

PERFORMANCE AGREEMENT

Entered into by and between

**Mbhashe Local Municipality, as represented by the
Municipal Manager**

**SLULAMI VUSUMZI POSWA
(`The employer')**

And

**CECIL XOLANI SIKOBI
(`The employee')**

for the financial year :
1 July 2016 — 30 June 2017

ACRONYMS

SDBIP	Service Delivery and Budget Implementation Plan
BEE	Black Economic Empowerment
KPA	Key Performance Area
KPI	Key Performance Indicator
PDP	Personal Development Plan
PA	Performance Agreement
CCR	Core Competency Requirements
PMS	Performance Management System
PAC	Performance Audit Committee

DEFINITIONS

Official Language	Refers to the language parties to the contract choose to use as medium for formal communication between themselves.
Financial Year	Refers to the 12-month period which the organisation determines as its budget year.
Employee	means a person employed by a municipality as a municipal manager or as a manager directly accountable to a municipal manager.
Employer	means the municipality employing a person as a municipal manager or as a manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manger as the case may be;

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Employment contract - means a contract as contemplated in Section 57 of the Act;

Performance agreement - means an agreement as contemplated in Section 57 of the Act; and

the Act means the Local Government: Municipal Systems Act, 2000.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Mbhashe Local Municipality, herein represented by **Slulami Vusumzi Poswa** in his capacity as Municipal Manager (hereinafter referred to as 'the Employer')

And

Cecil Xolani Sikobi being a Chief Financial Officer appointed in terms of 57 of the Act (hereinafter 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 Municipal Systems Act'). The Employer and the Employee are hereinafter referred to as 'the parties'.
- 1.2. Section 57(1)(b) of the Municipal Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. That the parties hereby agree to have this contract developed in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Senior Manager to a set of

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outcomes that will secure local government policy goals.

- 1.4. The parties wish to ensure that there is compliance with Section 57(4), 57(4B) and 57(5) of the Municipal Systems Act.

2. Purpose of this Agreement

The purpose of this Performance Agreement is to —

- 2.1. comply with the provisions of Section 57(1)(b), (4B) and (5) of the Municipal Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2. specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plans, Service Delivery and Budget Implementation Plan ('SDBIP') and the Budget of the Employer;
- 2.3. specify accountabilities as set out in the Performance Plan as set out under paragraph 4;
- 2.4. monitor and measure performance against set targeted outputs;
- 2.5. use the Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his job;
- 2.6. appropriately reward the Employee 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.

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3. Commencement and Duration

- 3.1. This Agreement will commence on 1 July 2016 and will remain in force until 30 June 2017, at the end of which the parties shall negotiate a new Performance Agreement in terms of the Provisions of Section 57(2)(a) of the Act.
- 3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces the previous Agreement at least once a year within one month after the commencement of the new financial year.
- 3.3. This Agreement will terminate on the termination of the Employee's Contract of Employment for any reason.
- 3.4. If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must, by mutual agreement between the parties, immediately be revised.

4. Performance Plan

- 4.1. By their signatures hereunder, the Parties hereby accept the Performance Plan as documented below, as the basis upon which performance will be monitored and measured.
- 4.2. The performance Plan consists of the following areas, forming separate Paragraphs to this Agreement:
 - 4.2.1 Performance objectives — set out under paragraph 5;
 - 4.2.2 Performance management systems — set out under paragraph 6;



4.2.3 Evaluation of performance — set out paragraph 7;

4.2.4 Annual performance appraisal — set out under paragraph 8;

4.2.5 Schedule of performance reviews — set out under paragraph 9;

4.2.6 Personal development requirements — set out under paragraph 10.

5. Performance objectives

5.1. The Parties hereto agree to set the performance objectives and targets, as reflected in the following attachments.

5.1.1 The Service Delivery and Budget Implementation Plan (SDBIP)
(Departmental Scorecard) — **ANNEXURE A;**

And

5.1.2 The Personal Development Plan (PDP) — **ANNEXURE B.**

5.2. The performance objectives and targets agreed to are to be achieved within the specified time frames as set out in Annexure A.

