

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR G.P. DE JAGER

(Herein after referred to as Employer)

AND



DIRECTOR: CHIEF FINANCIAL OFFICER

MR A. ZINDLU

(Here in after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 – 30 JUNE 2020

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INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Chief Financial Officer and Municipal Manager. The performance agreement is for the 2019/2020 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2019/2020 and the 2019/2020 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 2019 and will remain in force until 30 June 2019 where after a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

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

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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 | Weight |
|--------|--------------------------------------------------------|--------|
| 1 | Basic Service Delivery and Infrastructure | 5 % |
| 2 | Local Economic Development | 10 % |
| 3. | Municipal Transformation and Institutional Development | 15 % |
| 4 | Good Governance and Public Participation | 10 % |
| 5 | Municipal Financial Viability and Management | 60% |
| TOTAL | | 100% |

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

| CCR No | CORE COMPETENCY REQUIREMENTS | Weight |
|--------|---------------------------------------|--------|
| 1 | Financial Management | 15 |
| 2 | Programme and Project Management | 25 |
| 3 | People Management and Empowerment | 10 |
| 4 | Client Orientation and Customer Focus | 10 |
| 5 | Supply Chain Management | 15 |
| 6 | Knowledge of Developmental Government | 25 |
| TOTAL | | 100% |

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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;

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

6.8 Overall Rating

- 6.8.1** An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and
- 6.8.2** Such overall rating represents the outcome of the performance appraisal

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

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

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

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

- 6.11** The assessment panel will evaluate the performance of the Employee as at the end of the second (2nd) and fourth (4th) quarters; and
- 6.12** The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

| QUARTER | REVIEW PERIOD | REVIEW TO BE COMPLETED BY |
|---------|--------------------------------|---------------------------|
| 1 | July – September: Qtr. 1 | October 2019 |
| 2 | October – December: Qtr. 2 | January 2020 |
| 3 | January – March Qtr. 3 | April 2020 |
| 4 | April – June Qtr. 4 (Year End) | July 2020 |

- 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

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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;

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11.2 The performance bonus will be rated as follows:

Performance rating:

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

11.3 The performance bonus will be paid as follows:

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

12 MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

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

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

12.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

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DISPUTE RESOLUTION


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


14 GENERAL

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

THUS DONE AND SIGNED AT CACABU ON THE 5 DAY OF JULY 2019

AS WITNESSES


SIGNATURE


SIGNATURE

A. ZINDLI
ACTING CHIEF FINANCIAL OFFICER

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT CACABU ON THE 08 DAY OF JULY 2019

AS WITNESSES


SIGNATURE


SIGNATURE

G.P. DE JAGER
ACTING MUNICIPAL MANAGER

PERFORMANCE PLAN: 2019/2020

DIRECTOR: BUDGET AND TREASURY (CFO)

EMALAHLENI MUNICIPALITY

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

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

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

1. STATEMENT ON PURPOSE OF POSITION

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

2. PERFORMANCE REVIEW PROCEDURE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The IDP of the Emalahleni Municipality for the 2019/2020 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 2019/2020 as indicated in the IDP column of the scorecard.

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4. KEY PERFORMANCE AREA SCORECARD : CHIEF FINANCIAL OFFICER

KPA 1 - BASIC SERVICE DELIVERY = 5 %

| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | INDICATOR CODE | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | DCS SCORE 1-5 | PANEL SCORE 1-5 |
|---------------------------------------------------------------------------------|---------------------------------------------------|----------------|-----------------------------------------------------------------------------|--------|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------|---------------|-----------------|
| | | | | | | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS | QUARTER 4 TARGETS | | |
| To ensure provision of free basic services to indigent communities by June 2020 | Number of households receiving free basic service | 1_21_21.1_P048 | 3900 households receiving free basic service (Electricity) by 30 June 2020) | 5% | Reviewed Indigent Register, Quarterly Reports on free basic service | 2018/2019 Indigent applications received and processed | Proposal for 2019/2020 indigent registration developed | Awareness campaigns on the indigent registration conducted; Proposal implemented | indigent registration application forms reviewed and approved | | |

