



# **PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

**ABAQULUSI LOCAL MUNICIPALITY  
(EMPLOYER)**

AS REPRESENTED BY THE ACTING MAYOR:

**MNCEDISI CYRIL MAPHISA**  
(ID NUMBER: 900128 5304 084)

AND

**HAROON AHMED MAHOMED**  
(ID NUMBER: 6907175183086)  
**(EMPLOYEE)**

HEREIN REFERRED TO AS THE CHIEF FINANCIAL  
OFFICER

**FINANCIAL YEAR: 01 JULY 2019 – 30 JUNE 2020**

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## 1. Introduction

- a. 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 Employee are herein referred to as “the Parties”.
- b. Section 57(1) (b) of the Systems Act, read with the Contract of Employment requires the parties to conclude an Annual Performance Agreement.
- c. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- d. 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 the Agreement

The purpose of this Agreement is to -

- a. 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 the parties;
- b. Specify objectives and targets established for the Employee and to communicate to the Employee the Employer’s expectations of the Employee’s performance expectations and accountabilities;
- c. Specify accountabilities as set out in the Performance Plan (**Annexure A**);
- d. Monitor and measure performance against set targeted outputs;
- e. Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- f. Appropriately reward the Employee in accordance with the Employer’s performance management policy in the event of outstanding performance; and

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- g. Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved qualitative and quantitative service delivery.

### 3. Commencement and duration

- a. This Agreement will commence on 01 July 2019 and will remain in force until 30 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.
- b. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement within one month after the beginning of each financial year.
- c. This Agreement will terminate on the termination of the Employees contract of employment for any reason.
- d. The contents of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon subject to both parties reaching an agreement.
- e. 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

- a. The Performance Plan (**Annexure A**) sets out:
- The Performance objective and targets that must be met by the Employee; and
  - The time frames within which those performance objectives and targets must be met.
- b. The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighting.

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- c. 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 time frame in which the work must be achieved. The weightings show the relative importance of the key objective to each other.
- d. 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.

## **5. Performance Management System.**

- a. The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Municipality, Management and Municipal Staff.
- b. 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.
- c. 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 System that the Employer Adopts**

- a. The Employee undertakes to actively focus towards the promotion and implementation of Key Performance Area (including special projects relevant to the Employees responsibilities) within the local government framework
- b. The criteria upon which the performance of the Employees shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - I. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.



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- II. Each area of assessment will be weighted and will contribute a specific part to the total score.
- III. KPA's covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.
- c. The Employees assessment will be based on his/hers 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 Area (KPA)	Weighting (%)
Good Governance and Community Participation	20%
Service Delivery and Infrastructure Development	0%
Local Economic and Social Development	0%
Municipal Transformation and Institutional Analysis	0%
Financial Viability and Management	80%
Cross-Cutting (Spatial, Environmental and Disaster)	0%
<b>Total</b>	<b>100%</b>

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

CRITICAL LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	30%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	10%
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> </ul>	10%

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	<ul style="list-style-type: none"> <li>• Program and Project Monitoring and Evaluation</li> </ul>	
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	30%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	10%
<b>CORE COMPETENCIES</b>		<b>WEIGHTING</b>
Moral Competence		20%
Planning and Organising		20%
Analysis and Innovation		20%
Knowledge and Information Management		20%
Communication		10%
Results and Quality Focus		10%
Total		100%

## 7. Evaluating performance

- a. The Performance Plan/Scorecard (**Annexure A**) to this agreement sets out:
  - I. the standards and procedures for evaluating performance; and
  - II. the intervals for the evaluation of the Employees performance
- b. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employees performance at any stage while the contract of employment is still in force.
- c. Personal growth and development needs to be identified during any performance review discussion which must be documented in a Personal Development Plan in a suitable format (**Annexure B**) as

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well as the actions agreed to, and implementation must take place within set time frames.

