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

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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 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

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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;
- The Parties will conclude a new Performance Agreement that replaces this 3.2 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 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
 - 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;
 - 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.

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;

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- 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;
- 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
- 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;
- 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;

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- 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.

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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

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- 6.11 The assessment panel will evaluate the performance of the Employee as at the end of the first (1st) and third (3rd) 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.

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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 my 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

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12. MANAGEMENT OF EVALUATION OUTCOMES

- 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.

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THUS DONE AND SIGNED AT Lady Frene	ON THE 1 DAY OF July 2015
AS WITNESSES	
AN	
SIGNATURE	SIGNATURE
	CHIEF FINANCIAL OFFICER:
FOR AND ON BEHALF OF THE EMALAHLENI MUNICII	PALITY
THUS SIGNED AT LANY FRERE ON THE	01 DAY OF JULY 2015
AS WITNESSES	
SIGNATURE	SIGNATURE

MUNICIPAL MANAGER

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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 (KPAs) 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:

MIR G.R. DE/JAGER

DIRECTOR: BUDGET AND TREASURY (CFO)

DATE

01/07/2015

SIGNED BY THE MUNICIPAL MANAGER

DR SW VATALA

MUNICIPAL MANAGER

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

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 %



4. KEY PERFORMANCE AREA SCORECARD

KPA 1 -	GOOD GOVERNA	GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 20 %	PARTICIPA	TION = 20 %						
STRATEGIC	KEY	ANNUAL	WEIGHT	AUDIT	REPORT ACHIEVE	MENTS – indicate	REPORT ACHIEVEMENTS – indicate target met or not met by X (with	met by X (with	DIRECTOR	PANEL
OBJECTIVE	PERFORMANCE	TARGET		EVIDENCE	reference to supp	reference to supporting documentation)	ation)		SCORE	SCORE
	INDICATOR			REQUIRED					1-5	1-5
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
	3 - 1 - 1 - 1 - 1 - 1 - 1	7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	70 C	000104010	I ANGELS	I ANGELS	I Padato COM	I Palato COM		
	Number of	1 SCM Demand	%	New database	Update SCIM	Update SCIVI	Update SCIVI	Update SCIVI		
	demand	Management		applications	database with	database with	database with	database with		
	management	Plan developed		and	qualified	qualified	qualified	qualified		
	plans			Procurement	service	service	service	service		
	developed			plan	providers and	providers and	providers and	providers and		
					implement the	implement the	implement the	implement the		
					supplier	supplier	supplier	supplier		
					database and	database and	database and	database and		
					procurement	procurement	procurement	procurement		
					plan	plan	plan	plan		
To	Number of	4 quarterly	3%	Quarterly SCM	Prepare	Prepare	Prepare	Prepare		
implement	Monthly and	reports on SCM		reports	quarterly SCM	quarterly SCM	quarterly SCM	quarterly SCM		
proper	quarterly	submitted		submitted to	reports to	reports to	reports to	reports to		
supply chain	reports			authoritative	authoritative	authoritative	authoritative	authoritative		
protocols in	prepared and			structures of	structures of	structures of	structures of	structures of		
compliance	submitted to			Council	Council	Council	Council	Council		
with the	the relevant									
MFMA	offices									
legislation										



