

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR V.C. MAKEDAMA

(herein after referred to as Employer)

AND

DIRECTOR: CHIEF FINANCIAL OFFICER

MR X. SIKOBI

(here in after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2021 – 30 JUNE 2022

1. INTRODUCTION

- 1.1** The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2** Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers.
- 1.3** The Parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4** The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act.
- 1.5** This performance agreement is between Chief Financial Officer and Municipal Manager. The performance agreement is for the 2021/2022 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2021/2022 and the 2021/2022 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment.
- 1.6** In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1** this "Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto.
 - 1.6.2** the "Employer" means Emalahleni Local Municipality.
 - 1.6.3** the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act.
 - 1.6.4** the "Parties" mean the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1** To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities.
- 2.2** To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3** To monitor and measure performance against set targeted outputs and outcomes.
- 2.4** To establish a transparent and accountable working relationship.
- 2.5** To appropriately reward the Employee in accordance with Section 11 of this Agreement.

- 2.6 To give effect to the Employer's commitment to a performance orientated relationship with the Employee in attaining improved service delivery

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022 where after a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof.
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

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

- 4.4 The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 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	10%
2	Local Economic Development	10%
3.	Municipal Transformation and Institutional Development	10%
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	Strategic Capability and Leadership	10
2	Programme and Project Management	10
3	Financial Management	10
4	Change Management	10
5	Knowledge Management	10
6	Service Delivery Innovation (SDI)	10
7	Problem Solving and Analysis	5
8	People and Diversity Management	10
9	Client Orientation and Customer Focus	10
10	Communication	10
11	Accountability and Ethical Conduct	5
TOTAL		100%

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement set out-

6.1.1 the standards and procedures for evaluating the Employee's performance; and

6.1.2 the intervals for evaluation of the Employee's performance

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set timeframes.

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below:

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes.

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been

met and with due regard to ad-hoc tasks that had to be performed under the KPI.

- 6.6.2** A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score.
- 6.6.3** The Employee will submit her self-evaluation to the Employer prior to the formal assessment.
- 6.6.4** In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
- 6.6.5** An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the CCRs

- 6.7.1** Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met.
- 6.7.2** A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score.
- 6.7.3** Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360-degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and
- 6.7.4** An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall Rating

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

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

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in

		all areas of responsibility throughout the year
4	Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management effort to encourage improvement

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

- 6.10.1** Municipal Manager of Emalahleni Municipality
- 6.10.2** Municipal Manager from another municipality
- 6.10.3** 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 meeting.

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 2021
2	October – December: Qtr. 2	January 2022
3	January – March Qtr. 3	April 2022
4	April – June Qtr. 4 (Year End)	July 2022

- 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. In that case, the Employee will be fully consulted before any changes to this performance agreement to ensure effective implementation of reviewed service delivery and budget implementation plan where changes are made in terms of Section 54.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 9.1.1** create an enabling environment to facilitate effective performance by the Employee.
- 9.1.2** provide access to skills development and capacity building opportunities.
- 9.1.3** work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.1.4** on the request of the Employee, delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5** make available to the Employee such resources as the Employee may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

- 10.1.1** a direct effect on the performance of any of the Employee's functions;
- 10.1.2** Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3** A substantial financial effect on the Employer.

- 10.2** The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

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

- 11.2** The performance bonus will be rated as follows:

Performance rating:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 100%	good performance
101% and more	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

- 12.1** Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2** The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3** Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 13 .4** In the case of unacceptable performance, the Employer shall-

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

12.6 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

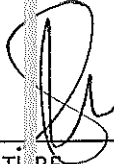
14.1.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and

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 01 DAY OF JULY 2021

AS WITNESSES


SIGNATURE



SIGNATURE


X. SIKOE: CHIEF FINANCIAL OFFICER

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT CACABU ON THE 01 DAY OF JULY 2021

AS WITNESSES


SIGNATURE

SIGNATURE


V.C. MASEDAMA
MUNICIPAL MANAGER

ANNEXURE A

PERFORMANCE PLAN: 2021/2022

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

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 2021/2022 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 2021/2022 as indicated in the IDP column of the scorecard.

