



TSWELOPELE

LOCAL MUNICIPALITY
A MUNICIPALITY IN PROGRESS

PERFORMANCE AGREEMENT

TSWELOPELE
Local Municipality

Made and entered into by and between:

MS. MRE MOGOPODI (The Municipal Manager)

And

MR. N.L MOLETSANE (Chief Financial Officer)

**FOR THE FINANCIAL YEAR:
01 July 2019 TO 30 JUNE 2020**

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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;

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- 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 2019** and will remain in force until **30th June 2020** 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.

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- 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	30
Local Economic Development (LED)	10
Municipal Financial Viability and Management	30
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:

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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	-	10
Skills in governance		
Policy conceptualization and implementation	-	10
Mediation skills		
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:

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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:

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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.

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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 2019	31 October 2019
Second quarter:	October – December 2019	31 January 2020
Third quarter:	January – March 2020	30 April 2020
Fourth quarter:	April – June 2020	30 July 2020

- 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

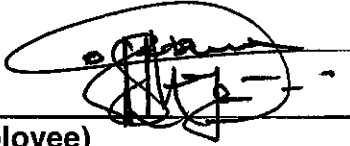
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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 29 day of July 2019.

AS WITNESSES:

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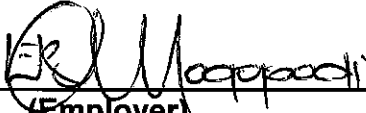


(Employee)

Thus done and signed at **BULTFONTEIN** on 29 day of July 2019.

AS WITNESSES:

1.
2.



(Employer)


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LOCAL MUNICIPALITY

A MUNICIPALITY IN PROGRESS

PERFORMANCE PLAN
CHIEF FINANCIAL OFFICER
TSWELOPELE LOCAL MUNICIPALITY
2019 - 2020

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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.

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DEPARTMENTAL PERFORMANCE MEASUREMENTS AND OBJECTIVES		COMPARISON WITH TARGETS				PERCENTAGE	
DEPARTMENTAL PERFORMANCE MEASUREMENTS AND OBJECTIVES		1 meeting held by 30 September 2019	1 meeting held by 31 March 2020	1 meeting held by 15 December 2019	1 meeting held by 30 June 2020	0%	0%
To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices	Number of departmental meetings held	Quarterly departmental meetings	4 Meetings				10%
	Attendance registers and minutes of the meetings	Monthly report submitted to management against the SDBIP	12 monthly reports				10%
	Submit monthly report to management on the actual performance against the SDBIP						
			TOTAL			0%	20%

DEPARTMENTAL PERFORMANCE MEASUREMENTS AND OBJECTIVES

DEPARTMENTAL PERFORMANCE MEASUREMENTS AND OBJECTIVES		COMPARISON WITH TARGETS				PERCENTAGE	
DEPARTMENTAL PERFORMANCE MEASUREMENTS AND OBJECTIVES		1 meeting held by 30 September 2019	1 meeting held by 31 March 2020	1 meeting held by 15 December 2019	1 meeting held by 30 June 2020	0%	0%
Maintain and upgrade basic infrastructure at local level	Appropriate funds for repairs and maintenance of infrastructure assets in the 2020/2021 Medium term revenue and expenditure framework.	R7 500 000 allocated for repairs and maintenance for 2020/2021 Financial year in the Medium term revenue and expenditure framework for infrastructure assets.	R7 448 000 allocated for repairs and maintenance for 2018/2019 Financial year in the Medium term revenue and expenditure framework for infrastructure assets.				5%
	Approved budget for repairs and maintenance						
To ensure free access to clean, quality and sustainable water services to households	Provide registered indigent households with free basic water	3900 registered indigent households provided with free access to water	3900 registered indigent households provided with free access to water	3900 registered indigent households provided with free access to water	3900 registered indigent households provided with free access to water		5%
	3900 registered indigent households provided with free access to water						