- d. The Employees performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- e. The annual performance appraisal will involve:
  - i. **Assessment of the achievement of results as outlined in the performance plan**
    1. 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.
    2. An indicative rating on the five-point scale should be provided for each KPA.
    3. The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
  - ii. **Assessment of CM's**
    1. Each CMC should be assessed according to the extent to which the specified standards have been met.
    2. An indicative rating on the five-point scale should be provided for each CMC.
    3. The applicable assessment rating calculator must then be used to add the scores and calculate a final CMC score.
  - iii. **Overall Rating**
    1. An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- f. The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMC's:

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LEVEL	TERMINOLOGY	DESCRIPTION	RATING
4	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5
3	<b>Advanced</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
2	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
1	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1-2

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- g. For purposes of evaluating the performance, an evaluation panel constituted in terms of Regulation 27(4)(d)(e) will be established.

### 8. Schedule of Performance Reporting, Monitoring, Evaluation and Review

- a. The performance of the Employee in relation to his/her performance agreement shall be monitored and evaluated on or before the dates indicated below, with the understanding that formal and informal evaluations will be conducted for the 4 quarters.

Quarter	Period	Assessment Date	Type of Assessment
First	01 July 2019 – 30 September 2019	30 November 2019	Informal
Second	01 October 2019 – 31 December 2019	28 February 2020	Formal
Third	01 January 2020 – 31 March 2020	31 May 2020	Informal
Fourth	01 April 2020 – 30 June 2020	31 August 2020	Formal

- b. The Employer shall keep a record of the quarterly, mid-year and annual assessment reviews.
- c. The Employee is responsible for maintaining a Portfolio of Evidence, which must be made available at the informal and formal evaluation sessions, and audit purposes.
- d. Performance scoring and feedback shall be based on the Employer's assessment of the Employee's performance against actuals reported and evidence provided.
- e. The Employer will be entitled to review and make reasonable changes to the Performance Plan (**Annexure A**) in line with the mid-year assessments for operational reasons. The Employee will be fully consulted before any such change is made.

### 9. Developmental Requirements

- a. The Personal Development Plan (PDP) for addressing developmental gaps is attached as **Annexure B**. The PDP will be completed after every quarterly assessment.

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## 10. Obligations of the employer

The Employer shall –

- a. Create an enabling environment to facilitate effective performance by the employee;
- b. Provide access to skills development and capacity building opportunities;
- c. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- d. On the request of the Employee delegate such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in terms of this Agreement; and
- e. Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this agreement.

## 11. Employee obligations

- a. The employee is obliged to perform his/her functions to the best of his/her abilities and shall as far as is practically possible endeavour to meet the standards of performance as set out in this agreement.
- b. The employee shall act in the good faith and in the best interest of the Municipality at all times
- c. The employee shall be responsible for the completion or execution of the specific programs identified in his/her service delivery and budget implementation plans or KPA's within the timeframes agreed upon.
- d. The employee shall co-operate with the employer in conducting the performance review.

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## 12. Consultation

- a. Both parties to this agreement agree to consult each other in the event either party wishes to exercise a duty or function in terms of this agreement.
- b. The Employer is to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in paragraph 12 (a) above, as soon as is practicable to enable the Employee to take any necessary action without delay.

## 13. Management of Evaluation Outcomes

- a. The evaluation of the Employees performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- b. A performance bonus may be paid in terms of section 32 (2) of the Local Government: Municipal Performance Regulations and any other policy of Council.
- c. In case of unacceptable performance, the Employer must implement procedures for dealing with substandard performance as prescribed in Section 16 of the Local Government: Disciplinary Code and Procedures for Senior Managers.

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## 14. Disputes

- a. Any disputes about the nature of the Employees **performance agreement**, whether it relates to key responsibilities, priorities, methods of assessment, and/or salary increment in the agreement, must be mediated by:
- i. In the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the Employee;
  - ii. In the case of Managers directly reporting to the Municipal Manager, the Mayor, within thirty (30) days of receipt of a formal dispute from the Employee;

***whose decision shall be final and binding on both parties***

- b. Any disputes about the nature of the Employees **performance evaluation** must be mediated by:
- i. In the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the Employee;
  - ii. In the case of Managers directly reporting to the Municipal Manager, a member of the council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), 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

- a. The contents of the Agreement and the outcome of any review conducted in terms of **Annexure A** will not be confidential, and may be made available to the public by the Municipality (MFMA, 2003 and Section 46 of the Municipal Systems Act, 2000)
- b. Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of

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employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Vijhwa on this the 29<sup>TH</sup> day of July (Month) 2019 (Year)