KPA – 2 LOCAL ECONOMIC DEVELOPMENT = 10 %

| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | INDICATOR CODE | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | DIRECTOR SCORE 1-5 | PANEL SCORE 1-5 |
|--------------------------------------------------|--------------------------------------------------------|-----------------|------------------------------------------|--------|-------------------------|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------|-------------------|--------------------|-----------------|
| | | | | | | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS | QUARTER 4 TARGETS | | |
| To improve local economic development within ELM | Number of people appointed on the ELM Indigent Project | 2_30_3 0.2_P068 | 12 appointed on the ELM Indigent Project | 10% | 12 Employment Contracts | | Business plan for 2019/2020 indigent registration developed | 12 people appointed on the Indigent Project | | | |

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| KPA 3 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 10 % | | | | | | | | | | | |
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| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | INDICATOR CODE | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | DCS SCORE 1-5 | PANEL SCORE 1-5 |
| | | | | | | QUARTER 1 TARGET | QUARTER 2 TARGET | QUARTER 3 TARGET | QUARTER 4 TARGET | | |
| To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2020 | BTO Risk Register Updated and implemented | 3_36_3 6.1_P07 9 | BTO Risk Register updated and implemented by 30 June 2020 | 3 % | BTO Updated Risk Register | BTO Risk Register updated and implemented | BTO Risk Register implemented | BTO Risk Register implemented | BTO Risk Register implemented | | |
| To achieve clean administration by June 2020 | 2018/2019 Audit Action Plan developed and submitted to Council for approval | 3_39_3 9.1_P08 3 | 2018/2019 Audit Action Plan developed and submitted to Council for Approval by 30 June 2020 | 7 % | Council Resolution approving 2018/2019 Audit Action Plan 2 Quarterly Reports submitted Audit Committee and Council | Not Applicable | Audit Action plan actions relating to BTO developed and submitted to MM for consolidation | Implementation of BTO actions in Audit action plan and submitted to MM | Implementation of BTO actions in Audit action plan and submitted to MM | | |

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| KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 15 % | | | | | | | | | | |
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| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | INDICAT OR CODE | ANNUAL TARGET | WEIG HT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | PANEL SCORE 1-5 |
| | | | | | | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS | QUARTER 4 TARGETS | DCS SCORE 1-5 |
| To develop the skills of the workforce by June 2020 | Number of Performance and Accountability Agreements signed and implemented | 4_41_4 1.1_P08 5 | 1 Directorate Performance and 2 Accountability Agreement signed and implemented by 30 June 2020 | 7 % | 1 Performance and 2 Accountability Agreement signed and implemented | 1 Performance and 2 Accountability Agreements signed and implemented, Quarter 4 Performance Reviews conducted | Quarter 1 Performance Assessments conducted | Quarter 2 Performance Assessments conducted | Quarter 3 Performance Assessments conducted | |
| To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2020 | IDP/PMS and Budget process plan reviewed and implemented | 4_54_5 4.1_P10 5 | IDP/PMS & Budget Process Plan reviewed and implemented by 30 June 2020 | 2% | Approved Process Plan | IDP/PMS & Budget Process Plan reviewed and submitted to IDP Unit | IDP/PMS & Budget Process Plan implemented | IDP/PMS & Budget Process Plan implemented | IDP/PMS & Budget Process Plan implemented | |
| To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2020 | Chapter 10 of IDP updated | 4_54_5 4.2_P10 6 | Chapter 10 of IDP updated by 30 June 2020 | 2 % | Updated Chapter 10 of the IDP | Chapter 10 of IDP reviewed and updated | Chapter 10 of IDP updated | Chapter 10 of IDP updated | Not Applicable | |
| To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2020 | Annual report updated and submitted to IDP/PMS Unit | 4_55_5 5.1_P10 7 | Annual report updated and submitted to IDP/PMS Unit by 30 June 2020 | 2% | Annual Report submissions | Draft Annual Report 2018/2019 inputs submitted to IDP/PMS Unit | Draft Annual Report 2018/2019 inputs submitted to IDP/PMS Unit | Not Applicable | Not Applicable | |

