



TSWELOPELE
LOCAL MUNICIPALITY
A MUNICIPALITY IN PROGRESS

PERFORMANCE AGREEMENT

TSWELOPELE
Local Municipality

Made and entered into by and between:

MS. MRE MOGPODI (The Municipal Manager)

And

MR. N.L MOLETSANE (Chief Financial Officer)

**FOR THE FINANCIAL YEAR:
01 July 2018 TO 30 JUNE 2019**

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ENTERED INTO BY AND BETWEEN

Tswelopele Local Municipality herein represented by **Ms. MRE Mogopodi – 631107 5672 084** in her capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

Mr. N.L Moletsane – 780526 5353 081 the Chief Financial Officer for the Municipality of Tswelopele (herein after referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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"). The Employer and the Employee are hereinafter referred to as 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.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee reporting to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purpose of this Agreement is to:

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B), and 5 of the Systems Act; as well as the Contract of Employment entered into between parties;
- 2.2 specify objectives and targets established for the Employee and communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 specify accountabilities as set out in the Performance Plan; (Annexure A)
- 2.4 monitor and measure performance against set targeted outputs;

- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2018** and will remain in force until **30th June 2019** where-after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out:
 - 4.1.1 the performance objectives and targets that must be met by the Employee; and
 - 4.1.2 the time-frames within which those performance objectives and targets must be met.

- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee, and based on the Municipal Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management and municipal staff 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 Employer, management and municipal staff to perform to the standards required.
 - 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.
- 6.** The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
 - 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

- 6.2.1 The Employee must be assessed against both components, with weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

| Key Performance Areas (KPA's) | Weighting |
|---|-------------------|
| Municipal Transformation and Organizational Development | 15 |
| Infrastructure development and Basic Service Delivery | 20 |
| Local Economic Development (LED) | 10 |
| Municipal Financial Viability and Management | 40 |
| Good Governance and Public Participation | 15 |
| Total | 100% (80%) |

- 6.4. The CMCs will make up the other 20% of the Employee's assessment score. CMCs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and the Employee:

| CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES | | |
|--|---|------------|
| CORE MANAGERIAL COMPETENCIES | | |
| | | WEIGHT |
| Strategic Capability & Leadership | - | 10 |
| Programme and Project Management | - | 10 |
| Financial Management | - | 20 |
| Change management | | |
| Knowledge management of developmental local government | | |
| Service delivery innovation | | |
| Problem Solving and Analytical Thinking | - | 10 |
| People Empowerment and Diversity Management | - | 15 |
| Client orientation and Customer focus | - | 15 |
| Communication | | |
| Accountability and Ethical Conduct | | |
| Honesty & Integrity | | |
| Skills in governance | - | 10 |
| Policy conceptualization and implementation | | |
| Mediation skills | - | 10 |
| Advanced negotiation skills | | |
| Advanced influencing skills | | |
| Partnership and stakeholder Relations | | |
| Supply Chain Management | | |
| TOTAL | | 100% (20%) |

7. EVALUATING PERFORMANCE

- 7.1 Annexure A to this Agreement sets out:
- 7.1.1 the standards and procedures for evaluating the Employee's performance; and
- 7.1.2 the intervals for the evaluation of the Employee's performance.
- 7.2 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.
- 7.3 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 time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve:

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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

| Level | Terminology | Description | Rating | | | | |
|-------|--|---|--------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| 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 expectations | 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 efforts to encourage improvement. | | | | | |

7.7. For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the Audit Committee;
- 6.7.3 Member of the Executive Committee; and
- 6.7.4 Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

| Quarter | Date | Assessment Period |
|-----------------|-------------------------|-------------------|
| First quarter: | July – September 2018 | 31 October 2018 |
| Second quarter: | October – December 2018 | 31 January 2019 |
| Third quarter: | January – March 2019 | 30 April 2019 |
| Fourth quarter: | April – June 2019 | 30 July 2019 |

8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Annexure A 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 such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Developmental Plan (PDP) for addressing developmental gaps is attached as Annexure B

10. EMPLOYER OBLIGATIONS

10.1 The Employer shall –

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 Provide access to skills development and capacity building opportunities;

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10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A performance bonus of 8% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance as follows:

| % SCORE | % BONUS |
|--|----------------|
| A total percentage score of 130% to 135% | 6% |
| A total percentage score of 136% to 140% | 8% |
| A total percentage score of 141% to 145% | 10% |
| A total percentage score of 146% to 150% | 12% |
| A total percentage score of 151% and above | 14% |

12.3 Any performance bonus that may be payable to the Employee, shall only be paid out after –

- 30 June 2019
- The Employer's Council has approved the Employee's Annual Performance Appraisal as required by section 57 (4b) of the Systems Act and
- The annual report relating to the current financial year has been tabled in the Employer's Council and Council adopted it.