5.3. The performance objectives and targets as reflected in Annexure A, are based on the Integrated Development Plan and the Budget of the Employer and include:

5.3.1 *Key objectives* — which describe the main tasks that need to be done;

5.3.2 *Key performance indicators* — which provide the details of the evidence that must be provided to show that a key objective has been met;

5.3.3 *Target dates* — within which the objective and targets must be met; and

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5.3.4 *Weightings* — which show the relative importance of the key objectives to each other.

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

6. **Performance Management System**

6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer.

6.2 The Employee accepts that the purpose of the performance management system is to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standard required.

6.3 The Employer will consult the Employee in respect of any specific performance standards that will be included in the performance management system that are applicable to the Employee.

6.4 The Employee undertakes to actively focus towards the promotion and Implementation of the Key Performance Areas (KPA's) (including special projects relevant to the Employee's responsibilities) within the local government framework.

6.5 The criteria upon which the performance of the Employee is to be assessed consist of two components, namely KPA's and Core Competency Requirement (CCRs), with a weighting of 80:20 allocated to the KPA's and the CCRs respectively.

6.6 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.7 KPA's covering the main areas of work will account for 80% and CCRs

will account for 20% of the final assessment.

- 6.8 The Employee's assessment will be based on performance in terms of the outputs/outcomes (performance indicators), identified as per Annexure A, which are linked to the KPAs and which constitutes 80% of the overall assessment result as per the weightings agreed to be between the Employer and Employee as follows:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0%
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	80%
Good Governance and Public Participation	10%
Total	100%

- 6.9 The CCRs will make up the other 20% of the Employee's Vassessment score. CCRs which are competencies that cuts across all levels of work in a municipality are agreed to between the Employer and Employee.

Below is a list of Leading and Core competencies as stipulated in the Local Government: Regulations on appointment and conditions of Employment of Senior Managers:

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS		
Leading Competencies :		Weight
Strategic Direction and Leadership	• Impact and Influence	3.7
	• Institutional Performance Management	3.7
	• Strategic Planning and Management	3.7
	• Organisational Awareness	3.6
People Management	• Human Capital Planning and Development	3.7
	• Diversity Management	3.7
	• Employee Relations Management	3.7
	• Negotiation and Dispute Management	3.7
Programme and Project Management	• Program and Project Planning and Implementation	3.7
	• Service Delivery Management	3.7
	• Program and Project Monitoring and Evaluation	3.7
Financial Management	• Budget Planning and Execution	5.0
	• Financial Strategy and Delivery	5.0
	• Financial Reporting and Monitoring	5.0
Change Leadership	• Change Vision and Strategy	3.7

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	• Process Design and Improvement	3.7
	• Change Impact Monitoring and Evaluation	3.7
Governance Leadership	• Policy Formulation	3.7
	• Risk and Compliance Management	3.7
	• Cooperative Governance	3.7
Core Competencies:		
Moral Competence		3.7
Planning and Organising		3.7
Analysis and Innovation		3.7
Knowledge and Information Management		3.7
Communication		3.7
Results and Quality focus		3.7
Total		100%

7. Evaluating performance

7.1. The following standards and procedures shall apply in the evaluation of performance of the Employee:

- 7.1.1. The Employer shall, for every quarter of the financial year, on the basis of a self evaluation written report from the Employee, and his own assessment evaluate the Employee's performance. The reports may be subjected to further review by the Performance Audit Committee of Mbashe Local Municipality.
- 7.1.2. The said report from the Employee must be made available to the Employer within (5) five working days after the last day of the quarter (three month period).
- 7.1.3. The said report shall indicate any problems or impediments encountered by the Employee in meeting the targets provided for within the timeframes of the KPA and CCR's scorecards.
- 7.1.4. Should the problems or impediments not be the fault of the Employee, the report should propose new timeframes for the

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achievement of the said objectives.