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| | Reviewed Performance Management Framework, Policy and Procedure Manual implemented | 4_55_5 5.2_P10 8 | Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2020 | 2 % | Quarterly report submission | 4th Quarter Performance Report Template populated and submitted to PMS Unit | 1st Quarter Performance Report Template populated and submitted to PMS Unit | 2019/2020 Mid Year Performance Report template populated and submitted to PMS Unit | 3rd Quarter Performance Report Template populated and submitted to PMS Unit |
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| KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 60 % | | | | | | | | | | | | |
|---------------------------------------------------|--------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------|--|-----------------|
| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | INDICATOR OR CODE | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | DCS SCORE | | PANEL SCORE 1-5 |
| | | | | | | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS | QUARTER 4 TARGETS | 1 - 5 | | |
| Implement SCM Policy and SOP | SCM Policy and SOP Implemented | 5_56_5 6.1_P10 9 | Supply Chain Management Policy and SOP implemented (Procurement Plan developed and implemented; Supplier Database Updated and 4 scm Quarterly Reports submitted to Council for noting) by 30 June 2020 | 7% | Quarterly reports on implementation of the Supply Chain Management Policy ((Procurement Plan; Supplier Database Advert | (Procurement Plan developed and implemented; Supplier Database Updated and 1 scm Quarterly Reports submitted to Council for noting | Supplier Database Updated and 1 scm Quarterly Reports submitted to Council for noting | Supplier Database Updated and 1 scm Quarterly Reports submitted to Council for noting | Supplier Database Updated and 1 scm Quarterly Reports submitted to Council for noting | | | |

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| Implement SCM Policy | Percentage of procurement awarded to suppliers within the province | 5_56_5 6.1_P12 5 | 30% of procurement awarded to suppliers within the province by 30 June 2020 | 4 % | Quarterly report on the spending to suppliers | 30% of procurement awarded to suppliers within the province | 30% of procurement awarded to suppliers within the province | 30% of procurement awarded to suppliers within the province | 30% of procurement awarded to suppliers within the province |
|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------|
| Develop a comprehensive audit file to support GRAP Compliant Annual Financial Statements | 2017/2019 GRAP Compliant Annual Financial Statements developed and submitted to AG by 31 st August 2019 | 5_57_5 7.1_P11 2 | 2018/2019 GRAP compliant Annual Financial Statements developed and submitted to AG by 31 August 2019 | 3 % | Annual Financial Statements 2018/2019, Council Resolution noting readiness of submission, acknowledgment of receipt of AFS by AG | 2018/2019 GRAP compliant Annual Financial Statements developed and submitted to AG | Not Applicable | Not Applicable | Not Applicable |
| Respond to all request for information by Auditor-General | Percentage of submission of information requested by AG for 2018/2019 and 2019/2020 audit | 5_57_5 7.2_P11 3 | 100% submission of Information requested by AG for 2018/2019 and 2019/2020 audit by 30 June 2020 | 3 % | 2018/19 and 2019/2020 RFI register | 100% submission of Information requested by AG for 2018/2019 and 2019/2020 audit | 100% submission of Information requested by AG for 2018/2019 and 2019/2020 audit | 100% submission of Information requested by AG for 2018/2019 and 2019/2020 audit | Not Applicable |
| Compile and maintain a GRAP compliant fixed assets register | GRAP compliant fixed asset register for 2019/20 compiled and maintained | 5_57_5 7.3_P11 4 | GRAP compliant fixed assets register for 2019/20 developed and maintained by 30 June 2020 | 4 % | Additions register and FAR for 2019/20 | GRAP compliant fixed assets register for 2019/20 developed and maintained | GRAP compliant fixed assets register for 2019/20 maintained | GRAP compliant fixed assets register for 2019/20 maintained | GRAP compliant fixed assets register for 2019/20 maintained |