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and

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

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

13.1.1 the Mayor within fourteen (14) days of receipt of assessment results for the review of the performance outcome. The Mayor must mediate within 30 days of receipt of a formal dispute from the Employee; or

13.1.2 any other person appointed by the Mayor.

13.2 In the event that the mediation process contemplated above fails, the Contract of Employment shall apply.

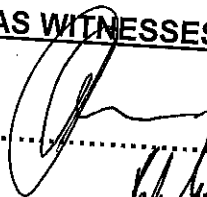
14. GENERAL


14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

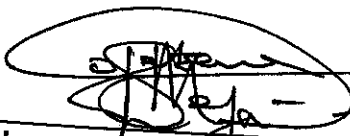
14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at **BULTFONTEIN** on 27 day of July 2018.

AS WITNESSES:

1. 


2. 




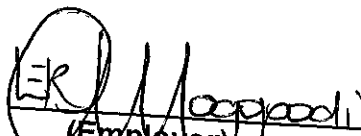
(Employee)

Thus done and signed at **BULTFONTEIN** on 27 day of July 2018.

AS WITNESSES:

1. 

2. 



(Employer)



TSWELOPELE

LOCAL MUNICIPALITY

A MUNICIPALITY IN PROGRESS

**PERFORMANCE PLAN
CHIEF FINANCIAL OFFICER
TSWELOPELE LOCAL MUNICIPALITY
2018 - 2019**

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1. Purpose

The performance plan defines the Council's expectations of the Chief Financial Officer performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key Responsibilities

The following objects of local government will inform the Chief Financial Officer performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery and Infrastructure Development
- 3.3 Local Economic Development
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

| | Number of departmental meetings held | Attendance registers and minutes of the meetings | Quarterly departmental meetings | 4 Meetings | 1 meeting held by 30 September 2018 | 1 meeting held by 15 December 2018 | 1 meeting held by 31 March 2019 | 1 meeting held by 30 June 2019 | 3% |
|---|--|---|--|---|--|--|--|--|----|
| To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices | Submit monthly report to management on the actual performance against the SDBIP | Monthly report submitted to management | 12 Monthly performance reports submitted to management against the SDBIP | 12 monthly reports | 3 Monthly performance reports submitted to management. | 3 Monthly performance reports submitted to management. | 3 Monthly performance reports submitted to management. | 3 Monthly performance reports submitted to management. | 3% |
| | | | | TOTAL | 0% | 0% | 0% | 0% | 6% |
| Maintain and upgrade basic infrastructure at local level | Appropriate funds for repairs and maintenance of infrastructure assets in the 2019/2020 Medium term revenue and expenditure framework. | Approved budget for repairs and maintenance | R10 071 000 allocated for repairs and maintenance for 2019/2020 Financial year in the Medium term revenue and expenditure framework for infrastructure assets. | R9 156 000 allocated for repairs and maintenance for 2017/2018 Financial year in the Medium term revenue and expenditure framework for infrastructure assets. | No budget for the quarter. The target for the quarter was R200 000. | No budget for the quarter. The target for the quarter was R200 000. | R10 071 000 allocated for repairs and maintenance for 2019/2020 Financial year in the Medium term revenue and expenditure framework for infrastructure assets. | R10 071 000 allocated for repairs and maintenance for 2019/2020 Financial year in the Medium term revenue and expenditure framework for infrastructure assets. | 3% |
| To ensure free access to clean, quality and sustainable water services to households | Provide registered indigent households with free basic water | 4716 registered indigent households provided with FBW (System generated report showing amount for indigent households beneficiaries of FBW) | 4716 registered indigents households to be provided with free access to water | 4388 registered households to be provided with free access to water. | 4716 registered indigents households to be provided with free access to water. | 4716 registered indigents households to be provided with free access to water. | 4716 registered indigents households to be provided with free access to water. | 4716 registered indigents households to be provided with free access to water. | 3% |