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To ensure provision of free sustainable electricity services to indigent household.	Provide registered indigent households with free basic electricity	3790 registered indigent households provided with FBE (System generated report showing number of indigent households beneficiaries of FBE)	3970 registered indigents households to be provided with free access to electricity	3970 registered indigents households to be provided with free access to electricity	3970 registered indigents households to be provided with free access to electricity	3970 registered indigents households to be provided with free access to electricity	3970 registered indigents households to be provided with free access to electricity	3970 registered indigents households to be provided with free access to electricity	3970 registered indigents households to be provided with free access to electricity	5%
To ensure free access to safe and sustainable sanitation services to indigent households.	Provide registered households with free basic sanitation services	3790 registered indigent households provided with FBS (System generated report showing number of indigent households beneficiaries of FBS)	3790 registered indigents households to be provided with free access to sanitation services	3790 registered indigents households to be provided with free access to sanitation services	3790 registered indigents households to be provided with free access to sanitation services	3790 registered indigents households to be provided with free access to sanitation services	3790 registered indigents households to be provided with free access to sanitation services	3790 registered indigents households to be provided with free access to sanitation services	3790 registered indigents households to be provided with free access to sanitation services	5%
To ensure free access to regular and sustainable refuse removal services to indigent household	Provide registered households with free basic refuse removal services	3790 registered indigent households provided with FBRR (System generated report showing number of indigent households beneficiaries of FBRR)	3790 registered indigents households to be provided with free access to refuse removal services	3790 registered indigents households to be provided with free access to refuse removal services	3790 registered indigents households to be provided with free access to refuse removal services	3790 registered indigents households to be provided with free access to refuse removal services	3790 registered indigents households to be provided with free access to refuse removal services	3790 registered indigents households to be provided with free access to refuse removal services	3790 registered indigents households to be provided with free access to refuse removal services	5%
			TOTAL	0%	0%	0%	0%	0%	0%	25%
DEPARTMENT OF HEALTH COMMUNITY HEALTH SERVICES										
Create an environment that promotes development of	Percentage of the capital budget awarded to local service providers	The value of contracts awarded to local service providers divided total capital expenditure multiplied by 100 (appointment letters of sub-contractors)	30% of the 2019/20 capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	30% of capital budget awarded to local service providers	5%

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the local economy and facilitate job creation.

Appropriate funds for local economic development in the 2020/2021 Medium term revenue and expenditure framework.	Approved budget for Local Economic Development Unit	R70 000 allocated for local economic development for 2020/2021 Financial year in the Medium term revenue and expenditure framework	R60 allocated for local economic development for 2019/2021 Financial year in the Medium term revenue and expenditure framework	R70 000 allocated for local economic development for 2020/2021 Financial year in the Medium term revenue and expenditure framework	5%
			TOTAL		10%
DEPARTMENT OF FINANCE					
COMPARISON OF DEPARTMENTAL BUDGET TARGETS WITH THE NATIONAL BUDGET TARGETS					
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 2020	10 Policies approved with the budget	No target for the quarter. No budget for the quarter	1%
Approved schedule of budget timelines & IDP Review Process Plan	Council resolution approving the budget time lines	Approved budget schedule times & IDP process plan (August 2019) - for 2020/2021 Budget	Schedule prepared with the Process Plan - Approved August 2019	Approved budget schedule times & IDP process plan (August 2019) - for 2020/2021 Budget	1%
Compiled and consolidated municipal budget.	Approved municipal budget (council resolution)	Compiled and consolidated municipal budget by 30 June 2020	Approved budget	No target for the quarter. No budget for the quarter	1%
Compiled and consolidated municipal Adjustment budget.	Approved municipal adjustment budget (council resolution)	Compiled and consolidated municipal Adjustment budget 28 February 2020	Approved budget	Completed and consolidated municipal Adjustment budget 28 February 2020	1%