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| Implement the budget and reporting regulation | adjustment budget for the 2019/20 financial year compiled and submitted to Council for approval | 5_57_5 7.4_P11 5 | Approved 2019/20 budget implemented. Adjustment Budget for the 2019/20 financial year compiled and submitted to Council for approval by 28 February 2020 | 4 % | Council resolution approving the Adjustment Budget for 2019/20 | Approved 2019/20 budget implemented. | Adjustment Budget for the 2019/20 financial year compiled and submitted to Council for approval | Approved Adjusted 2019/20 budget implemented. | | |
| | 2020/21 Budget compiled and submitted to Council for approval | 5_57_5 7.1_P11 6 | 2020/21 Budget compiled and submitted to Council for approval by 30 June 2020 | 4 % | Council resolution approving the 2020/2021 Budget | Not Applicable | 2020/21 Draft Budget compiled and submitted to Council for noting | 2020/21 Budget compiled and submitted to Council for approval | | |
| Prepare MFMA reports as required by the MFMA legislation | Number of MFMA required reports submitted to Treasury for compliance | 5_57_5 7.6_P11 7 | 8 Monthly, 1 half year and 4 Quarterly MFMA reports developed and submitted Treasury for compliance by 30 June 2020 | 4 % | 8 Monthly, 1 half year and 4 Quarterly MFMA reports with proof of submission to Mayor and Treasury | 2 Monthly, 1 Quarterly MFMA Report developed and submitted to Treasury for compliance | 2 Monthly, 1 half year and 1 Quarterly MFMA Report submitted to Treasury for compliance | 2 Monthly, 1 Quarterly MFMA Report developed and submitted to Treasury for compliance | | |
| Perform reconciliation of payroll | Number of payroll reconciliations performed. | 5_58_5 8.1_P11 8 | 12 payroll reconciliations prepared and balanced to the general ledger by 30 June 2020 | 4 % | 12 Monthly payroll reconciliations signed off | 3 payroll reconciliations prepared and balanced to the general ledger | 3 payroll reconciliations prepared and balanced to the general ledger | 3 payroll reconciliations prepared and balanced to the general ledger | | |
| Pay creditors within 30 days | 100% payment of creditors within 30 days | 5_58_5 8.2_P11 9 | 100% payment of creditors within 30 days as per legislated framework by 30 June 2020 | 4 % | 12 Creditors ageing and (Unpaid) creditors reports for 2019/2020 | 100% payment of creditors within 30 days as per legislated framework | 100% payment of creditors within 30 days as per | 100% payment of creditors within 30 days as per | | |

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|-----------------------------------------------------|------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------|--|
| Compile 2019/20 Supplementary Valuation roll. | 2019/20 Supplementary Valuation roll compiled and certified by Valuer, and approved by Council | 5_59_5 9.1_P12 0 | 2019/20 Supplementary valuation roll compiled and certified by Valuer and approved by Council by 30 June 2020 | 5 % | Certified Supplementary Valuation Roll by Valuer, Council resolution approving SV | Not Applicable | Not Applicable | Not Applicable | legislated framework | 2019/20 Supplementary valuation roll compiled and signed off | |
| Implement credit control and debt collection policy | %(Percentage) Improvement in the revenue collection rate | 5_59_5 9.2_P12 1 | 60% revenue collection rate achieved by 30 June 2020 | 2 % | Quarterly Reports on collection rate achieved | 45% revenue collection rate achieved | 50% revenue collection rate achieved | 55% revenue collection rate achieved | legislated framework | 60% revenue collection rate achieved | |
| Develop revenue streams registers | Number of revenue streams registers that are balanced to general ledger developed | 5_59_5 9.3_P12 2 | 4 revenue streams registers that are balanced to general ledger developed by 30 June 2020 | 4 % | Registers that balance general ledger votes for: eNatis, pre-paid electricity, new connections, disconnections and reconconnections, hall deposits, refuse and rates, property rentals reconciled to the general ledger. | 1 revenue streams registers that are balanced to general ledger developed | 1 revenue streams registers that are balanced to general ledger developed | 1 revenue streams registers that are balanced to general ledger developed | | 1 revenue streams registers that are balanced to general ledger developed | |