**AS WITNESSES:**

1. [Signature]

2. [Signature]

[Signature]

**Chief Financial Officer**

**AS WITNESSES:**

1. [Signature]

2. [Signature]

[Signature]  
**Acting Mayor**

**ABAQULUSI LOCAL MUNICIPALITY  
KZN 263**

**PERFORMANCE PLAN**

**CHIEF FINANCIAL OFFICER**

**01 July 2019- 30 JUNE 2020**



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The annual management review on Key Performance Areas (KPA), LEADING COMPETENCIES (LC) and Core Competencies (CC) agreed to in each manager performance agreement must be completed.

The annual performance appraisal involves the assessment of the achievement of results of the KPA's, LC's and CC's in accordance with the five-point scale of (1-5).

DETAILS OF SENIOR MANAGER	
PERIOD UNDER REVIEW	2019/20
SURNAME	Mahomed
NAME	Haroon Ahmed
DEPARTMENT	Financial Services
RACE	South African
GENDER	Male
EMPLOYEE NO.	S021411
DATE OF APPOINTMENT	03 February 2014

This plan defines the Council's expectations of the Chief Financial Officer in accordance with the 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 set out from time to time in the Municipality's Integrated Development Plan and other related documents.

There are 8 parts to this plan:

1. A statement about the purpose of the position.
2. Scorecard detailing key objectives and their related performance indicators, weightings and target dates
3. Information about the knowledge, skills and behaviours required to perform the job
4. Performance review procedure
5. Consolidated score sheet
6. Link to reward
7. Personal Development Plan
8. Performance Plan Control Sheet



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The period of this plan is from 01 July, 2019 to June 30, 2020

Signed and accepted by the Chief Financial Officer

Signature:  \_\_\_\_\_

Date: 29/07/19

Signed by the Acting Mayor :

Signature:  \_\_\_\_\_

Date: 29 July 2019

## 1. PURPOSE:

The performance plan defines the Council's expectations of the Chief Financial Officer's 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. SCORECARD

Key Performance Area: Financial Viability and Management																	
SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No.	Project	Budget Source	Funding Source	Key Perf. Indicator	Unit of Measure	Annual Target	Quarterly Target			Mid - Year Target 01 Jul 2019 - 31 Dec 2019	Quarterly Target		Res. Section	Portfolio of Evidence
										Q 1 Target	Q 2 Target	Q 3 Target		Q 4 Target	Q3 Target		
55	Revenue	Ensure the Municipal Revenue Streams are optimised	23	Collection Rate	N/A	N/A	% of collection Rate on billing by June 2020	Percentage	92% of collection Rate on billing on by 30 June 2020	92% of collection Rate on billing by 30 Sep 2019	92% of collection Rate on billing by 31 Dec 2019	92% of collection Rate on billing by 31 March 2020	92% of collection Rate on billing by 30 June 2020	92% of collection Rate on billing by 31 March 2020	92% of collection Rate by 30 June 2020	Finance	Billing Vs Collection Report
56				Credit Control	N/A	N/A	% of collection of outstanding debtors by June 2020	Percentage	92% of collection Rate by 30 June 2020	92% of collection Rate by 30 Sep 2019	92% of collection Rate by 31 Dec 2019	92% of collection Rate by 31 March 2020	92% of collection Rate by 30 June 2020	92% of collection Rate by 31 March 2020	92% of collection Rate by 30 June 2020	Finance	Debtors age analysis
57				Indigent Register	N/A	N/A	Number of Updates on Indigent Register by 30 June 2020	Number	12(twelve) Updates on Indigent Register by 30 June 2020	3(three) Updates on Indigent Register by 30 Sep 2019	6(six) Updates on Indigent Register by 31 Dec 2019	9(nine) Updates on Indigent Register by 31 March 2020	12(twelve) updates on Indigent Register by 30 June 2020	9(nine) Updates on Indigent Register by 31 March 2020	12(twelve) updates on Indigent Register by 30 June 2020	Finance	Copy of Council Resolution/ Updated Indigent Report
58	Expenditure	To ensure effective expenditure control	24	Payments of Service Providers	N/A	N/A	Service Providers to be paid within 30 days	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Finance	Copy of Expenditure Reports
59				Reconciliations	N/A	N/A	Number of Reconciliations conducted by 30 June 2020	Number	12(twelve) Reconciliations conducted by 30 June 2020	3(three)Reconciliations conducted by 30 Sep 2019	6(six)Reconciliations conducted by 31 Dec 2019	9(nine)Reconciliations conducted by 2020	12(twelve) updates on Suppliers database by 30 June 2020	9(nine) Reconciliations conducted by 2020	12(twelve) updates on Suppliers database by 30 June 2020	Finance	Copy of Recon Reports
60				Capital Budget	N/A	N/A	Percentage of capital budget actually spent on capital projects by 30 June 2020	Percentage	100% of capital budget actually spent on capital projects by 30 June 2020	N/A	N/A	N/A	100% of capital budget actually spent on capital projects by 30 June 2020	50% of capital budget actually spent on capital projects by 31 March 2020	100% of capital budget actually spent on capital projects by 30 June 2020	Finance	Copy of Expenditure Report