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|--|--|--|--|--|--|--|----|
| Number of budget related policies approved by Council | Council resolution approving the budget and the budget related policies. | 10 Budget related policies (Virement, SCM, Debt collection, Rates, Indigent, tariffs, funds & reserve, investment, banking and writing off bad debts policy) submitted to the Municipal Manager by June 2019 | 10 Policies approved with the budget | No target for the quarter - No target for the quarter | 10 budget related submitted to council with table/draft budget | 10 budget related submitted to council with draft budget for adoption | 2% |
| Approved schedule of budget timeliness & IDP Review Process Plan | Council resolution approving the budget time lines | Approved budget schedule times & IDP - process plan (August 2018) - for 2019/2020 Budget | Schedule prepared with the Process Plan - Approved August 2018 | Approved budget schedule times & IDP process plan (August 2018) - for 2019/2020 Budget | No target for the quarter - No target for the quarter | No target for the quarter | 1% |
| Compiled and consolidated municipal budget. | Approved municipal budget (council resolution) | Compiled and consolidated municipal budget by 30 June 2019 | Approved budget | No target for the quarter - No target for the quarter | Compiled and consolidated municipal budget | Compiled and consolidated municipal budget. | 2% |
| Compiled and consolidated municipal Adjustment budget. | Approved municipal adjustment budget (council resolution) | Compiled and consolidated municipal Adjustment budget 28 February 2019 | Approved budget | No target for the quarter - No target for the quarter | Compiled and consolidated municipal Adjustment budget 28 February 2019 | No target for the quarter | 2% |
| Developed and updated indigent register | Updated indigent register | Updated indigent register (June 2019 - for implementation in 2019/2020 | 1 Updated register | No target for the quarter - No target for the quarter | Updated indigent register (June 2019 - for implementation in 2019/2020 | Updated indigent register (June 2019 - for implementation in 2019/2020 | 2% |

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|--|---|--|---|--|--|----|
| Compilation of the municipal supplementary valuation roll for 2019/2020 financial year | Certified municipal supplementary valuation roll. | 1 certified supplementary valuation roll by 31 March 2019 | Certified municipal valuation roll. | 1 certified supplementary valuation roll by 31 March 2019 | 1 certified supplementary valuation roll by 31 March 2019 | 2% |
| Issuing of monthly consumer accounts to all registered consumers of municipal services | Singed monthly billing reports | All registered consumers issued with monthly consumer accounts for municipal services | All registered consumers were billed | All registered consumers issued with monthly consumer accounts for municipal services | All registered consumers issued with monthly consumer accounts for municipal services | 1% |
| Submission of D-Forms to NERSA (October 2018) | Proof of submission of the D-forms to NERSA | D-forms submitted to NERSA by October 2018 | Submitted D-Forms | D-forms submitted to NERSA by October 2018 | No target for the quarter | 2% |
| Submission of the Financial Management Grant activity plan to National Treasury | Compiled financial management grant activity plan submitted to NT (proof of submission to NT) | Financial management grant activity plan submitted to NT by 30 March 2019 | the FMG activity plan submitted to NT by March 2018 | Financial management grant activity plan submitted to NT by 30 March 2019 | No target for the quarter | 2% |
| Monthly updating of the conditional grants registers | Updated conditional grants registers. | 12 monthly updated conditional grants registers | Register updated monthly | 3 monthly updates of the conditional grants registers | No target for the quarter | 2% |
| Submission of MFMA section 71 reports electronically to stakeholders (Mayor, Provincial and National Treasury) | Proof of submission of the MFMA section 71 reports to the stakeholders | Monthly MFMA section 71 reports submitted electronically to stakeholders (Mayor, Provincial and National Treasury) | Reports submitted monthly | Monthly MFMA section 71 reports submitted electronically to stakeholders (Mayor, Provincial and National Treasury) | Monthly MFMA section 71 reports submitted electronically to stakeholders (Mayor, Provincial and National Treasury) | 1% |

To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.