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Developed and updated indigent register	Updated indigent register	Updated indigent register (June 2020 - for implementation in 2020/2021)	1 Updated register	Updated indigent register (June 2020 - for implementation in 2020/2021)	1 Updated register	1%
Review the departmental Revenue enhancement strategy and submit to the municipal manager	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager by 30 September 2019	Approved Revenue enhancement strategy	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager by 30 September 2019	Reviewed departmental revenue enhancement strategy acknowledged by the municipal manager by 30 September 2019	2%
Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department.	Signed reports on the implementation of the Revenue enhancement strategy.	4 monthly reports on the implementation of the revenue enhancement strategy for the revenue sources applicable to the department.	1 annual report on the implementation of the revenue enhancement strategy.	Signed reports on the implementation of the Revenue enhancement strategy.	Signed reports on the implementation of the Revenue enhancement strategy.	1%
Number of departmental procurement plans developed and submitted to the Municipal Manager for approval.	Developed departmental procurement plan acknowledged by the Municipal manager.	1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2019	None	1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2019	1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2019	1%
Reduce the departmental overtime expenditure (2019/2020 overtime - 2018/2019 overtime) x 100 [182 929,36 - 128 050,3 = 54 879,06]	Departmental overtime expenditure (2019/2020 overtime - 2018/2019 overtime) x 100 [182 929,36 - 128 050,3 = 54 879,06]	Reduce the departmental overtime by 30% by 30 June 2020 (2019/2020 overtime - 2018/2019 overtime) x 100 [182 929,36 - 128 050,3 = 54 879,06]	None	Reduce the departmental overtime by 30% by 30 June 2020 (2019/2020 overtime - 2018/2019 overtime) x 100 [182 929,36 - 128 050,3 = 54 879,06]	Reduce the departmental overtime by 30% by 30 June 2020 (2019/2020 overtime - 2018/2019 overtime) x 100 [182 929,36 - 128 050,3 = 54 879,06]	1,0%

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Compilation of the municipal supplementary valuation roll for 2020/2021 financial year	Certified municipal supplementary valuation roll.	1 certified supplementary valuation roll by 31 March 2020	Certified municipal valuation roll.	No target for the quarter	No target for the quarter	1 certified supplementary valuation roll by 31 March 2020	No target for the quarter	1%
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	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 2019)	Proof of submission of the D-forms to NERSA	D. forms submitted to NERSA by October 2019	Submitted D-Forms	No target for the quarter	D. forms submitted to NERSA by October 2019	No target for the quarter	No target for the quarter	1%
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 2020	No target for the quarter	Financial management grant activity plan submitted to NT by 30 March 2020	No target for the quarter	No target for the quarter	1%
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	3 monthly updates of the conditional grants registers	3 monthly updates of the conditional grants registers	3 monthly updates of the conditional grants registers	1%
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)	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 2018/2019 financial year	Signed municipal Annual financial statement for 2018/2019 year	Completed municipal Annual financial statements and signed by the CFO by 30 August 2019	Completed and signed annual financial statements	Completed municipal Annual financial statements and signed by the CFO by 30 August 2019	No target for the quarter	No target for the quarter	No target for the quarter	2%
Compilation of MFMA Section 72 Report & submission to National & provincial Treasury (Financial)	Copy of MFMA section 72 report (proof of submission to NT)	Completed section 72 report submitted to NT and PT	Section 72 Report submitted to NT and PT	Completed section 72 report and submitted to NT and PT	No target for the quarter	Completed section 72 report and submitted to NT and PT	No target for the quarter	1%
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 signed submitted to the Municipal manager	No target for the quarter	Monthly Schedule C reports prepared and submitted to the Municipal manager	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	Monthly updated municipal assets additions list	Monthly updated municipal assets additions list	Monthly updated municipal assets additions list	1%
Attend to corrective as identified in external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	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	95%	95%	95%	2%
Attend to corrective as identified in internal audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	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	95%	95%	95%	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 2020)	100% of FIG spent	15%	35%	60%	100%	1%

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Percentage of creditors paid within 30 days of the receipt of the invoices	Signed report on the payment of creditors within 30 days	20% of all creditors paid within 30 days (Monthly)	88% of creditors paid within 30 days (Monthly)	20% of all creditors paid within 30 days (Monthly)	20% of all creditors paid within 30 days (Monthly)	20% of all creditors paid within 30 days (Monthly)	20% of all creditors paid within 30 days (Monthly)	20% of all creditors paid within 30 days (Monthly)	1%
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	Monthly VAT returns submitted to SARS	Monthly VAT returns submitted to SARS	Monthly VAT returns submitted to SARS	Monthly VAT returns submitted to SARS	1%
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	Monthly EMP 201 forms submitted to SARS	1%
Completion 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 2019	1 report (Jul - Sep) submitted by 30 October 2019	1 report (Sep - Dec) submitted by 31 January 2020	1 report (Jan - Mar) submitted by 30 April 2020		1%
			TOTAL						30%