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Key Performance Area: Financial Viability and Management

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No.	Project	Budget	Funding Source	Key Perf. Indicator	Unit of Measure	Annual Target	Quarterly Target			Mid - Year Target 01 Jul 2019 - 31 Dec 2019	Quarterly Target		Res. Section	Portfolio of Evidence
										Q 1 Target	Q 2 Target	Target		Q3 Target	Q4 Target		
61				Free Basic Services	N/A	N/A	Percentage of households on Indigent Register with access to free basic services by 30 June 2020	Percentage	100% households on Indigent Register with access to free basic services by 30 June 2020	100% households on Indigent Register with access to free basic services by 30 Sep 2019	100% households on Indigent Register with access to free basic services by 31 Dec 2019	100% households on Indigent Register with access to free basic services by 31 March 2020	100% households on Indigent Register with access to free basic services by 31 Dec 2019	Finance	Free Basic Services Report		
62	SCM	To strengthen the Supply Chain Unit and Processes	25	Development and adoption of Procurement Plan	N/A	N/A	Adoption (by Date) of Procurement Plan by 30 June 2020	Date	Procurement Plan adopted by 30 June 2020	N/A	N/A	Draft procurement Plan in place by 31 March 2020	Procurement Plan adopted by 30 June 2020	Finance	Copy of Council Resolution		
63				Suppliers database	N/A	N/A	Number	Number	12(twelve) updates on Suppliers database by 30 Sep 2019	3(three) updates on Suppliers database by 30 Sep 2019	6(six) updates on Suppliers database by 31 Dec 2019	9(nine) updates on Suppliers database by 31 March 2020	12(twelve) updates on Suppliers database by 30 June 2020	Finance	Copy of updated suppliers database		
64				Submission of expenditure on (UFW) report to Council, MPAC, AC, COGTA, PT and AG on quarterly basis	N/A	N/A	Number of reports submitted to Council, MPAC, AC, COGTA, PT and AG by 30 June 2020	Number	4(four) reports submitted by 30 June 2020	1(one) report submitted by 30 Sep 2019	2(two) Reports submitted by 31 Dec 2019	3(three) Reports submitted by 31 March 2020	4(four) reports submitted by 30 June 2020	Finance	Proof of submission Expenditure report		
65				Review and adoption SCM Policy	N/A	N/A	Date SCM Policy adopted by 31 May 2020	Date	SCM Policy Adopted by 31 May 2020	N/A	N/A	N/A	SCM Policy Adopted by 31 May 2020	Finance	Copy of Council Resolution		

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Key Performance Area: Financial Viability and Management