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



						to legislation	adherence	and	compliance	To improve							applicable	in line with	governance	municipal	system of	effective	there is an	To ensure
						plan	audit action	of 14/15 AG	implementation	The full	financial year	end of the	AFS after the	submission of	Timely	developed	manuals	and procedure	implemented	and	communicated	reviewed,	policies	Number of
audit	2014/2015	AG for the	Information by	to Requests for	100% response	plan	audit action	of 14/15 AG	implementation	Full	frame	legislative time	within	14/15 AFS	Submission of						SCM	developed for	Manuals	Procedure
					3%					2%					3%									3%
				register	Completed RFI	action plan	14/15 audit	approving	resolution	Council			and 14/15 AFS	letter from AG	Confirmation			Œ	- A	Manager	Municipal	manual by	procedure	Approved SCIVI
specified time	provided within	14/15 Audit are	information for	requests for	Ensure that all			request of AG	response to RFI	Timious			31 August 2015	14/15 AFS by	Submission of			staff	directors and	input from	comments and	and seek	SCM manual	Keview drait
specified time	provided within	14/15 Audit are	information for	requests for	Ensure that all		report	and audit	management	Receiving AG		1	request of AG	response to RFI	Timious			M	approval by	manual and	procedure	on SCM	workshop with	Collanct Illilli
		Ĭ.	the AG findings	Action Plan for	Prepare Audit	plan	audit action	of 14/15 AG	implementation	Full		1	request of AG	response to RFI	Timious					manual	procedure	of SCM	implementation	Sunonitonia
Audit are	(planning)	15/16	information for	requests for	Ensure that all	plan	audit action	of 14/15 AG	implementation	Full	plan	audit action	of 14/15 AG	implementation	Full					manual	procedure	of SCM	implementation	Ruloultoring

