

ACTING CHIEF FINANCE OFFICER

K MAPOSA

FOR

PERFORMANCE AGREEMENT

2015/2016



BELA-BELA LOCAL MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BELA-BELA LOCAL MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

MM MALULEKA

(Herein and after referred to as the Employer)

AND

K MAPOSA

(Herein and after referred to as the Employee)

FOR THE PERIOD

01 JULY 2015 TO 30 JUNE 2016

2015/2016 FINANCIAL YEAR

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 No. 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "**the Parties**";

- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;

- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will 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;

- 1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

- 1.5.1 "**Core competencies**" - means competencies that cut across all levels of work in a municipality and enhance contextualized leadership that guarantees service delivery impact;
- 1.5.2 "**Leading competencies**" - means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results;
- 1.5.3 "**this Agreement**" - means the performance Agreement between the Employer and the Employee and the Annexures thereto;
- 1.5.4 "**the Mayor**" - means the Mayor of council appointed in terms of the Local Government: Municipal Structures Act No. 117 of 1998;
- 1.5.5 "**the Employee**" - means the **Chief Finance Officer** appointed in terms of Section 56 (1) (a) (i) of the Local Government Municipal Systems Act No 32 of 2000
- 1.5.6 "**the Parties**" means the Employer and the Employee.

1.5.7 Regulations

- 1.5.7.1 Local Government: Municipal Planning and Performance Management regulations, 2001
- 1.5.7.2 Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006
- 1.5.7.3 Local Government: Regulations on appointment and conditions of employment of senior managers. (17 January 2014)
- 1.5.7.4 Local Government: Municipal Regulations on minimum Competency Levels, 2007, issued in terms of the Municipal Finance Management Act, No. 56 of 2003, as published under Government Notice No. 493 in Government Gazette No. 29967 of 15 June 2007
- 1.5.8 "Senior Manager" – means a municipal manager or acting municipal manager, appointed in terms of section 54A of the Act, and includes a manager directly accountable to a municipal manager appointed in terms of section 56 of the Act.
- 1.5.9 "Evaluation Panel" - means the committee constituted for the purpose of evaluating performance of the Municipal Manager and Managers directly accountable to the Municipal Manager.

2. PURPOSE OF THE PERFORMANCE AGREEMENT

- 2.1 The purpose of this Agreement is to:
- 2.1.1 Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.1.2 Specify objectives in terms of the key performance indicators 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 Plan (IDP), Service Delivery and Budget implementation Plan (SDBIP) and the Budget of the municipality;
- 2.1.3 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.
- 2.1.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.1.5 Monitor and measure performance against set targeted outputs;
- 2.1.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.1.7 Reward the **Employee** appropriately, in the event of outstanding performance;

2.1.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **1 July 2015**, irrespective of the date on which it was signed by both **Parties**, and will remain in force until **30 June 2016** thereafter, 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason; and

3.4 The Parties agree to review the provisions of this agreement during **June** each year

3.5 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 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

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The Competencies comprising of the Leading Competencies and the Core Competencies

4.2 The performance objectives, and targets reflected in Performance Plan are set by the **Employer** in consultation with the **Employee** and based on the approved 2015/2016 Integrated Development Plan, approved 2015/2016 Service Delivery and Budget Implementation Plan (SDBIP) and the 2015/2016 approved Annual Budget of the **Employer**, and shall include:

4.2.1 Key objectives: that describes the main tasks that need to be done;

4.2.2 Key performance indicators: that provides the details of the evidence that must be provided to show that a key objective has been achieved;

4.2.3 Target dates: that describes the time frame in which the targets must be achieved; and

4.2.4 Weightings: showing the relative importance of the key objectives to each other;

4.3 The Personal Development Plan (Annexure B) sets out the **Employee's** personal development requirements in line with the objectives and targets of the **Employer**; and

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

4.5 Disclosure of Financial Interests (Annexure C) set out the financial interests of the employee

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the municipality;

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**;

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the (KPA's), including special projects relevant to the employee's responsibilities, within the local government framework;

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, Operational Performance in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs) and Competencies: Leading- and Core Competencies, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competencies: Leading- and Core Competencies respectively.