- 7.1.5 The Employer shall within fourteen (14) days upon the receipt of a report indicating such impediments as described in paragraph 7.1.3. above , respond in writing to the Employee either the acceptance or rejection of the revised target timeframes.
- 7.1.6 The Employee must ensure any new time-frames or variances and corrective measures agreed to in terms of this paragraph, are where appropriate, correctly reflected in the monthly reports submitted to the Employer so as to allow the Mayor to comply with the reporting requirements under section 71(1) of the Municipal Finance Management Act 56 of 2003.
- 7.1.7 The Employer shall, in the event of substandard performance by the Employee convene a meeting with the Employee where he will:
- (a) give feedback in respect of the substandard performance;
 - (b) Explain the requirements, levels, skills and nature of the posts;
 - (c) Evaluate the Employees performance in relation to this Agreement;
 - (d) Afford the Employee an opportunity to respond to the substandard performance outcomes.
- 7.1.8 After considering the submissions made by the Employee in terms of subparagraph 7.1.7(e) above the Employee may, if necessary —
- (a) Initiate a formal programme of counselling and training to enable the Employee to reach the required standard of performance, which must include —
 - i. Assessing the time that it will take for the Employee to deal with the substandard performance;

- ii Establish realistic timeframes within which the municipality will expect the Employee to meet the required performance standard; and
- iii. Identify and providing appropriate training for the Employee to reach the required standard of performance.

(b) Establish ways to address any factors that affected the Employee's performance that lay beyond the Employee's control.

7.1.9 If, after the application of corrective measures as set out in paragraph 7.1.8 above, and after a reasonable time has been given for the Employee to improve his performance, the Employee continues to fail to meet the required performance standard for the post, or refuses to take part in any programme intended to correct the substandard performance, the Employer shall report the allegation of substandard performance of the Employee, to Council to commence formal disciplinary proceedings as stipulated in terms of the Local Government: Disciplinary Regulations for Senior Managers 2010, with a view of terminating the employment of the Employee in accordance with the provisions of the written Contract of Employment

7.2. The Employer may penalise the Employee by withholding any recognition of performance in the following circumstances :

- 7.2.1. The Employee fails to comply with this Agreement;
- 7.2.2. The Employee's leave record in respect of absenteeism and leave without pay shows a lack of commitment to his work.
- 7.2.3 The Employee has been found guilty of misconduct in a disciplinary hearing during the period of this Agreement.

7.3 Should the Employee fail to submit his self assessment for each or any

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quarter within the prescribed period as set out in paragraph 7.1 above, the Employer may disregard the self assessment for that quarter and give a score of zero to the Employee.

- 7.4 The Employer shall not be entitled to give a score of zero where the Employee has failed to submit a self assessment report, as provided for under paragraph 7.3 above, where the Employee's failure to submit the self assessment is a result of any of the following events which are beyond the control of the employee:
- (a) the Employee is on sick leave, as per the conditions outlined in the applicable municipal policy, thus losing essential time that would allow the Employee to complete and submit the self assessment timeously;
 - (b) the Employee is away from the office on official Council business for any period of time within which the self assessment is due;
 - (c) the Employee is on approved annual or any other leave at the time which the self assessment is due.
- 7.5 In the event of any of the occurrences listed under paragraph 7.4 above, the Employee must advise the Employer in writing to the effect that the self assessment cannot be submitted timeously.
- 7.6 The Employer must immediately acknowledge receipt of the Employee's submission under paragraph 7.5 above and indicate his agreement that the self assessment cannot be submitted timeously, and to then provide the Employee with an alternative date on which the self assessment report may be submitted.
- 7.7 The Employer must give the Employee notice in writing that he is contemplating not evaluating the Employees quarterly performance for reasons listed under paragraphs 7.2 and 7.4, to allow the Employee to provide further submission in this regard.