4. KEY PERFORMANCE AREA SCORECARD: CHIEF FINANCIAL OFFICER

Strategic Objective	Key Performance Indicator	Baseline Indicator	Budget Allocation	Funding Source	Indicator Code	Weight	Annual Target 2021/2022	Quarter	Quarterly Target	Portfolio of Evidence	Custodian
KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
To maintain and improve financial viability of the municipality by June 2022	Number of households receiving free service (refuse removal, & rates Electricity)	4 households receiving free services (743 for refuse removal, & 3691 for Electricity)	R5 190 000	Opex	1_21_2 1.1_P04 8	10%	4 households receiving free basic service (743 for refuse removal & 3691 for Electricity) by 30 June 2022	1	2020/2021 Indigent applications received and processed	Quarterly reports	BTO
								2	Proposal for 2021/2022 indigent registration developed		
								3	Awareness campaigns on the indigent registration conducted; Proposal implemented		
								4	2021/2022 indigent registration applications verified and approved		

KPA 2 - LOCAL ECONOMIC DEVELOPMENT

To promote, facilitate and improve sustainable local economic development through identification and	Percentage of procurement awarded to suppliers within the Locality	30% of procurement awarded to suppliers within the Locality	R0	Opex	5_56_56.1_P125	10%	30% of procurement awarded to suppliers within the province by 30 June 2022	1	30% of procurement awarded to suppliers within the Locality	Quarterly report on the spending to suppliers	BTO

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KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To ensure that the municipality operates free of anticipated risk of maladministration, fraud, and corruption by June 2022	Quarterly monitor Strategic Risk Register	2019/2020 Risk based Internal Audit Plan	R0	Opex	3_36_3 6.1_p07 9	3%	Strategic Risk Register Monitored quarterly by 30 June 2022	1	Risk Management Strategy and Operational Plan implemented	Quarterly reports	BTO
								2	Risk Management Strategy and Operational Plan implemented		
								3	Risk Management Strategy and Operational Plan implemented		
								4	Risk Management Strategy and Operational Plan implemented		

KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

	% of Accountability Agreements signed by	100% Accountability Agreements	Opex	10%	2 Accountability Agreements signed and implemented	1	2 Accountability Agreements signed	Quarterly reports	BTO
						2	Quarter 1 Performance Assessments convened		

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Middle Managers	signed in 2020/2021					d by 30 June 2022	3	Quarter 2 Performance Assessments convened		
							4	Quarter 3 Performance Assessments convened		
Number of by-laws, policies, strategies, and procedures developed based on Directorate submissions.	1 Policy developed, 12 policies reviewed, and 1 by-laws promulgated	R0	Opex	3_34_3 4.1_P07 4	3%	13 Policies reviewed submitted to Council for approval by 30 June 2022	1	13 Policies for review submitted to Corporate Service Directorate 1 By-Law (Rates for 2021/22) promulgated	Quarterly reports	BTO
							2	13 policies reviewed		
							3	Stakeholder Engagement on identified policies and strategies		
							4	Policies, Strategies submitted to Council for Approval		

KPA 5 : FINANCIAL VIABILITY

To maintain and improve financial viability of the municipality by June 2022	Percentage of Irregular Expenditure on new procurement	0% Irregular Expenditure on new procurement	of Irregular Expenditure on new procurement submitted to Council by 30 June 2022	5_56_5 6.1_P10 9	10%	0% Irregular Expenditure on new procurement submitted to Council by 30 June 2022	1	0% of Irregular Expenditure on new procurement submitted to Council	Quarterly reports	BTO
							2	0% of Irregular Expenditure on new procurement submitted to Council		
							3	0% of Irregular Expenditure on new procurement submitted to Council		

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ion by June 2022	audit queries raised by AG on the 2020/21 Annual Financial Statements.	Annual Financial Statements				audit queries raised by AG on the 2020/21 Annual Financial Statements		developed and submitted to AG within the legislated timeframe.	
							3	Not Applicable	
							4	Not Applicable	
	Percentage of submission of information requested by AG for 2020/2021 audit	2019/2020 RFI Register	Opex	5_57_5 7.2_P11 3	5%	100% submission of Information requested by AG for 2020/2021 audit by 30 June 2022	1	100% submission of Information requested by AG for 2020/2021 audit	Quarterly reports BTO
							2	100% submission of Information requested by AG for 2020/2021 audit	
							3	100% submission of Information requested by AG for 2020/2021 and 2020/2021 audit	
							4	Not Applicable	
	GRAP compliant fixed asset register for 2021/2022	GRAP & mSCOA 2020/2021 Fixed Assets Register	Opex	5_57_5 7.3_P11 4	3%	GRAP & mSCOA compliant fixed assets register for 2021/2022 developed	1	GRAP compliant fixed assets register for 2021/22 developed and maintained	Quarterly reports BTO
							2	GRAP compliant fixed assets register for 2021/22 developed and maintained	