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

5.5.3 KPAs covering the main areas of work will account for 80% and Competencies: Leading – and Core Competencies will account for 20% of the final assessment.

5.6 The **Employee's** assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes 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		Weighting
1	Basic Service and Infrastructure Development	0%
2	Municipal Institutional Development and Transformation	0%
3	Local Economic Development (LED)	0%
4	Municipal Financial Viability and Management	90%
5	Good Governance and Public Participation	10%
6	Spatial Rationale	0%
Total		100%
The KPA must constitute 100% and be converted to 80%		

5.7 In the case of managers directly accountable to the municipal manager, KPAs related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

6. COMPETENCY FRAMEWORK¹

6.1 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:

- (a) Critical leading competencies that drive the strategic intent and direction of local government;
- (b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
- (c) The eight Batho Pele principles.

6.2 The competency framework consists of **six leading competencies** which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

6.3 The competency framework further involves **six core competencies** that act as drivers to ensure that the leading competencies are executed at an optimal level.

6.4 Competency Framework Structure

6.4.1 The competencies that appear in the competency framework are detailed below:

CRITICAL LEADING COMPETENCIES	
Six (6) Leading Competencies	Twenty (20) driving competencies
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Management	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation

¹ This competency Framework replaces regulation 26 (8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in Government Gazette No. 29089 of 1 August 2006.

(b) Values are supplied for KPIs and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable under the KPA

(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

7.5.1 Assessment of the achievement of results as outlined in the Performance Plan

7.5 The Annual performance appraisal will involve:

7.4 The **Employee's** performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** IDP.

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;

7.2 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;

7.1.2 The intervals for the evaluation of the **Employee's** performance;

7.1.1 The standards and procedures for evaluating the **Employee's** performance; and

7.1 The Performance Plan (Annexure A) to this Agreement sets out:

7. PERFORMANCE ASSESSMENT

CRITICAL LEADING COMPETENCIES		
Six (6) Leading Competencies	Twenty (20) driving competencies	
• Risk and Compliance Management • Cooperative Governance	SIX (6) CORE COMPETENCIES	
		Moral Competence
		Planning and Organising
		Analysis and Innovation
		Knowledge and Information Management
		Communication
		Results and Quality Focus

employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and

(d) An overall score will be calculated based on the total of the individual scores calculated above.

7.5.2 Assessment of the Leading Competencies and Core Competencies:

(a) There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.

(b) All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

(c) The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession and planning, and promotion.

7.5.3 Achievement Levels

7.5.3.1 The achievement levels indicated in the table below serves as a benchmark for the appointments, succession planning and development interventions.

7.5.3.2 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.

7.5.3.3 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

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

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Competency Description: LEADING COMPETENCIES

Cluster	Competency Name	Competency Definition	Weight
Leading Competencies	Strategic Direction and Leadership ¹	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR	• Understand • Give direction • Evaluate all • Structure and negotiate

• Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate • Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of members • Develop actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays and awareness of institutional structures and political factors • Effectively communicate barriers to execution to	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and consequences of actions • Empower others to follow strategic direction and deal with complex situations	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty an innovation display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome
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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS		
Leading Competencies	Strategic Direction and Leadership ¹	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
Weight	10				
BASIC	COMPETENT	ADVANCED	SUPERIOR		
	- relevant parties - Provide guidance to all stakeholders in the achievement of the strategic mandate - Understand the aim and objectives of the institution and relate it to own work	- Guide the institution through complex and ambiguous concern - Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances			