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No.	Project	Budget	Funding Source	Key Perf. Indicator	Unit of Measure	Annual Target	Quarterly Target		Mid-Year Target 01 Jul 2019 - 31 Dec 2019	Quarterly Target		Res. Section	Portfolio of Evidence
										Q1 Target	Q2 Target		Target	Q3 Target		
66	Assets	To Maintain Fixed Assets of the Municipality	26	Fixed asset register	N/A	N/A	% updates on asset register conducted by 30 June 2020	Number	100% update on asset register conducted by 30 June 2020	N/A	100% update on asset register conducted by 31 March 2020	N/A	100% update on asset register conducted by 30 June 2020	N/A	Finance	Copy of the Updated Asset Register
67				Establishment of Asset Committee	N/A	N/A	Date Asset Committee established	Date	Committee established by 31 July 2019	N/A	Committee established by 31 July 2019	N/A	N/A	N/A	Finance	ToRs, Minutes/Attendance register
68				Asset Disposal	N/A	N/A	Number of Asset disposal undertaken by 31 May 2020	Number	1(one) asset disposal undertaken by 31 May 2020	N/A	N/A	N/A	1(one) asset disposal undertaken by 31 May 2020	N/A	Finance	Asset disposal Report
69	Financial Reporting	Ensure that financial reporting conforms to all legal and institutional requirements	27	Draft Budget	N/A	N/A	Draft 2020/21 Budget noted by Council by 31 March 2020	Date	Draft 2020/21 Budget Noted by Council by 31 March 2020	N/A	Draft 2020/21 Budget Noted by Council by 31 March 2020	N/A	Draft 2020/21 Budget Noted by Council by 31 March 2020	N/A	Finance	Copy of Council Resolution
70				Final Budget	N/A	N/A	Date Final 2020/21 Budget adopted by Council	Date	Final 2020/21 Budget Adopted by 31 May 2020	N/A	Final 2020/21 Budget Adopted by 31 May 2020	N/A	Final 2020/21 Budget Adopted by 31 May 2020	N/A	Finance	Copy of Council Resolution
71				Sec.71 Report	N/A	N/A	Number of Sec.71 Reports submitted to the mayor by 30 June 2020	Number	12(twelve) Sec.71 Reports submitted to the mayor by 30 June 2020	N/A	9 (nine) Sec.71 Reports submitted to Council by 31 March 2020	N/A	12(twelve) Sec.71 Reports submitted to Council by 30 June 2020	N/A	Finance	Copy of Council Resolution
72				Sec.52 Report	N/A	N/A	Number of Sec. 52 Reports submitted to Council by 30 June 2020	Number	4(four) Sec.52 Reports submitted to Council by 30 June 2020	N/A	3(three) Sec. 52 Reports submitted to Council by 31 March 2020	N/A	4(four) Sec. 52 Reports submitted v by 30 June 2020	N/A	Finance	Copy of Council Resolution

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Key Performance Area: Financial Viability and Management

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No.	Project	Budget	Funding Source	Key Perf. Indicator	Unit of Measure	Annual Target	Quarterly Target		Mid - Year Target 01 Jul 2019 - 31 Dec 2019	Quarterly Target		Res. Section	Portfolio of Evidence
										Q 1 Target	Q 2 Target		Q3 Target	Q4 Target		
73				Sec.72 Report	N/A	N/A	Number of S72 Reports submitted to the Mayor, National Treasury and Provincial Treasury by 25 Jan 2020	Number	1 (one) S72 Reports submitted to the Mayor, National Treasury and Provincial Treasury to by 25 Jan 2020	N/A	N/A	Target	N/A	1 (one) S72 Reports submitted to the Mayor, National Treasury and Provincial Treasury by 25 Jan 2020	Finance	Copy of Council Resolution

  
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Key Performance Area: Good Governance and Public Participation