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	compiled and maintained	compiled and maintained						and maintained by 30 June 2022	3	GRAP compliant fixed assets register for 2021/22 developed and maintained		
									4	GRAP compliant fixed assets register for 2021/22 developed and maintained		
To achieve clean administration by June 2022	% alignment of 2021/22 adopted Budget to adopted IDP	2020/2021 mSCOA Compliant Adjusted Budget	Opex	5_57_5 7.4_P11 5	3%			100% alignment of 2021/22 adopted Budget to the adopted IDP	1	Approved 2021/22 budget implemented.	Quarterly reports	BTO
									2	Approved 2021/22 budget implemented.		
									3	mSCOA Compliant Adjustment Budget for the 2021/22 financial year compiled and submitted to Council for approval		
									4	Approved mSCOA Compliant Adjusted 2021/22 budget implemented.		
	2022/2023 Budget compiled and submitted to Council for adoption	2021/2022 mSCOA Compliant Budget approved by council by 31 May 2021	Opex	5_57_5 7.1_P11 6	5%			2022/2023 mSCOA compliant budget adopted by Council by 31 May 2022	1	Not Applicable	Quarterly reports	BTO
									2	Not Applicable		
									3	2022/23 Draft mSCOA Compliant Budget compiled and submitted to Council for noting		
									4	2022/23 mSCOA Compliant Budget compiled and submitted to Council for approval		

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	Number of Monthly financial reports (Sec 71 and grant reports) & Quarterly (Sec 52d) submitted to Mayor and Treasury on the 10th working day of each month.	2020/2021 MFMA/ mSCOA Reports	Opex	5_57_5 7.6_P11 7	5%	12 Monthly, 1 half year and 4 Quarterly MFMA/ mSCOA reports developed and submitted Treasury for compliance by 30 June 2022	1	3 Monthly (June 2021, July 2021, Aug 2021), 1 Quarterly (Quarter 4 2020/21) MFMA Report developed and submitted to the Mayor & Treasury for compliance	Quarterly reports	BTO
							2	3 Monthly (Sept 2021, Oct 2021, Nov 2021), 1 Quarterly (1st Quarter—July 2021 - Sept 2021) MFMA Reports developed and submitted to the Mayor & Treasury for compliance		
							3	3 Monthly (Dec 2021, Jan 22 and Feb 2022), 1 half year (Sec 72 report) and 1 Quarterly (2nd Quarter - Oct - Dec 2021) MFMA Reports submitted to the Mayor & Treasury for compliance		
							4	3 Monthly (March 22 - May 22), 1 Quarterly (Quarter 3 - Jan - March 22) MFMA Report developed and submitted to Mayor & Treasury for compliance		
To implement proper	Number of payroll reconciliatio	12 mSCOA compliant Payroll	Opex	5_58_5 8.1_P11 8	2%	12 mSCOA compliant payroll	1	3 MscOA compliant payroll reconciliations prepared and balanced to the general ledger	Quarterly reports	BTO

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expenditure management in compliance with legislation	ns performed.	reconciliation (2020/2021)				reconciliations prepared and balanced to the general ledger by 30 June 2022	2	3 Mscoa compliant payroll reconciliations prepared and balanced to the general ledger	Quarterly reports	BTO
	% of expenditure in compliance with Section 65 & 66 of the MFMA	100% expenditure compliant with Section 65 & 66 of the MFMA for 2020/2021	R0	Opex	5_58_5 8.2_P11 9	4%	1	100% payment of creditors within 30 days as per legislated framework		
							2	100% payment of creditors within 30 days as per legislated framework		
							3	100% payment of creditors within 30 days as per legislated framework		
							4	100% payment of creditors within 30 days as per legislated framework		
To increase the amount of revenue collected	% of billable properties included in the	2020/2021 Supplementary Valuation Roll		Opex	5_59_5 9.1_P12 0	2%	1	100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll	Quarterly reports	BTO

UC

annually by June 2022	municipal billing system as per the supplementa ry Valuation Roll	95% Collection rate	Opex	5_59_5 9.2_P12 1	5%	95% of billed income collected.	2	100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll	Quarterly reports	BTO
							3	100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll		
							4	100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll		
	Number of revenue streams registers that are balanced to general	2020/2021 Registers	R0	5_59_5 9.3_P12 2	2%	6 revenue streams registers that are balanced to general	1	6 revenue streams registers that are balanced to general ledger developed (Prepaid, conventional electricity, Refuse, Property Rates, Enatis and Property Rentals)	Quarterly reports	BTO
							4	95% billable revenue collection rate achieved		
							3	75% billable revenue collection rate achieved		
							2	60% revenue collection rate achieved		