	specified time specified time	2015 provided within provided within specified time specified time frame	rthe 14/15 Audit are 14/15 Audit are 2015 provided within provided within specified time frame frame	r the 14/15 Audit are provided within specified time frame frame	register requests for requests for information for information for the AG findings rthe rthe register provided within specified time frame requests for requests for information for information for the AG findings requests for successful and set information for information for the AG findings provided within specified time frame	response 3% Completed RFI Ensure that all Ensure that all prepare Audit requests for requests for information for the AG findings 14/15 Audit are provided within specified time frame frame	response 3% Completed RFI Ensure that all requests for register information for the AG findings specified time frame	taction audit action plan 100% response 3% Completed RFI Ensure that all requests for lnformation by AG for the 2014/2015 audit action plan 14/15 audit report plan action plan Completed RFI Ensure that all requests for information for lnformation for plan for lare provided within specified time frame frame	t action plan 14/15 AG 14/15 audit 14/15 audit 14/15 AG 14/15 audit 14/15 audit 14/15 audit 100% response 3% Completed RFI Ensure that all Ensure that all Ensure that all Prepare Audit Prepare	ementation implementation resolution response to RFI management implementation of 14/15 AG approving request of AG and audit of 14/15 AG and audit action plan action plan 100% response to RFI plan 100% response to RFI request of AG and audit action plan 100% response to RFI plan 100% response to RFI request of AG and audit action plan 100% response to RFI request of AG and audit action report plan 100% response to RFI plan and audit action plan 100% response to RFI request of AG and audit action plan 100% response to RFI provided with all report plan 100% response to RFI provided and audit action plan 100% response to RFI plan and audit action plan 100% response to RFI plan and audit action plan 100% response to AG and audit action plan 100% response to AG and audit action 100% response to AG and audit action 100% report plan 100% requests for requests for information for information for the AG findings provided within specified time frame	full Full 2% Council Timious Receiving AG Full ementation implementation resolution response to RFI management implementation t/15 AG of 14/15 AG approving request of AG and audit of 14/15 AG t action 100% response 3% Completed RFI Ensure that all Ensure that all Prepare Audit to Requests for Information by AG register information for information for provided within requests for plan Action Plan for the AG findings 2014/2015 audit provided within provided within specified time specified time provided within provided within provided within provided within provided within provided within specified time	ncial year frame Council Timious Receiving AG Full full 2% Council Timious Receiving AG Full ementation implementation resolution response to RFI management implementation t/15 AG of 14/15 AG and audit of 14/15 AG audit action 14/15 audit report audit action plan 2% Completed RFI Ensure that all Prepare Audit to Requests for Information by AG for the 2014/2015 register information for in	of the cial year frame full Full 2% Council Timious ementation implementation of 14/15 AG audit action plan 100% response to RFI management implementation approving audit action plan 100% response to RFI management of 14/15 AG and audit to Requests for Information by AG for the 2014/2015 audit audit action plan 100% response 3% Completed RFI requests for information for information for information for the AG findings audit are provided within specified time frame frame 2014/2015 audit are provided within specified time frame	after the of the of the oricial year within and 14/15 AFS 31 August 2015 request of AG request of AG full Full 2% Council Timious Receiving AG Full ementation thation of 14/15 AG audit action approving request of AG and audit of 14/15 AG 100% response to RFI audit action plan 100% response to RFI audit action plan Ensure that all requests for information for information for the AG findings Ensure that all all requests for information for information for the AG findings AG for the 2014/2015 audit are 2014/2015	nission of after the within after the within within within legislative time of the cial year frame frame and 14/15 AFS approving and 14/15 AG audit action plan plan action plan plan action plan plan action plan plan plan action plan action plan plan action plan plan action plan plan provided within plan plan plan action plan plan action plan plan plan plan action plan plan plan plan plan plan plan pla	Submission of 14/15 AFS Confirmation Submission of 14/15 AFS letter from AG 14/15 AFS by response to RFI response to AG request of AG resolution response to RFI management mplementation plan plan request of AG request of AG and audit request of AG report audit action plan requests for request for r	Submission of 14/15 AFS Etter from AG 14/15 AFS by response to RFI request of AG response to RFI management manageme	uals loped Submission of 24/15 AFS Etter from AG 14/15 AFS by response to RFI response to	procedure uals loped Submission of 14/15 AFS If taction plan plan powing to Requests for plan powing addit action plan audit action plan powing addit action plan powing addit action plan powing addit action plan powing addit action plan powing plan powing addit action plan powing plan powing addit action plan action plan powing plan plan action plan provided within specified time plan provided within specified time provi	emented procedure uals loped Submission of 14/15 AFS Letter from AG 14/15 AFS by Letter from AG Le	emented emented procedure uals sloped Submission of 14/15 AFS within ementation of 14/15 AG audit action plan audit action by plan action by for the 2014/2015 audit action audit action audit action audit action by AG for the 2014/2015 audit action audit action audit action audit action by AG for the 2014/2015 audit action audit action audit action by AG for the 2014/2015 audit action audit action audit action by AG for the 2014/2015 audit action audit action audit action by AG for the 2014/2015 audit action audit action plan audit action plan audit action plan audit action plan action plan action plan action plan provided within specified time audit action plan audit action plan provided within specified time audit action provided within specified time audit action provided within provid	municated SCM Municipal comments and procedure manual and manual procedure procedure lemented procedure suals procedure staff submission of submission of 14/15 AFS letter from AG approval by staff size of the legislative time frame frame 4/15 AFS and 14/15 AFS and 14/15 AFS by response to RFI response	ewed, developed for SCM and seek SCM	cies Manuals Manuals developed for municated SCM Municipal procedure municated SCM Municipal procedure municated SCM Municipal procedure procedure municated SCM Municipal procedure manual by and seek manual by manual municipal comments and procedure municipal directors and approval by staff MMM Submission of 14/15 AFS letter from AG 14/15 AFS by mission of 14/15 AG and 14/15 AFS letter from AG 14/15 AG and 14/15 AFS letter from AG 4/15 AG and 14/15 AG and 14/15 AG and 14/15 audit to Requests for Information by AG for the 2014/2015 audit AG for the 2014/2015 audit AG findings audit Frame SCM manual manual procedure manual manual procedure manual procedure manual and manual procedure manual and manual procedure manual manual approving manual and manual approving manual procedure manual procedure manual procedure manual and manual approving response to RFI re



			2017	by June	communities	indigent	services to	basic	provision of	To ensure				OBJECTIVE	STRATEGIC	KPA 2 -	
						support	indigent	receiving	households	Number of			INDICATOR	PERFORMANCE	KEY	BASIC SERVICE	
								Consumers	Indigent	3000 Electricity				TARGET	ANNUAL	BASIC SERVICE DELIVERY = 5 %	
										5%					WEIGHT		AB
						implementation	Reports on	Register	Indigent	Reviewed			REQUIRED	EVIDENCE	AUDIT		
register them	Lady Frere and	Dordrecht and	Indwe,	beneficiaries in	indigent	assessment of	conduct	support.	of indigent	Implementation	TARGETS	QUARTER 1		reference to sup	REPORT ACHIEVE		
			Councillors	Ward	beneficiaries by	indigent	Confirmation of	support.	of indigent	Implementation	TARGETS	QUARTER 2		reference to supporting documentation)	MENTS – indicate		
							support	of indigent	and monitoring	Implementation	TARGETS	QUARTER 3		ation)	REPORT ACHIEVEMENTS – indicate target met or not met by X (with		
							support.	of indigent	implementation	Report on	TARGETS	QUARTER 4			met by X (with		
													1-5	SCORE	DCS		
													1-5	SCORE	PANEL		