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|---|--|--|---|--|----|
| Compilation of the municipal Annual financial statement for 2017/2018 financial year | Signed municipal Annual financial statement for 2017/2018 year | Compiled municipal Annual financial statements and signed by the CFO by 30 August 2018 | Compiled and signed annual financial statements | Compiled municipal Annual financial statements and signed by the CFO by 30 August 2018 | 2% |
| Completion of MFMA Section 72 Report & submission to National & provincial Treasury (Financial) | Copy of MFMA section 72 report (proof of submission to NT) | Compiled section 72 report and submitted to NT and PT | Section 72 Report submitted to NT and PT | Compiled section 72 report and submitted to NT and PT | 2% |
| Compilation and submission for the schedule C reports submitted to the MM | Copy of completed schedule C reports | Monthly Schedule C reports prepared and submitted to the Municipal manager | Schedule C reports submitted | Monthly Schedule C reports prepared and submitted to the Municipal manager | 1% |
| Updating of Municipal Asset additions list on the monthly basis. | Monthly updated municipal asset additions list. | Monthly updated municipal assets additions list | 12 Updates conducted | Monthly updated municipal assets additions list | 2% |
| Attend to corrective measures as identified in internal and external audit reports and reduce risk areas within three months of receipt of reports. | Percentage of issues raised and proposed corrective measures attended to, (progress against the actions plans) | 95% of issues raised and proposed corrective measures attended to | 90% of issues attended to. | 95% of issues raised and proposed corrective measures attended to | 2% |
| Percentage spent on FMG spend at year end | Signed reports on the expenditure of conditional grants | 100% Spending on FMG as per DORA conditions (June 2019) | 100% of FMG spent | 15% | 2% |
| Percentage of creditors paid within 30 days of the receipt of the invoices | Signed report on the payment of creditors with 30 days | 20% of all creditors paid within 30 days (Monthly) | 88% of creditors paid | 20% of all creditors paid within 30 days (Monthly) | 2% |
| Submission of VAT returns to SARS | Proof of submission/ | Monthly VAT returns submitted to SARS | 12 Returns submitted to SARS | Monthly VAT returns submitted to SARS | 1% |
| | | | | 95% of issues raised and proposed corrective measures attended to | 2% |
| | | | | 60% | 2% |
| | | | | 100% | 2% |
| | | | | 20% of all creditors paid within 30 days (Monthly) | 2% |
| | | | | Monthly VAT returns submitted to SARS | 1% |

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| Submission of EMP 201 forms to SARS | Proof of submission | Monthly EMP 201 forms submitted to SARS | 12 Returns submitted to SARS | Monthly EMP 201 forms submitted to SARS | Monthly EMP 201 forms submitted to SARS | Monthly EMP 201 forms submitted to SARS | Monthly EMP 201 forms submitted to SARS | 1% |
|--|--|---|---|---|--|---|---|-----|
| Compilation of Supply Chain Management implementation reports and submission to the MM | Signed copies of the SCM implementation reports. | 4 SCM Implementation reports submitted to the Municipal Manager (Quarter 4, 1, 2 and 3) | 4 SCM Implementation reports submitted to MM | 1 report (Apr - June) submitted by 31 July 2018 | 1 report (Sep - Dec) submitted by 31 January 2019 | 1 report (Jan - Mar) submitted by 30 April 2019 | 1 report (Jan - Mar) submitted by 30 April 2019 | 1% |
| TOTAL | | | | | | | | 35% |
| | | | | | | | | |
| To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures. | Number of meeting for public consultation on the 2019/2020 annual Budget by 30 June 2019 | Attendance register for the public consultations. | 4 Meetings for public consultation on the 2019/2020 annual Budget by 30 June 2019 | All wards were consulted | No target for the quarter. No target for the quarter. | 4 Meetings for public consultation on the 2019/2020 annual Budget by 30 June 2019 | 4 Meetings for public consultation on the 2019/2020 annual Budget by 30 June 2019 | 4% |
| | Percentage of resolutions (Council, Sec 80, Management) implemented within the required time frames | Percentage of resolution implemented within the required time frame | 100% of the resolutions implemented on time | None | 100% | 100% | 100% | 4% |
| | Implementation of a compliance checklist pertaining to key legislation requirements for the department | Number of progress reports on the implementation of a compliance checklist. | 4 quarterly reports on the implementation of the compliance checklist. | None | 1 quarterly report on the implementation of the compliance checklist | 1 quarterly report on the implementation of the compliance checklist | 1 quarterly report on the implementation of the compliance checklist | 4% |
| | Number of risk assessment and action plan reviews/ updates | Reports on the implementation of the risk management action | 12 monthly risk assessment and action plan reviews/ updates | Monthly risk Assessments | 3 monthly risk assessment and action plan/ reviews | 3 monthly risk assessment and action plan/ reviews | 3 monthly risk assessment and action plan/ reviews | 3% |
| | TOTAL | | | | | | | |