DEPARTMENT OF HEALTH SERVICES
DEPARTMENT OF LOCAL GOVERNMENT
DEPARTMENT OF SOCIAL SERVICES
DEPARTMENT OF WATER AND SANITATION
DEPARTMENT OF WELFARE SERVICES
DEPARTMENT OF WORKS AND INFRASTRUCTURE
DEPARTMENT OF EDUCATION
DEPARTMENT OF ENVIRONMENTAL AFFAIRS
DEPARTMENT OF FINANCIAL SERVICES AND CONSUMER PROTECTION
DEPARTMENT OF HEALTH SERVICES
DEPARTMENT OF LOCAL GOVERNMENT
DEPARTMENT OF SOCIAL SERVICES
DEPARTMENT OF WATER AND SANITATION
DEPARTMENT OF WELFARE SERVICES
DEPARTMENT OF WORKS AND INFRASTRUCTURE

KEY PERFORMANCE INDICATORS	UNIT OF MEASURE	ANNUAL TARGETS 2020/2021	COMPARISON WITH 2019 TARGETS	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	2020/2021		
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 2020/2021 annual Budget by 30 June 2020	Attendance register for the public consultations.	All wards were consulted	No target for the quarter	No target for the quarter	No target for the quarter	No target for the quarter	4 Meetings for public consultation on the 2020/2021 annual Budget by 30 June 2020	2,5%	
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	None	100%	100%	100%	100%	100%	2,5%	
	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	1 quarterly report on the implementation of the compliance checklist	1 quarterly report on the implementation of the compliance checklist	2,5%

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	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 monthly risk assessment and action plan/ reviews	2,5%
				TOTAL	100%	100%	100%	100%	10%

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 MKJE 

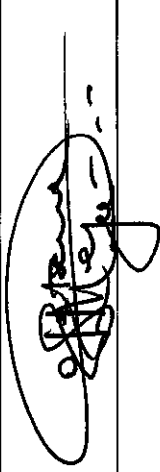
Chief Financial Officer

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating						
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q			
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.											

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 T.F.
 M.M.

Chief Financial Officer

Core Managerial and Occupational Competencies	Weighting	Description/Definition	Comments/Observations				Rating			
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Selected Core Competency Requirements										
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: 29 July 2019

Signed and accepted by (Municipal Manager) on behalf of the Council: _____ Date: 29 July 2019

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 NCL MRE
 Page 12

Chief Financial Officer

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	#REF!
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				
Total Achieved	100	100	#REF!	#REF!	#REF!	#REF!

100%
80%

Weighted Score

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				
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%

Scoresheet

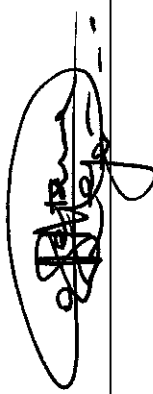
TAD, NLC
MONE
MRE

Chief Financial Officer

	Final Weighted Score Achieved	#REF!	#REF!	#REF!	#REF!
0,00%					
0,00%	Final Score Achieved	#REF!	#REF!	#REF!	#REF!

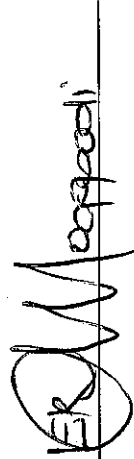
(a) a score of 130% to 135% is awarded a performance bonus of 6%; and
 (b) a score of 136% to 140% is awarded a performance bonus of 8%; and
 (c) a score of 141% to 145% is awarded a performance bonus of 10%; and
 (d) a score of 146% to 150% is awarded a performance bonus of 12%; and
 (e) a score of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

Signature: Chief Financial Officer:



Date: 29 July 2019

Signature: Municipal Manager:



Date: 29 July 2019

McNEILY ML

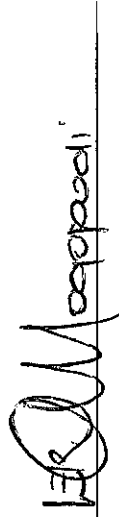
Chief Financial Officer

Project Management	PMU	Jul-05 Effective Project Management	Improved infrastructure Development



Signature: Chief Financial Officer:

Date: 29 July 2019



Signature: Municipal Manager:

Date: 29 July 2019

Handwritten initials: *ML*
ML
W.M.C.