KPA3 -	LOCAL ECONOMIC DEVELOPMENT = 5%	EVELOPMENT	= 5%							
STRATEGIC	KEY	ANNUAL	WEIGHT	AUDIT	REPORT ACHIEVI	REPORT ACHIEVEMENTS – indicate target met or not met by X (with	arget met or not m	et by X (with	DCS	PANEL
OBJECTIVE	PERFORMANCE	TARGET		EVIDENCE	reference to sup	reference to supporting documentation)	ion)		SCORE	SCORE
	INDICATOR			REQUIRED					1-5	1-5
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
					TARGETS	TARGETS	TARGETS	TARGETS		
To increase the	e To do data	Data	5 %	Close out	Planning of the	Development of	Facilitate	Implementation		
amount of	cleansing	Cleansing in		report	data cleansing	business plan for	recruitment of	of data		
revenue	exercise in Lady Lady Frere	Lady Frere			project	the	10 personnel	cleansing		
collected	Frere area					implementation	for the	project		
annually						of the project	implementation			
							of the project			
KPA 4	MUNICIPAL TRANSFORMATION & DEVELOPMENT = 5 %	RMATION & DE	VELOPMEN	T = 5%						

,
MUNICI
PAL TRAI
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DEVEL
OPMENT
= 5 %

STRATEGIC	KEY	ANNUAL	WEIGHT	AUDIT	REPORT ACHIEVE	REPORT ACHIEVEMENTS – indicate target met or not met by X (with	arget met or not mo	et by X (with	DCS	PANEL
OBJECTIVE	PERFORMANCE	TARGET		EVIDENCE	reference to sup	reference to supporting documentation)	ion)		SCORE	SCORE
	INDICATOR			REQUIRED					1-5	1-5
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
					TARGETS	TARGETS	TARGETS	TARGETS		
To develop the	Number of	Training of 4	5%	Progress	Identification of	Facilitate	Implementation	Implementation		
skills of the	officials trained	staff		reports from	qualifying	registration of	of the	of the		
workforce and	on minimum	members		the	officials for	officials in the	programme	programme.		
unemployed	competencies			institution	training.	CPMD		Monitoring		
graduates in				submitted		programme at		progress of		
order to enhance				to the		the appointed		officials in the		1,22
their				Standing		institution		programme		
competencies				Committee						



STRATEGIC	KEY	ANNUAL	WEIGHT	AUDIT	REPORT ACHIEVE	EVEMENTS – indicate target met or not met by X (with	arget met or not m	et by X (with		PANEL
OBJECTIVE	PERFORMANCE	TARGET		EVIDENCE	reference to supp	reference to supporting documentation)	ion)		SCORE	SCORE
					QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4		
					TARGETS	TARGETS	TARGETS	TARGETS		
To increase	To compile a	Supplementary		Supplementary	Liaise with	Liaise with	Liaise with	Liaise with		
the amount	supplementary	Valuation Roll		valuation roll	building	building	building	building		
of revenue	valuation roll	(SV)			inspector on	inspector on	inspector on	inspector on		
collected		3			building plans	building plans	building plans	building plans		
annually					approved and	approved and	approved and	approved and		
					provide it to	provide it to	provide it to	provide it to		
71777					professional	professional	professional	professional		
					valuar for	valuar for	valuar for	valuar for		
					inclusion in	inclusion in	inclusion in	inclusion in		No. of Concession
					supplementary	supplementary	supplementary	supplementary		
					valuation roll	valuation roll	valuation roll	valuation roll		
	Improvement	Revenue		Revenue	Implementation	Implementation	Implementation	Implementation		
	in revenue	collection rate		Collection	of the Credit	of the Credit	of the Credit	of the Credit		
	collection to	to improve to		report	Control and	Control and Debt	Control and	Control and		
	65%	65%			Debt Collection	Collection Policy	Debt Collection	Debt Collection		
					Policy		Policy	Policy		
To improve	Number of	1 business plan		Business Plan	Develop and	Follow up on	Follow up on	Follow up on		
compliance	business plans	developed for			submit 1	business plan	submitted	submitted		
and	developed	alternative			business plan	submitted for	business plans	business plans		
adherence to		sources of			explore	funding				
MFMA		revenue			alternative					
legislation					sources of					
					revenue					
										O
										186