8. Annual performance appraisals

8.1. The annual performance appraisal will involve:

8.1.1 Assessment of the achievement of results as outlined in the Annexure A, as follows:

8.1.1.1 Each KPA will 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;

8.1.1.2 An indicative rating on the five —point scale will be provided for each KPA;

8.1.1.3 The applicable assessment rating calculator will then be used to add the scores and calculate the final KPA score.

8.1.2 Assessment of the CCR as follows:

8.1.2.1. Each CCR will be assessed according to the extent to which the specified standards have been met;

8.1.2.2 An indicative rating on the five point scale will be provided for each CCR;

8.1.2.3 This rating will be multiplied by the weighting given to each CCR agreed to in this Agreement to provide a score; 8.1.2.4

The applicable assessment rating calculator must then be used to add the scores and calculate the final CCR score.

8.1.3 Overall rating as follows:

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

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8.1.3.2 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's

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 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 achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
2	Performance not fully effective	Performance is below the standard required for the job to 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					

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		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.	

8.2 The evaluation of the annual performance of the Employee, shall be conducted by a panel consisting of the following:

- Municipal Manager;
- Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee
- A member of the Executive Committee, and
- A Senior Manager from another Municipality.

9. Schedule for performance reviews

9.1. The performance of the Employee in relation to his Performance Agreement shall be reviewed on the following dates:

First quarter	July — September: 14	October 2016
Second quarter	October — December: 13	January 2017
Third quarter	January — March: 14	April 2017
Fourth quarter	April — June: 21	July 2017

- 9.2. The performance panels will sit bi-annually as in line with the Performance Management Framework.
- 9.3. The Employer must keep a record of the mid-year review and quarterly assessment meetings.
- 9.4. Performance feedback must be based on the Employer's assessment of the Employee's performance.
- 9.5. The Employee will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons on agreement between both parties.
- 9.6. The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.
- 9.7. 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.

10. Developmental requirements

- 10.1 A Personal Development Plan (PDP) (Annexure B) for addressing developmental gaps must form part of the Performance Agreement.
- 10.2 Personal growth and development needs identified during any performance review discussion must be documented in the PDP as well as the actions agreed to as well as implementation time frames.

11. Obligations of the Employer

11.1. The Employer must —

- 11.1.1. create an enabling environment to facilitate effective performance by the Employee;
- 11.1.2. provide access to skills development and capacity building opportunities;
- 11.1.3. work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 11.1.4. 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
- 11.1.5. 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.

12. Consultation

- 12.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -
 - 12.1.1. a direct effect on the performance of any of the Employee's functions;
 - 12.1.2. commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 12.1.3 have a substantial financial effect on the Employer.

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12.2. 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.

13. Management of evaluation outcomes

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

13.2. A performance bonus ranging from 5% to 14% of the all inclusive remuneration package may be paid to the Employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that —

13.2.1.a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

13.2.2.a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

13.3. Should the awarding of performance bonus be appropriate as provided for under paragraph 13.2 above, such performance bonus will be subject to the following conditions:

13.3.1. The Employee having completed 2 consecutive quarters in full for the applicable performance year.

13.3.2. Should the Employee have been appointed for less than 12 months, a pro rata performance bonus will apply.

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13.4. In the case of unacceptable performance, the Employer shall:

13.4.1 provide systematic remedial or developmental support to assist the Employee to improve his/her performance in line with the provision of paragraph 7.1.8; and,

13.4.2 after appropriate performance counselling and having provided the necessary guidance or support and reasonable time for improvement in performance, ad performance does not improve, the Employer may consider steps as provided for this Agreement to terminate the Contract of Employment of the Employee on ground of unfitness or incapacity to carry out his duties.

14. Dispute resolution

14.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the Agreement, must be mediated by a Committee appointed by Council within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

14.2. Any disputes about the outcome of the Employee's performance evaluation, must be mediated by a member of the Municipal Council, provided that such member was not part of the evaluation panel provided for in 7.5, within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

15. General

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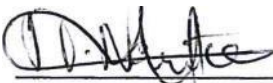
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15.1. The contents of the Performance Agreement will be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Municipal Systems Act.

