO)

DATE: 01/07/2015

  
 SIGNATURE: DR SW VATALA  
 MUNICIPAL MANAGER

DATE: 01/07/2015