Chief Financial Officer

| Core Managerial and Occupational Competencies | | Weighting | Description/Definition | Comments/Observations | | | | Rating | | | |
|---|--|------------|---|-----------------------|-----|-----|-----|--------|-----|-----|-----|
| | | Compulsory | Core Competency Requirements | 1 Q | 2 Q | 3 Q | 4 Q | 1 Q | 2 Q | 3 Q | 4 Q |
| Financial Management | | 20 | Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives. | | | | | | | | |
| People Management and Empowerment | | 15 | Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's Strategic Objectives | | | | | | | | |
| Client Orientation and Customer Focus | | 15 | Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice. | | | | | | | | |

Chief Financial Officer

| Core Managerial and Occupational Competencies | Weighting | Description/Definition | Comments/Observations | | | | Rating | | | |
|---|-----------|--|---------------------------------------|--|--|--|--------|-----|-----|-----|
| | | | Selected Core Competency Requirements | | | | 1 Q | 2 Q | 3 Q | 4 Q |
| Strategic Capability and Leadership | 10 | Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate | | | | | | | | |
| Problem Solving and Analysis | 10 | Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner. | | | | | | | | |
| Programme and Project Management | 10 | Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes. | | | | | | | | |
| Honesty and Integrity | 10 | Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality. | | | | | | | | |
| Policy conceptualization and implementation | 10 | Ability to conceptualize policies and ensure policy implementation | | | | | | | | |

Signed and accepted by (Chief Financial Officer):



Date: 27 July 2018

Signed and accepted by (Municipal Manager) on behalf of the Council:



Date: 27 July 2018

Key Performance Area

| | Weighting | Possible Rating | Rating Achieved | | | |
|---|------------|-----------------|-----------------|--------------|--------------|--------------|
| | | | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| 1 Municipal Transformation and Organisational Development | 15 | 15 | #REF! | #REF! | #REF! | #REF! |
| 2 Basic Service Delivery | 15 | 15 | 0 | 0 | 0 | 0 |
| 3 Local Economic Development | 10 | 10 | #REF! | #REF! | #REF! | #REF! |
| 4 Municipal Financial Viability and Management | 45 | 45 | #REF! | #REF! | #REF! | #REF! |
| 5 Good Governance and Public Participation | 15 | 15 | #REF! | #REF! | #REF! | #REF! |
| Total Achieved | 100 | 100 | #REF! | #REF! | #REF! | #REF! |

100%
80%

Weighted Score

| | | | |
|-------|-------|-------|-------|
| #REF! | #REF! | #REF! | #REF! |
| #REF! | #REF! | #REF! | #REF! |

Core Competency Requirements

| | Weighting | Possible Rating | Rating Achieved | | | |
|---|------------|-----------------|-----------------|-------------|-------------|-------------|
| | | | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Compulsory | | | | | | |
| 1 Financial Management | 20 | 10 | 0 | 0 | 0 | 0 |
| 2 People Management and Empowerment | 15 | 20 | 0 | 0 | 0 | 0 |
| 3 Client Orientation and Customer Focus | 15 | 20 | 0 | 0 | 0 | 0 |
| 4 Policy conceptualization & implementation | 10 | 10 | 0 | 0 | 0 | 0 |
| Selected | | | | | | |
| 1 Strategic Capability and Leadership | 10 | 10 | 0 | 0 | 0 | 0 |
| 2 Problem Solving and Analysis | 10 | 10 | 0 | 0 | 0 | 0 |
| 3 Programme and Project Management | 10 | 10 | 0 | 0 | 0 | 0 |
| 4 Honesty and Integrity | 10 | 10 | 0 | 0 | 0 | 0 |
| Total Achieved | 100 | 100 | 0 | 0 | 0 | 0 |

100%
20%

Weighted Score

| | | | |
|-------|-------|-------|-------|
| 0,00% | 0,00% | 0,00% | 0,00% |
| 0,00% | 0,00% | 0,00% | 0,00% |

Chief Financial Officer

0,00%

0,00%

Final Weighted Score Achieved

Final Score Achieved

#REF!

#REF!

#REF!

#REF!

#REF!

#REF!

#REF!

#REF!

- (a) a score of 130% to 135% is awarded a performance bonus of 6%; and
- (b) a score of 136% to 140% is awarded a performance bonus of 8%; and
- (c) a score of 141% to 145% is awarded a performance bonus of 10%; and
- (d) a score of 146% to 150% is awarded a performance bonus of 12%; and
- (e) a score of 151% and above is awarded a performance bonus of 14%

Signature: Chief Financial Officer:

Date: 27 July 2018

Signature: Municipal Manager:

Date: 27 July 2018