15.2. 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 DUTYWA on this 27 day of July 2016.

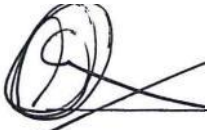
AS WITNESSES:

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MUNICIPAL MANAGER
MR SV POSWA

AS WITNESSES :

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Commitment by the Heads of Sections that is, Managers reporting directly to the Chief Financial Officer


This appendix serves as a commitment from Managers reporting directly to the HOD (Section 56 Manager reporting directly to the Municipal Manager) in support of achieving targets as set in the SDBIP Scorecard attached hereto as Annexure A. This is to fulfill the support and cooperation on responsibilities allocated towards the attainment of the set targets for the department contributing to the municipal overall performance. This is done according to the adopted establishment plan.

The following are the signatories for the Managers

Department	Budget & Treasury	
Title	Office Finance Manager	
Name & Surname	Vuyo Jam-Jam	<u>07/16</u>

Signature		Date	_____
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Department	Budget & Treasury Office	
Title	Supply Chain Manager	
Name & Surname	Ndo ibi	<u>27/07/16</u>

Signature		Date	_____
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MBHASHE LOCAL MUNICIPALITY

PERSONAL DEVELOPMENT PLAN

(to be completed by Section 56

Managers) **Surname and Name (s)** Sikobi Xolani

Position Chief Financial Officer (CFO)

Date: 01 July 2016

Period in current position (years & months) 1 year

Manager/ Superior's Details: Surname and Name (s) Poswa Slulami Vusumzi

Position: Municipal Manager

SECTION A: Career Plan Personal Mission Statement To
serve as a leader applying ethical values and principles
to make a significant difference and live a balanced
life.

Short-term Career Goals (1-2 years)

Area of interest/ Desired position title	Competencies/ Skills/ Knowledge needed (areas I will need to develop)
To attend courses that enhance the planning, monitor and evaluation	Strategic management and leadership
To attend courses relates to my position	Financial Management

Long-term Career Goals (3-5 years)

Area of interest/ Desired position title	Competencies/ Skills/ Knowledge needed (areas I will need to develop)
I am still fine in the current position and I want to fully perform my duties in the current position.	Project management and corporate governance
	Acquire business skills development and management

SECTION B: Developmental Plan				
BI: Strength to leverage — select at least 1 strength to continue to build upon		AREA OF FOCUS: PEOPLE MANAGEMENT		
Critical behaviour/ Goal	Developmental Activities/	Manager/ Superior's Role	Target Dates/ Milestones	Results/ Outcomes
<i>(What specific behaviour do I need to model or exhibit in this competency or skill)</i>	Action steps <i>(assignments, coaching, formal training)</i> Remember to apply the SMART principle	<i>(what is the involvement of your superior or others if applicable)</i>		<i>(how have I succeeded in adapting my behaviour or learning new skills?) Give examples</i>
<ul style="list-style-type: none"> Change Management 	<ul style="list-style-type: none"> Attend short courses 	<ul style="list-style-type: none"> Provision of funding 	<ul style="list-style-type: none"> Annually 	

SECTION B: Developmental Plan				
B2: Area to develop — focus		AREA OF FOCUS: FINANCIAL MANAGEMENT		
on areas to develop that are critical for your performance, select 1 or 2 areas to work on at a time		: PROGRAMME & PROJECT MANAGEMENT		
Critical behaviour/ Goal	Developmental Activities/	Manager/ Superior's Role	Target Dates/ Milestones	Results/ Outcomes
<i>(What specific behaviour do I need to model or exhibit in this competency or skill)</i>	Action steps <i>(assignments, coaching, formal training)</i> Remember to apply the SMART principle	<i>(what is the involvement of your superior or others if applicable)</i>		<i>(how have I succeeded in adapting my behaviour or learning new skills?) Give examples</i>
<ul style="list-style-type: none"> Financial management Project management Corporate Governance 	<ul style="list-style-type: none"> Formal Training Attend workshops Attend Conferences 	<ul style="list-style-type: none"> Provide budget for the training 	<ul style="list-style-type: none"> Annually 	

Section C: Acknowledgement**C1: What will be the impact of meeting my development goals on me and my career?**

- Less performance which depends to environmental factors
- Not achieving the set targets due none decision by the relevant authorities

C2: How will my organization benefit from the changes/improvements I have identified?