SDBIP Ref No.	Focus Area	Development Objectives	IDP Ref. No.	Project	Budget	Funding Source	Key Perf. Indicator	Unit of Measure	Annual Target	Quarterly Target	Mid - Year Target 01 Jul 2019 - 31 Dec 2019	Quarterly Target	Res. Dept.	Q3 Target	Q4 Target	Res. Section	Portfolio of evidence
77	Internal Audit	To provide an assurance on the effectiveness of governance, risk management and internal control by 2022	30	Annual Internal Audit Plan	N/A	N/A	Percentage of 2018/19 AG audit action plan implemented by 30 June 2020	%(percentage)	100% of 2018/19 AG audit action plan implemented by 30 June 2020	N/A	N/A	N/A	Director	50% of 2018/19 AG audit action plan implemented by 31 March 2020	100% of 2018/19 AG audit action plan implemented by 30 June 2020	Director	2018/19 Audit Action Plan Progress Reports
86	Performance Management	To promote a system of transparency and accountability within the municipality	34	Performance Management Systems	N/A	N/A	Number of Quarterly SDBIP Reports submitted to the Municipal Manager within 15 (fifteen) days in the new quarter by 30 June 2020	Number	4(four) Quarterly SDBIP Reports submitted to the Municipal Manager within 15 (fifteen) days in the new quarter by 30 June 2020	1 (one) Quarterly SDBIP Report submitted to the Municipal Manager within 15 (fifteen) days in the new quarter(15 July 2019)	2(two) Quarterly SDBIP Reports submitted to the Municipal Manager within 15 (fifteen) days in the new quarter(15 Oct 2019)	2(two) Quarterly SDBIP Reports submitted to the Municipal Manager within 15 (fifteen) days in the new quarter(15 Jan 2020)	CFO	3(three) Quarterly SDBIP Reports submitted to the Municipal Manager within 15 (fifteen) days in the new quarter(15 Jan 2020)	4(four) Quarterly SDBIP Reports submitted to the Municipal Manager within 15 (fifteen) days in the new quarter(15 April 2020)	CFO	Proof of submission to the MM & Quarterly SDBIP Reports
					N/A		Number of Quarterly SDBIP Reports submitted to Finance Portfolio Committee by 30 June 2020		4(four) Quarterly SDBIP Reports submitted to Finance Portfolio Committee by 30 June 2020	1 (one) Quarterly SDBIP Report submitted to Finance Portfolio Committee by 31 Aug 2019	2(two) Quarterly SDBIP Reports submitted to the Finance Portfolio Committee by 31 Oct 2019	2(two) Quarterly SDBIP Reports submitted to Finance Portfolio Committee by 31 Oct 2019	CFO	3(three) Quarterly SDBIP Reports submitted to Finance Portfolio Committee by 31 Jan 2020	4(four) Quarterly SDBIP Reports submitted to Finance Portfolio Committee by 30 April 2020	CFO	Proof of submission to Finance Portfolio Committee & Quarterly SDBIP Reports


  
 M.C. Coorssen (M)

**3. COMPETENCY FRAMEWORK**

LEADING COMPETENCIES	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	
			OWN	PANEL MEMBER
1. Strategic Direction and Leadership	20			
2. People Management	10			
3. Programme and Project Management	40			
4. Financial Management	10			
5. Change Leadership	10			
6. Governance Leadership	10			
<b>CORE COMPETENCIES</b>				
1. Moral competence	10			
2. Planning and Organising	20			
3. Analysis and Innovation	20			
4. Knowledge and Information Management	15			
5. Communication	15			
6. Result and Quality Focus	20			
<b>TOTAL</b>	<b>100%</b>			

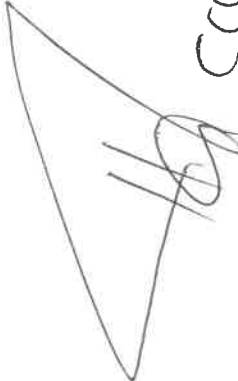

  
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#### 4. PERFORMANCE REVIEW PROCEDURE

- 4.1 A formal performance review occurs once a year in September in relation to the Budget/SDBIP and IDP Review.
- 4.2 The Municipal Manager's to prepare ratings of Chief Financial Officer Performance against objectives as a result of his/her evidence and "customers" input.
- 4.3 The Municipal Manager to ask the Chief Financial Officer to prepare for formal appraisal by rating him/herself against the agreed objectives.
- 4.4 The Municipal Manager and Chief Financial Officer to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the Chief Financial Officer score and allow him/her time to consider them before final agreement. In the event of a disagreement, the Municipal Manager has the final say with regards to the final score that will be submitted to Council.
- 4.5 Initially the scoring should be recorded on the scorecard and then transferred onto the consolidated score sheet.
- 4.6 Evaluating Performance
  - 4.7.1 The performance plan sets out
    - a. The standards and procedures for evaluating the Employee's performance and,
    - b. The intervals for the evaluation of the employee's performance
  - 4.7.2 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP/OPMS/SDBIP
  - 4.7.3 The Annual Performance appraisal will involve:
    - a. Assessment of the achievement of results as outlined in the performance plan:
      - i. Each KPA should be assessed according to the extent the specified standards or performance indicators have been met and with due regard to adhoc tasks that had to be performed under the KPA
      - ii. An indicative rating on the five-point scale should be provided for each KPA
      - iii. The Applicable assessment rating calculator must then be used to add scores and calculate a final Competency scores.
  - 4.7.4 Overall rating
    - a. An overall rating is calculated by using the applicable assessment –rating-calculator. Such overall rating presents the outcome of the performance appraisal
  - 4.7.5 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and Competencies

Handwritten signatures and initials: 'K.M', 'CCW', 'M', and 'M.C'.