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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
			talent and build nature relationships in order to achieve institutional objectives				
			Effectively manage, inspire and encourage people, respect diversity, optimise				10
BASIC		COMPETENT	ADVANCED	SUPERIOR			
• Participate in team goal setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem solving • Effectively identify capacity requirements to fulfil the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective behaviour and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to innovation, sharing, ethical behaviour and professionalism • Inspire a culture of performance by giving positive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate diversity in the strategy • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management				

Cluster	Leading Competencies	Competency Name	Competency Definition
		People Management ²	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		across divisions to achieve institutional objectives	

Cluster	Leading Competencies	Competency Name	Competency Definition	
ACHIEVEMENT LEVELS				
			manage, monitor and evaluate specific activities in order to deliver on set objectives Able to understand program and project management methodology; plan, program and Project Management	
BASIC	COMPETENT	ADVANCED	SUPERIOR	• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives and document factors and risk associated with own work • Use results and approaches of successful project implementation as guide • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation • Establish broad • stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation • Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology and influence project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks • Understand and conceptualise the long-term implications of project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

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Cluster	Competency	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
Leading Competencies	Financial Management ⁴		Able to compile, and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	BASIC	COMPETENT	ADVANCED	SUPERIOR
		20		• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control	• Develop planning tools to assist in evaluating and future monitoring expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS		
			Able to compile, and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	BASIC	COMPETENT	ADVANCED
					proper monitoring and evaluation to ensure appropriate spending against budget	Promote National Treasury's regulatory framework for Financial Management
						SUPERIOR
	Weight					

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Cluster	Competency	Name	Competency	Definition	ACHIEVEMENT LEVELS		
Leading Competencies	Change Leadership ⁵		4	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	BASIC	COMPETENT	ADVANCED
							SUPERIOR

Cluster	Competency	Name	Competency	Definition
Leading Competencies	Change Leadership ⁵			Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
	strategic objectives and goals	Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation		

Cluster	Leading Competencies	Competency Name	Competency	Definition
		Governance Leadership ⁶	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	
	Weight		H	

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR
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- Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements to understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders
- Provide input into policy formulation
- Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders
- Actively drive the institution to ensure the achievement of objectives
- Display a thorough understanding of risk and governance and compliance factors and implement plans to address these
- Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution
- Impede on the achievement of institutional objectives
- Demonstrate a thorough understanding of risk retention plans
- Identify an comprehensive risk management systems and processes
- Implement and monitor and formulation of policies, identify and analyse constraints and challenges with implementations and provide recommendations for improvement
- Able to link risk initiatives into key institutional objectives and drivers
- Identify, analyse and measure risk, create valid risk, forecast, and map risk profiles
- Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives
- Able to advise Local Government on risk management strategies, best practice interventions and compliance management
- Able to forge positive relationships on governance level to enhance the effectiveness of Local Government
- Able to shape, direct and drive the formulation of policies on a macro level
- Demonstrate a high level of commitment in complying with requirements
- Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework
- Able to advise Local Government on risk management strategies, best practice interventions and compliance management
- Able to forge positive relationships on governance level to enhance the effectiveness of Local Government
- Able to shape, direct and drive the formulation of policies on a macro level

7.5.5 COMPETENCY DESCRIPTION: CORE COMPETENCIES

Cluster	Core Competencies	Competency Name	Competency Definition
		Moral Competence ¹	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
- Realise the impact of acting with integrity, but requires guidance and development in implementing principles - Follow basic rules and regulations of the institution - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	- Conduct self in alignment with values of Local Government and the institution - Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver - Actively report fraudulent and activity of corruption within local government and understand the honour confidential nature of matters without seeking personal gain - Able to deal with situations of conflict of interest promptly and in the best interest of local government	- Identify, develop, and apply measures of self-correction - Able to gain trust and respect through aligning actions with commitments - Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders - Present values, beliefs and ideas that are congruent with the institution's rules and regulations - Take an active stance against corruption and dishonesty when noted - Actively promote the value of the institution to internal and external stakeholders - Able to work in unity with a team and not seek personal gain - Apply universal moral principles consistently to achieve moral decisions	- Create an environment conducive of moral practices and develop and implement measures to combat fraud and corruption - Set integrity standards and shared accountability measures across the institution to support the objectives of local government - Take responsibility for own actions and decisions, even if the consequences are unfavourable