- The organisation will benefit on improved service delivery
- The efficiency and effective targets are met at a required time

C3: How will I celebrate when I meet my goals?

- I will transfer skills and mentor junior staff members and share my successes with them.

Section D: Developmental Review	
Manager and/ Employee Comments	Date of review:
D1: Superior's Comments	
D2: Employee's Comments	
<ul style="list-style-type: none">• That the municipality enforces the culture of utilising funds efficiently and effectively to assist me in achieving the set targets• That the municipality adopt the policies that will affect my performance	

Signatures:

Employee  _____

Date: 27/07/16

Superior/ Manager: _____

Date: 27/07/16

Next Development Plan Review Date: 01 July 2017 (*dates should be aligned to the quarterly PMS reviews*)

PRIORITY AREA	W 2 P 0 0 Lo 2 0	STRATEGIC OBJECTIVE	STRATEGY	PROJECT	INDICATOR NO.	INDICATOR (INPUT, OUTPUT, OUTCOMES)	ca rio	w S us v m	ANNUAL BUDGET	ANNUAL TARGET		
Quart4												
KPA 1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										Milestone	Buditi	
H u m a n R e s o u r		Policy Development and Reviewal	Develop institutional policies	Policy Development and Reviewal	MTI 1.20	Total no of developed policies		13		0	n/a	n/a
			Review institutional policies		MTI 1.21 reviewed policies	Total no of		13		13	n/a	
			Develop institutional procedure manuals		MTI 1.22	Number of institutional procedure manuals developed		0		5	first draft submitted to standing committee	
KPA 2: SERVICE DELIVERY												
KPA3: LOCAL ECONOMIC DEVELOPMENT												
KPA 4: FINANCIAL VIABILITY												
Free Basic Services	FV 1	To ensure that all indigent households are identified and supported	Development of a Credible Indigent Register	Compilation and	FV 1.1	credible Indigent Register	Financial Capacity	0	R 776 607.00	1	Compilation of a list of indigent applicants	n/a
			Incentivise ratepayers through indigent subsidy	Identifying and award incentive to indigent ratepayers	FV1.2	Credible list of indigent households on our billing system		0	R 1 010 344.00	1	n/a	n/a
			Supply & delivery of free basic alternative energy and services	Provision of Free Basic Services	FV 1.3	Number of indigent households provided with free basic services		4108	R 6 989 466.00	50001250	households provided with free alternative energav	
Revenue Management	FV 2	To increase revenue collection by 50% in June 2017	Implementation of credit control and debt collection policy	Maximising Revenue Collection	FV 2.1	Amount collected on all own revenue sources	Financial Capacity	R 26 000 000.00	R 37 315 544.00	R 30 000 000.00	R 7 500 000	
			Implement programmes in line with revenue enhancement strategy by June 2017 EXCO	Submission of Draft Revenue Enhancement Strategy to	FV 2.2	Approved Revenue Enhancement Strategy		Draft revenue enhancement strategy in place	ilia	Approved Revenue Enhancement Strategy	n/a	n/a
			Ensure data integrity in the billing system	Reconciliation of Billing Database	FV 2.3	Updated billing database		Inaccurate billing database	R 200 000.00	Reconciliation Report on Billing Database vs Valuation Roll	Amend discrepancies between the billing database and valuation roll	F
			Review tariffs structure, budget policies by June 2017	Gazetting and approval of tariffs and budget related policies	FV2A	Gazetted tariffs and approved budget related policies		Gazetted tariffs and approved budget and related policies in place	R 300 000.00	Annual approval and gazetting of tariffs and budget related policies	gazetting and publicizing of approved tanif s and policies	R 300
2 0 v)	FV 3	To establish a fully fledged and effective supply chain management by 2016	Implement SCM policy, procurement plans and procedures by June 2017	Development of Procurement Plans	FV 3.1	Credible Institutional Procurement plan	Financial Capacity	Existing Procurement Plan	R 20 960.00 plan	Developed Procurement plans for 2016117	Implement and monitor procurement	
			Promotion and maintenance of SCM systems through compliance with laws and reaulation	Identification of Irregular Expenditure	FV 3.2	No new irregular expenditure Incurred		R3m	R 200 000	R 0	Updated irregular expenditure register	R 50 000
			To maintain a credible contract management system	Updating of existing contract moister	FV 3.3	Credible contract register in place		Existing contract register	N/A	Credible Contract Register	Updated contract register	N/A
Financial Management	FV 4	To ensure sound financial management, compliance and regular reporting at all times	Development and implement financial policies and procedures in line with the regulatory framework by 2017	Financial Support	FV 4.1	Timely submission of compliance reports to Council, Treasury and auditor general reviewed and approved policies and procedure manuals	Financial Capacity	Section 71. 52. 72 .AFS existing policies last reviewed in 2014/2015	R 0.00	Compliance reports as per MFMA Calendar & proof of submission to NT & PT annually by June 2017	Section 52(d) submitted to EXCO, Section 71 report submitted to NT by 12 August, 16 September & 14 October	R
			Preparation of GRAP compliant financial statements by June 2017	Preparation of GRAP Compliant AFS	FV4.2	GRAP Compliant financial statements for 2015/16 developed and submitted by August 2016		2014/15 Audited AFS	R1m	GRAP Compliant AFS	Preparation and submission of 1516 GRAP Compliant AFS to AG, PT & NT	R 50
		To ensure that municipal assets are adequately managed and monitored	Implement municipal asset management policies and procedures by June 2017	Updating and Maintaining of existing Asset Register	FV 4.3	GRAP compliant immovable and movable asset register		Asset Register GRAP Compliant	R 1m	Updated GRAP compliant Asset Register	Submission of 2015/16 GRAP asset register with the AFS.	