LEVEL	TERMINOLOGY	DESCRIPTION	RATING
4	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1-2


  
 K.M.
   
 C.C.W.
   
 M.C. (M)



### 5. LINK TO REWARD

The CFO performance will be rewarded according to the following table which is based on a 100% scale method:

Provincial Scale (%)	100% Scale (%)	Bonus Allocated (%)
130	77.9	5
131	78.5	5.2
132	79.1	5.5
133	79.7	5.7
134	80.3	6.0
135	80.9	6.2
136	81.5	6.5
137	82.1	6.7
138	82.7	6.9
139	83.3	7.2
140	83.9	7.4
141	84.5	7.7
142	85.1	7.9
143	85.7	8.2
144	86.3	8.4
145	86.9	8.6
146	87.5	8.9
147	88.1	9.1
148	88.7	9.4

Provincial Scale	100% Scale	Bonus Allocated
149	89.3	9.6
150	89.9	9.9
151	90.4	10.1
152	91.0	10.4
153	91.6	10.6
154	92.2	10.8
155	92.8	11.1
156	93.4	11.3
157	94.0	11.6
158	94.6	11.8
159	95.2	12.1
160	95.8	12.3
161	96.4	12.5
162	97.0	12.8
163	97.6	13.0
164	98.2	13.3
165	98.8	13.5
166	99.4	13.8
167	100.0	14.0

NB: Bonus payments start to be effective at an overall score of 130% or 77.9%, depending on the scoring method.

*K.M*  
  
*M. E*

**6. CONSOLIDATED SCORE SHEET**

Key objectives	Weighting	Rating	Assessment Panel's Rating	Final/Consolidated Score	Reason for Final Score
1. Municipal Transformation and Institutional Development	10%				
2. Basic Service Delivery & Infrastructure Development	70%				
3. Financial Viability and Management	5%				
5. Good Governance and public participation	15%				
<b>Total:</b>	<b>100%</b>		<b>Final Score</b>		

KPA	(A) SUB-TOTAL	(B) % OF ASSESSMENT	(A X B) TOTAL SCORE
Leading Competencies and Core Competencies		80%	
<b>(C) FINAL SCORE</b>		20%	

**ASSESSMENT PANEL SIGNATURES**

**ASSESSMENT DATE:**

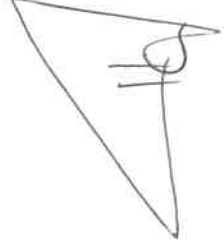

Chairperson : \_\_\_\_\_  
 Member : \_\_\_\_\_  
 Member : \_\_\_\_\_  
 Member : \_\_\_\_\_  
 Member : \_\_\_\_\_

Signed in \_\_\_\_\_ on \_\_\_\_\_ of \_\_\_\_\_ 20\_\_\_\_\_

K.M  
 M.C  
 C.C.C  
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**7. PERSONAL DEVELOPMENT PLAN**


Employee's Name:						
Area to be developed	Type of intervention	Target date	Performance Review for PDP			
			Progress	Barriers	Actions to Overcome Barriers	
Municipal Manager's Name:						
Municipal Manager's Signature:						


  

  
 M.C      K.M

8. PERFORMANCE PLAN CONTROL SHEET

TO BE UPDATED BY THE MUNICIPAL MANAGER

PLANNING PHASE		Date	Date
Date of 1 <sup>st</sup> Review Meeting			
COACHING PHASE:			
Record of meetings held to give CFO feedback on performance related issues			
Date of Feedback Meeting	Performance issues discussed and corrective action to be taken	Date of Second Review Meeting	Date
REVIEWING PHASE			
Date of notification of Formal Review			
Formal Review Date			


  
 M. C. K.M.