Cluster	Core Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
		Planning and Organising?					
			Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk				
BASIC							
BASIC	COMPETENT	ADVANCED	SUPERIOR	• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed comprehensive plans and ensure that objectives are met • Focus on short term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and • Organise information and resources required for a task • Recognise the importance of tasks and urgency • Balance short and long-term plans and goals • Incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measure progress and monitor performance results	• Able to define institutional objectives, plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objective

Cluster	Core Competencies	Competency Name	Competency	Definition
		Analysis and Innovation ³	10.	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance innovative thinking	• Demonstrate logical problem solving techniques and approaches • Provide rationale for recommendation • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities to conduct innovative approaches and propose remedial intervention	• Coaches members on analytical and innovative techniques and approaches • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Plan an active role in sharing best practice solutions and engage in national and international government seminars and conferences

Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
Core Competencies	Knowledge and Information Management ⁴	Able to Promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	BASIC	COMPETENT	ADVANCED	SUPERIOR
			- Collect, categorise and track relevant information required for specific tasks and projects - Analyse and interpret information to draw conclusions - Seek new sources of information to increase the knowledge base - Regularly share information and knowledge with stakeholders and team members	- Use appropriate information systems and technology to manage institutional knowledge and information sharing - Evaluate date from various sources and use information to effectively influence decisions and provide solutions - Actively create mechanisms for sharing of information and structures - Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	- Effectively predict future information and knowledge management requirements and systems - Develop standards and processes to meet future knowledge management needs - Share and promote best-practice knowledge across various institutions - Establish accurate measures and monitoring systems for knowledge and information management - Create a culture conducive of learning and knowledge sharing - Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	- Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information - Establish partnerships across local government to facilitate knowledge management - Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance - Recognise and exploit knowledge points in interactions with internal and external stakeholders
Weight	10					

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Cluster	Core Competencies	Competency Name	Competency	Definition
ACHIEVEMENT LEVELS				
			Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	
			10	
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Demonstrate an understanding for communication levels and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration and disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapts communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structures written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to eternal stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical conversations and appreciative • Able to coordinate negotiations at different levels within local government and externally	

Cluster	Competency	Name	Competency	Definition
Core Competencies	Results and Quality Focus ⁶		10	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand quality of work but requires guidance in attending to important matters - Show a basic commitment to achieving the correct results - Produce the minimum level of results required in the role - Produce outcomes that is of a good standards - Focus on the quantity of output but requires development in incorporating the quality of work - Produce quality work	- Focus on high priority actions and does not become distracted by lower-priority activities - Display firm commitment and price in achieving the correct results - Set quality standards and design processes and tasks around achieving set standards - Produce output of high quality to balance the quantity and quality of results in order to achieve objectives - Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	- Consistently verify own standards and outcomes to ensure quality output - Focus on the end result and avoids being distracted - Demonstrate a determined and committed approach to achieving results and quality standards - Follow task and projects through to completion - Set challenging goals and objectives to self and team and display commitment to achieving expectations - Maintain a focus on quality outputs when placed under pressure - Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	- Coach and guide others to exceed quality standards and results - Develop challenging, client-focused goals and sets high standards for personal performance - Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required - Work with team to set ambitious and challenging long-term and short expectations - Take appropriate risks to accomplish goals and overcome setbacks and adjust action plans to realise goals - Focus people on critical activities that yield a high impact	

8.3 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and Leading Competencies and Core Competencies:

Level	Rating	Terminology	Description
5	1 2 3 4 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 Performance Agreements 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 performances criteria and indicators as specified in the Performance Agreements 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 Performance Agreements 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. For purpose of evaluating the performance of the **Employee** for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

- 8.1 Municipal Manager
- 8.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 8.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.
- 8.4 Municipal Manager from another municipality; and
- 8.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

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 with the understanding that reviews in the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Anticipated Review Dates
1	July 2015 – September 2015	30 October 2015
2	October 2015 – December 2015	30 January 2016
3	January 2015 – March 2016	30 April 2016
4	April 2015 – June 2016	30 July 2016

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

9.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

9.4 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;

9.5 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.