Budget planning	FV 5	To ensure that the budget is aligned to the IDP	Develop credible budget that is aligned to IDP	Budget Preparation	FV 5.1	Timeous approval and submission to Treasury of 16/17 budget	Financial Capacity	Timeous approval and submitted budget	N/A	Approved Budget by 31 May each year	Draft Process Plan for 2017/18 budget year	N/A	
			Develop mSCOA compliant budget for the 2017/2019 and reviewed budget related policies by June 2017	mSCOA Implementation	FV5.2	2017/2019 mSCOA compliant budget developed and approved		Council approved mSCOA regulations	R15m	Approved mSCOA project implementation plan	Implementation and monitoring of the mSCOA project	R3,75m	
				Policy Review	FV5.2.1	Budget related policies reviewed and approved by 2017		2016/17 Council approved budget related policies	n/a	Reviewed Budget Related Policies by June 2017	Implementation of reviewed budget related policies		
		To review and implement the financial delegation framework by June 2017		FV 5.3	Development of financial delegation framework	No financial delegation framework in place		N/A	Approved Financial Delegation Framework by MM	Develop financial delegation framework	N/A		
KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Public participation	GGP 5	To ensure optimum functionality of council and its	Monitoring and implementation of resolutions	Implementation of resolutions	GGP 5.2	No. of Resolutions Implemented	28	Existing resolution register	N/A	100%	Implementation of resolutions	0	
	GGP 7	To ensure that all stakeholders participate in the affairs of the municipality	To co-ordinate community based projects steering committee meetings	Establishment of PSCS	GGP 7.2	Project steering committee minutes	Governance	0	N/A	ALL	Establishing of all PSCS	N/A	

Signed and accepted by

 Chief Financial Officer

Signed by the Municipal Manager on behalf of Council