KPA 5

FINANCIAL VIABILITY AND MANAGEMENT = 75 %



1										
			council	provide Directors with report (PM13)	expenditure targets and provide Directors with report (PM13)					legislation
		virenments	approval to	targets and	and					MFMA
		budget and	budget for	and expenditure	both revenue				budget	adherence to
		of adjustment	adjustment	both revenue	performance of	council			Adjustment	and
		implementation	draft 2015/16	performance of	monthly	Budget to		2016/17	15/16	compliance
		Monitor	Prepare final	Monitor monthly	Monitor	1 Adjustment		1 Budget for	To compile	To improve
			Report						8	
			and 1 Sect 72		í	,			reports	
		Sect 52 Reports	Sect 52 Reports	Reports	Sect 52 Reports	reports		MFM reports	MFMA required	
		1 Quarterly	1 Quarterly	Quarterly Sect 52	1 Quarterly	Quarterly MFM		Quarterly	quarterly	
		71 Reports and	71 Reports and	71 Reports and 1	71 Reports and	half year and 4		half year and 4	monthly and	
		2 Monthly Sect	2 Monthly Sect	2 Monthly Sect	2 Monthly Sect	8 Monthly, 1		8 Monthly, 1	To perform	
		reports	reports	reports	reports					
		creating of AC	creating of AC	creating of AC	creating of AC					
		30 days and	30 days and	30 days and	30 days and	(AC)		(AC reports)	30 days	
		creditors within	creditors within	creditors within	creditors within	ageing reports		ageing reports	creditors within	
		Payment of	Payment of	Payment of	Payment of	12 Creditors		12 Creditors	То рау	
										processes by June 2016
						reconciliations			of payroll	patterns and
		reconciliations	reconciliations	reconciliations	reconciliations	payroll		reconciliations	reconciliation	expenditure
		Perform payroll	Perform payroll	Perform payroll	Perform payroll	12 Monthly		12 Payroll	To perform	To improve
		TARGETS	TARGETS	TARGETS	TARGETS					
		QUARTER 4	QUARTER 3	QUARTER 2	QUARTER 1					
1-5	1-5					REQUIRED			INDICATOR	
SCORE	RE	n)	ing documentation	reference to supporting documentation)	2000	EVIDENCE	8	TARGET	PERFORMANCE	OBJECTIVE
PANEL	מכ	met hv X (with	target met or not	VEMENTS - indicate	DEDORT ACHIE	A I I	WEIGHT	ANNIA	NEV	CTD ATECIC



	To compile		Council	Prenare hudget	Activities as per	Prepare first	Prepare final	
	2016/17		resolution of	process plan in	budget process	draft estimates	draft estimates	
	Budget		approving	August 2015	plan	for 2016/17	for 2016/17	
			2016/17	and submit to		budget along	budget along	
			Budget	Council		with Treasury	with Treasury	
						Schedules	Schedules	
To improve	To compile and	2016/17 GRAP	Additions	Developed and	Prepare action	Perform asset	Perform asset	
compliance	maintain GRAP	compliant	register and	maintain	plan for asset	verification for	verification for	
and	compliant fixed	fixed asset	FAR for	additions assets	verification	movable assets	movable assets	
adherence to	asset register	register	2016/17	register	process	as per	as per	
MFMA	for 2016/17	3				approved	approved	
legislation						action plan	action plan and	
							update	
							additions	
							register	
To ensure	To compile and	SCOA	Council	Establishment	Approval of	Implementation	Implementation	
there is an	implement	programmes	resolution of	of SCOA	SCOA	of the SCOA	of the SCOA	
effective	SCOA	as per plan	approving	technical	implementation	Programmes	Programmes	
system of	implementation		SCOA	committee	plan and of the			
municipal	plan		implementation		SCOA			
governance in			plan		Programmes			
line with								
applicable								
legislation								