10. DEVELOPMENTAL REQUIREMENTS

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

11. OBLIGATIONS OF THE EMPLOYER

11.1 The Employer shall:

- 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 / her 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 assisting him/her 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

12.1.3 A substantial financial effect on the Employer

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.

12.3 MANAGEMENT OF EVALUATION OUTCOMES

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

12.3.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

12.3.3 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;

and

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

12.3.5 In the case of unacceptable performance, the **Employer** shall:

12.3.6 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance;

12.3.7 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 or her duties.

12.4 DISPUTE RESOLUTION

i. 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) In the case of the Managers directly accountable to the Municipal Manager the Executive Mayor or Mayor within 30 days of receipt of a formal dispute from the **employee**, whose decision shall be final and binding on both parties.

ii. Any disputes about the outcome of the **Employee's** performance evaluation must be mediated by-

b) In the case of the Managers directly accountable to the Municipal Manager a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub regulation 27 (4) (e), within 30 (Thirty) days of receipt of a formal dispute from the **Employee**, whose decision shall be final and binding on both Parties.

13. GENERAL

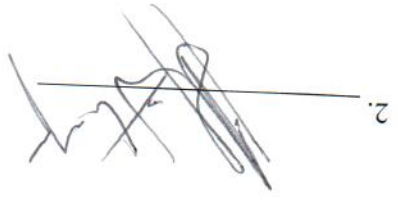
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;

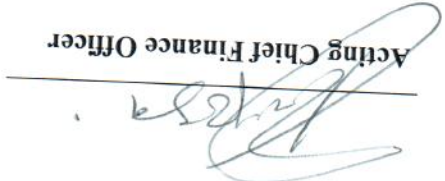
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Bela-Bela on this the 02 day of July 2015

AS WITNESSES:

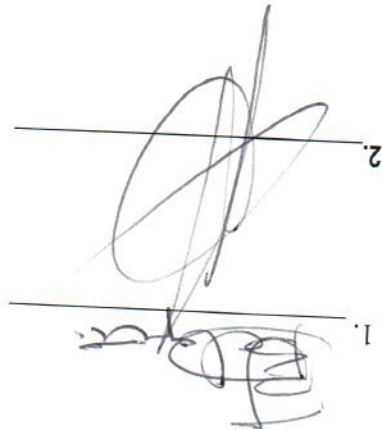
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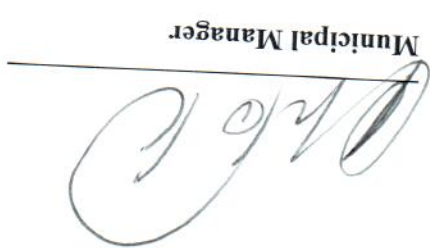

Acting Chief Finance Officer

Thus done and signed at Bela-Bela on this the 02 day of July 2015

AS WITNESSES:

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2. 


Municipal Manager

2015/2016 PERFORMANCE PLAN



NAME	K MAPOSA
POSITION	ACTING CHIEF FINANCE OFFICER
SUPERVISOR	MUNICIPAL MANAGER
INSTITUTION	BELA-BELA LOCAL MUNICIPALITY
PERIOD	01 JULY 2015 TO 30/JUNE 2016

K. MPOSA

COMPONENTS OF THE PERFORMANCE PLAN

1. Purpose
2. Key Performance Areas
3. Strategic Intent
4. Key Performance Indicators
5. Assessment Rating Scales
6. Performance Assessment Process
7. Approval of the Performance Plan

1. PURPOSE

The performance plan outlines the Council's performance expectations of the employee and the is a strategic intent to ensure that the development priorities and objectives as set in the Municipal Approved 2015/2016 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal Approved 2015/2016 Service Delivery and Budget Implementation Plan (SDBIP) are achieved through operational initiatives.