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| Perform Cost coverage calculation in line with legislation | Cost Coverage ratio exceeding 2 | 5_60_6 0.1_P12 3 | Cost -coverage ratio exceeding 2 Cost by 30 June 2020 | 4 % | Report indicating the cost coverage ratio | Cost -coverage ratio exceeding 2 per quarter | Cost - coverage ratio exceeding 2 per quarter | Cost - coverage ratio exceeding 2 per quarter | |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------|-----|-------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--|
| Develop Investment register that balances to the general ledger and bank statements | Investment register that balances to the general ledger and bank statements developed and maintained | 5_60_6 0.2_P12 4 | Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2020 | 4 % | Investment Register | investment register that balances to general ledger and bank statement developed and maintained | investment register that balances to general ledger and bank statement developed and maintained | investment register that balances to general ledger and bank statement developed and maintained | |

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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 MANAGEMENT COMPETENCIES | DESCRIPTION/ DEFINITION | GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE | WEIGHT | RATING 1-5 |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------|
| 1. Financial Management | Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council | <ul style="list-style-type: none"> • Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate • Manage and monitor financial risk • Continuously look for new opportunities to obtain and save funds • Prepare financial reports and guidelines based on prescribed format • Understand and weigh up financial implications of propositions • Understand, analyse and monitor financial reports • Allocate resources to established goals and objectives • Align expenditure to cash flow projections • Ensure effective utilisation of financial resources • Prepare own budget in line with strategic objectives | 15 % | |
| 2. Programme and Project Management | | <ul style="list-style-type: none"> • Demonstrate knowledge to do a project • Perform the project within allocated budget | 25 % | |
| 3. People Management and Empowerment | Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals | <ul style="list-style-type: none"> • Seek opportunities to increase personal contribution and level of responsibility • Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches | 10 % | |

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| | | <ul style="list-style-type: none"> • Delegate and empower others to increase their level of responsibility • Apply labour and employment legislation and regulations consistently • Facilitate team goal setting and problem solving • Recognise individuals and teams and provide developmental feedback in accordance with performance management principles • Deal with labour matters • Identify competencies required and suitable resources for specific tasks | | |
| 4. Client Orientation and Customer Focus | Deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice. | <ul style="list-style-type: none"> • Resolve customer queries to the satisfaction of all parties concerned • Identify opportunities to exceed the expectations of customers • Add value to the organisation by providing exemplary customer service <p>Apply customer rights in own work environment</p> | 10 % | |
| 5. Supply Chain Management | | <ul style="list-style-type: none"> • Give direction to supply chain management section. • To reduce the number of SCM matters in AG reports | 15 % | |
| 6. Knowledge of Developmental Local Government | | <ul style="list-style-type: none"> • To work with other structures and institutions in local government in a coordinated manner | 25 % | |

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PERSONAL DEVELOPMENT PLAN

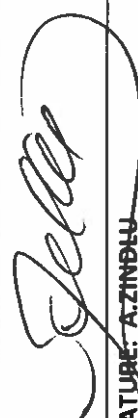
NAME: A. ZINDLU

EMPLOYEE NUMBER: 4143

JOB TITLE: ACTING CHIEF FINANCIAL OFFICER

DIRECTORATE: BUDGET AND TREASURY OFFICE

| 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 close skills gap | To attend training and or workshops to improve excel skills level needed to perform work optimal | 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: A. ZINDLU
ACTING CHIEF FINANCIAL OFFICER


SIGNATURE: G.P. DE JAGER
ACTING MUNICIPAL MANAGER