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	DESCRIPTION/	GENERIC STANDARD	CHOICE	OBSERVATION	WEIGHT	RATING 1-5
REQUIREMENT	DEFINITION	FOR FULLY		COMMENTS		
		EFFECTIVE				
		PERFORMANCE				
1. Programme	Do in-house data	 Demonstrate knowledge to do a 			4%	
and Project	cleansing project in	project				
Management	Lady Frere urban area	 Perform the project within allocated 				
		budged				
Financial	Compiles and manages	 Demonstrate knowledge of general 	Compulsory		4%	
Management	budgets, controls	concepts of financial planning,				
	cashflow, institutes risk	budgeting and forecasting and how				
	management and	they interrelate				
	administers tender					
	procurement processes	 Manage and monitor financial risk 				
	in accordance with	 Continuously look for new 				
	generally recognised	opportunities to obtain and save				
	financial practices in	funds				
	order to ensure the	 Prepare financial reports and 				
	achievement of	guidelines based on prescribed				
	strategic objectives of	format				
	Council	 Understand and weigh up financial 				
		implications of propositions				
		 Understand, analyse and monitor 				
		financial reports				
		 Allocate resources to established 				
		goals and objectives				

ple nagement people, optimise their outputs and effectively manage relationships in order to achieve organisational goals nt willing and able to ntation and effectively and effectively and effectively and efficiently in order to put the spirit of Manage and encourage people, optimise their outputs and effectively encourage ordanise their							
Align expenditure to casmow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Seek opportunities to increase Prepare own budget in line with strategic objectives Prepare own budget in line with strategic objectives Prepare own budget in line with strategic objectives Seek opportunities to increase Prepare own budget in line with strategic objectives Seek opportunities to increase Prepare own budget in line with strategic objectives Seek opportunities to increase Prepare own budget in line with strategic objectives Prepare own budget in line with strategic ob				 Add value to the organisation by 		put the spirit of	
Align expenditure to cashiow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of responsibility owerment manage relationships in order to achieve organisational goals Pelegate and empower others to increase their level of responsibility Apply labour and employment legislation and regulations consistently Facilitate team goal setting and provide developmental feedback in accordance with performance management principles Deal with labour matters ldentify competencies required and suitable resources for specific tasks the Willing and able to effectively and Align expenditure to cashiow Serkoup reflective utilisation of financial resources Prepare own budget in line with strategic objectives Seek opportunities to increase Personal contribution and level of responsibility Of others and recognise the benefits of others and recognise the benefits of others and responsibility Apply labour and empower others to increase their level of responsibility Apply labour and empower others to problem solving Recognise individuals and teams and provide developmental feedback in accordance with performance management principles Deal with labour matters 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	der to	efficiently in ord	
Projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of strategic objectives 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 Provide developmental feedback in accordance with performance management principles Prepare own budget in line with strategic objectives Prepare own budget in line with strategic objectives Compulsory Compulsory Propare own budget in line with strategic objectives Compulsory Prepare own budget in line with strategic objectives Prepare objectives Prepare own budget in line with strategic objectives Prepare objectives Prepare own budget				 Identify opportunities to exceed the 		effectively and	Customer Focus
Projections Prepare own budget in line with strategic objectives Prepare own budget in line with stra				satisfaction of all parties concerned		deliver services	Orientation and
Prepare own budget in line with strategic objectives Prepare own budget in line with strategic object	% 	2 !	Compulsory	 Resolve customer queries to the 	e to	Willing and able	4. Client
Prepare own budget in line with strategic objectives Prepare own budget in line with strategic object				suitable resources for specific tasks			
projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Prepare own budget in line with stra			19	 Identify competencies required and 	2718		
Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of responsibility Of others and respect the individuality of dieas and approaches of diversity of ideas and approaches Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of objectives Prepare own budget in line with strategic objectives Pr				 Deal with labour matters 			
Projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Prepare own budget in line with stra				management principles	10000		