2. KEY PERFORMANCE AREAS

The strategic Objectives of the Municipality are informed by the following Key Performance Areas as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001)

2.1 Basic Service Delivery and Infrastructure Development

2.2 Local Economic Development

2.3 Municipal Financial Viability

2.4 Municipal Institutional Development & Transformation

2.5 Good Governance and Public Participation

2.6 Spatial Rationale (Added)

3. STRATEGIC INTENT

Vision:

"We are the prime agricultural hub and eco-tourism destination of choice"

Mission:

Our mission is to constantly strive towards the achievement of:

- An effective and efficient service delivery underpinned by
- Stakeholder driven economic development and growth that fosters
- Sustainable job creation opportunities of communities within
- A safe, healthy and prosperous environment.

Values:

Bela-Bela municipality commits itself to adhere to the municipal core policies and values which are:

- Accountability
- Fairness
- Effectiveness
- Commitment
- Honesty and sincerity

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4. KEY PERFORMANCE INDICATORS AND SERVICE DELIVERY TARGETS: ANNEXURE A

Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Key Performance Area: Municipal Financial Viability and Management (90)												
Improve Financial Viability	Accounting Services	Number of progress reports on the implementation of approved action plan related to the issues raised in the previous audit report submitted to the Accounting Officer by 30 June 2016	2x Reports	KPI 1	#	3%	4x Progress Reports on the implementation of Action Plan	1x Progress Report on the implementation of Action	1x Progress Report on the implementation of Action	1x Progress Report on the implementation of Action	1x Progress Report on the implementation of Action	AG Action Plan and the progress reports with Council Resolutions
Improve Financial Viability	Accounting Services	Number of Cash and Investment Policy reviewed and approved by Council by 30 June 2016	1x (2014/2015) Cash and Investment Policy	KPI 2	#	1%	1x 2016/2017 Approved Cash and Investment Policy	Not applicable	Not applicable	Not applicable	1x Approved Cash and Investment Policy	2016/17 approved Cash and Investment Policy with Council Resolution
Improve Financial Viability	Accounting Services	Number of monthly (S71) reports submitted to the Mayor and Provincial Treasury by 30 June 2016	12x Section 71 Reports	KPI 3	#	2%	12x 2015/2016 Section 71 Reports	3X Section 71 Monthly Reports	3X Section 71 Monthly Reports	3X Section 71 Monthly Reports	3X Section 71 Monthly Reports	12X Section 71 Monthly Reports

Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Accounting Services	Number of Annual Financial Statements submitted to the Auditor General on 31 August 2015	1x 2013/14 Annual Financial Statements	KPI 4	#	4%	1x 2014/15 Annual Financial Statements	1x 2014/15 Annual Financial Statements	Not applicable	Not applicable	Not applicable	Annual Financial Statements with proof of submission to the Auditor General
Improve Financial Viability	Accounting Services	Number of draft budget tabled to Council by March 2016	1x 2015/2016 Approved Annual Budget	KPI 5	#	3%	1x Draft 2016/2017	Not applicable	Not applicable	1x Draft 2016/2017 tabled to Council	Not applicable	Draft Budget with Council Resolution
Improve Financial Viability	Accounting Services	Number of final budget submitted to Council for approval by end of May 2016	1x 2015/2016 Approved Annual Budget	KPI 6	#	4%	1x 2015/2016 Approved Annual Budget	Not applicable	Not applicable	Not applicable	1x 2016/2017 Approved Annual Budget	Approved Annual Budget with Council Resolution
Improve Financial Viability	Accounting Services	Number of quarterly performance and the budget reports (S52) submitted to Council	4	KPI 7	#	3%	4x Quarterly Reports	1x Quarterly Reports	1x Quarterly Reports	1x Quarterly Reports	1x Quarterly Reports	Quarterly Reports Council Resolution
Improve Financial Viability	Accounting Services	Number of quarterly financial statements prepared and submitted to Audit Committee by 30 June 2016	4 X Quarterly Financial Statements	KPI 8	#	3%	4 X Quarterly Financial Statements	1 X Quarterly Financial Statements	1 X Quarterly Financial Statements	1 X Quarterly Financial Statements	1 X Quarterly Financial Statements	Quarterly Financial Statements and the Audit committee Agenda
Improve Financial Viability	Accounting Services	Percentage Cost coverage (R-value all cash at	130%	KPI 9	%	1%	135%	131%	132%	133%	135%	Monthly reports