AC

To maintain and improve financial viability of the municipality by June 2022	ledger developed	2020/2021 cost coverage ratio	Opex	0.1 P12 3	2%	Cost coverage ratio exceeding 2 Cost by 30 June 2022	ledger developed (Prepaid, convention al electricity, Refuse, Property Rates, Enatis and Property Rentals) by 30 June 2022	2	6 revenue streams registers that are balanced to general ledger developed (Prepaid, conventional electricity, Refuse, Property Rates, Enatis and Property Rentals)	Quarterly reports	BIO
									3		
									4		
									1		
									2		
									Cost -coverage ratio exceeding 2 per quarter		
									Cost -coverage ratio exceeding 2 per quarter		
									Cost -coverage ratio exceeding 2 per quarter		
									3		
									4		

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Investment register that balances to the general ledger and bank statements developed and maintained	2020/2021 Investment register	R 0	Opex	5_60_6 0.2_P12 4	2%	Investment register that balances to general ledger and bank statement developed and maintained by 30 June 2022	1	investment register that balances to general ledger and bank statement developed and maintained	Quarterly reports	BTO
							2	investment register that balances to general ledger and bank statement developed and maintained		
							3	investment register that balances to general ledger and bank statement developed and maintained		
							4	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
Strategic Capability and Leadership	Provides vision, sets direction for the municipality and inspire others in order to deliver on the municipality's mandate.	<ul style="list-style-type: none"> Understands the municipality's strategic initiatives, but weak in inspiring others to achieve the set objectives; describes how specific tasks link to municipality's strategies, but experiences difficulty in putting the links into practice; aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction; 	5
Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	<ul style="list-style-type: none"> Commences project after council approval; understands procedures of project management, its implications and the importance of stakeholder involvement. understands the outcome of the project in relation to municipality's goals;. 	10
Financial Management	Comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.	<ul style="list-style-type: none"> Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); is familiar with the different sources of financial data, reporting mechanisms and financial processes and systems; 	15
Change Management	Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	<ul style="list-style-type: none"> Communicates status, benefits and issues relating to change. identifies gaps between the current and the desired situation and reasons for resistance to change. accepts and successfully performs a supporting role in the change effort; 	10
Knowledge Management	Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	<ul style="list-style-type: none"> Collects, categorizes and tracks relevant information required for specific tasks and projects. analyses and interprets information to draw conclusions. seeks new sources of information to increase own knowledge base; 	5
Service Delivery Innovation (SDI)	Explores and implements new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	<ul style="list-style-type: none"> Recommends new ways of performing tasks within the municipality. identifies and seeks potential sources of new ideas and approaches to enhance service delivery. proposes simple remedial solutions to simple service delivery orientated problems. 	15
Problem Solving and Analysis	Systematically identify, analyze and resolve existing and anticipated problems	<ul style="list-style-type: none"> Understands the basic steps in problem solving and analysis and solves basic problems using municipal guidelines. 	5

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	in order to reach optimum solutions in a timely manner	<ul style="list-style-type: none"> identifies when to solve problems independently and when to consult others for resolution beyond own authority. 	
People and Diversity Management	Manage and encourage people, optimize their outputs and effectively manage relationships in order to achieve the municipality's goals	<ul style="list-style-type: none"> Participates in team goal setting and problem solving. interacts and collaborates with diverse groups of people. understands team strengths, weaknesses, and preferences; and is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these. 	10
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"> Acknowledges customers rights. applies customer knowledge to improve own organization or department. maintains good relationship with customers and understands their priorities; 	10
1. Communication	Exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> Shows understanding for communication tools appropriate for the audience but needs assistance in utilizing them. expresses ideas in a clear and coherent manner but not always considering the needs of the audience; and assimilates information reasonably well. 	10
1. Accountability and Ethical Conduct	Display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	<ul style="list-style-type: none"> Realizes the implications of not speaking and acting with integrity but needs guidance in implementing these principles. follows through on commitments under supervision; and follows the rules and regulations of the organization. 	5
TOTAL SCORE			

PERSONAL DEVELOPMENT PLAN

NAME: X. Sikobi

JOB TITLE: Chief Financial Officer

EMPLOYEE NUMBER: 4297

DIRECTORATE: Budget and Treasury

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
Strategic Management	Guide institution through various	Change Management	Masters in Business	Annually	Managerial	MM

OC

	financial reforms implementation		Administration (MBA)			
Financial Management	Improve quality of financial report to assist decision making	Programme / Project Management	Short Course / Skills Program	Annually	Managerial	MM
To stay updated with developments within area of work	Improve and update knowledge on GRAP	To attend relevant GRAP training	Workshops	Annually	Managerial	MM

SIGNATURE: X. SIKOBI
DIRECTOR: BUDGET AND TREASURY (CFO)

SIGNATURE: V.C. MAKEDAMA
MUNICIPAL MANAGER