ple Manage and encourage personal contribution and level of organisational goals Pegate and encourage own budget in line with strategic objectives Prepare				accordance with performance			
Align expenditure to casmow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Prepare				provide developmental feedback in			
Align expenditure to casmiow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives				 Recognise individuals and teams and 			
Aligh expenditure to casmiow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Delegate and ercognise the benefits of diversity of ideas and approaches Prepare own budget in line with strategic objectives Pepare own budget in line with strategic objectiv				problem solving			
Prepare own budget in line with strategic objectives Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals Delegate and empower others to increase their level of responsibility Apply labour and employment legislation and regulations consistently				 Facilitate team goal setting and 			
projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Prepare own budget in line with stra				consistently			
Prepare own budget in line with strategic objectives Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals Peek 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			
projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals Prepare own budget in line with strategic objectives				 Apply labour and employment 			
Prepare own budget in line with strategic objectives Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals Pagement order to achieve organisational goals Align expenditure to cashiow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives				increase their level of responsibility			
projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Manage and encourage personal contribution and level of order to achieve organisational goals Pagement people, optimise their outputs and effectively manage relationships in of others and recognise the benefits of diversity of ideas and approaches				 Delegate and empower others to 			
projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of responsibility Owerment manage relationships in order to achieve Prepare own budget in line with strategic objectives Prepare own budget in line with strategic objectives Ompulsory personal contribution and level of responsibility Order to achieve Of others and recognise the benefits				of diversity of ideas and approaches	goals	organisational g	
projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of responsibility Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of responsibility Prepare own budget in line with strategic objectives Seek opportunities to increase personal contribution and level of responsibility Prepare own budget in line with strategic objectives				of others and recognise the benefits	Ф	order to achieve	
Projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives				 Support and respect the individuality 	nships in	manage relation	Empowerment
Prepare own budget in line with strategic objectives Manage and encourage people, optimise their personal contribution and level of				responsibility	ectively	outputs and effi	and
Prepare own budget in line with strategic objectives Manage and encourage • Seek opportunities to increase • Align expenditure to cashnow projections • Ensure effective utilisation of financial resources • Prepare own budget in line with strategic objectives • Seek opportunities to increase • Compulsory				personal contribution and level of	e their	people, optimis	Management
 Align expenditure to cashiow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives 	%	3:	Compulsory	 Seek opportunities to increase 	courage	Manage and en	3. People
 Align expenditure to cashrlow projections Ensure effective utilisation of financial resources Prepare own budget in line with 				strategic objectives			
 Align expenditure to cashriow projections Ensure effective utilisation of financial resources 				 Prepare own budget in line with 			
Align expenditure to cashrlow projections Ensure effective utilisation of				financial resources			
projections projections				 Ensure effective utilisation of 			
Align expenditure to cashiow				projections			
A !!				 Align expenditure to cashflow 			



				Government
		coordinated manner		Local
		institutions in local government in a		Developmental
3 %	Choice	 To work with other structures and 		Knowledge of
		matters in AG reports		
		 To reduce the number of SCM 		
		management section.		Management
4%	Choice	 Give direction to supply chain 		5. Supply Chain
		environment		
		 Apply customer rights in own work 		
		service	Pele) into practice	
		providing exemplary customer	customer service (Batho	

NAME: G.P. De Jager

JOB TITLE: Chief Financial Officer

EMPLOYEE NUMBER: 4040

DIRECTORATE: Budget and Treasury

SIGNATURE: DR SW VATALA MUNICIPAL MANAGER

TE: 01/07/20

DATE: 01/07/

DIRECTOR: BUDGET AND TREASURY (CFO)

SIGNATURE 26.9. DE JAGER

DATE: _

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

SIGNATURE: OF DE JAGER

DIRECTOR: BUDGET AND TREASURY (CFO)

DATE: 01/07/2015

MUNICIPAL MANAGER SIGNATURE: DR SW VATALA