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Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Accounting Services	a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	20:1	KPI 10	Ratio	1%	24:1	21:1	22:1	23:1	24:1	Monthly reports
		Maintain Debt coverage ratio above 20:1 (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)										
Improve Financial Viability	Revenue Management	Percentage reduction in 90 days or more outstanding debtors to 80%	83%	KPI 11	#	2%	80%	83%	82%	81%	80%	Monthly reports
Improve Financial Viability	Revenue Management	Reduce Total R-value debt owed to the municipality to R100 million	R105 million	KPI 12	Rand Value	3%	R100 million	R105 million	R104 million	R103 million	R100 million	Monthly reports

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Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Revenue Management	Number of times that billings were done by end of each month and posted by 28 th (Each month)	12	KPI 13	#	3%	12	3	3	3	3	Billing report
Improve Financial Viability	Free Basic Services	Number of updated indigent register developed and approved by Council place by 30 June 2016	1x 2014/2015 Indigent Register	KPI 14	#	2%	1x 2015/16 Indigent Register	1x 2015/16 Indigent Register developed and approved	Not applicable	Not applicable	Not applicable	Indigents register
Improve Financial Viability	Free Basic Services	Number of indigents that are registered for free basic services by 30 June 2016	4100	KPI 15	#	2%	4000	3500	4000	4000	4000	Indigents register
Improve Financial Viability	Revenue Management	Percentage increase of Debt collection by 30 June 2016	91%	KPI 16	%	4%	90%	90%	90%	90%	90%	Monthly reports
Improve Financial Viability	Revenue Management	Percentage of logged customer queries resolved within seven working days	-	KPI 17	%	2%	70%	70%	70%	70%	70%	Queries register
Improve Financial Viability	Expenditure Management	Percentage creditors paid within 30 days	95%	KPI 18	%	3%	100%	100%	100%	100%	100%	Payments register

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Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Expenditure Management	Percentage capital budget actually spent on capital projects identified for financial year i.e. IDP	70%	KPI 19	%	3%	100%	25%	50%	75%	100%	Monthly reports
Improve Financial Viability	Expenditure Management	Percentage M/G spent on M/G grants approved by 30 June 2016	70%	KPI 20	%	4%	100%	25%	50%	75%	100%	Monthly reports
Improve Financial Viability	Expenditure Management	Percentage of FMG money spent by 30 June 2016	100%	KPI 21	%	3%	100%	25%	50%	75%	100%	Monthly reports
Improve Financial Viability	Expenditure Management	Number of External Loans payments (interest & redemption) due made within the year by 30 June 2016	12	KPI 22	#	4%	3	3	0	0	0	Payment vouchers
Improve Financial Viability	Expenditure Management	Number of payroll payments made in the year by the 25th every month	12	KPI 23	#	2%	12	3	3	3	3	Payroll report

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Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Supply Chain Management	Percentage Tenders adjudicated within 60 days of closure of tender	100%	KPI 24	#	2%	95%	95%	95%	95%	95%	Tender Register.
Improve Financial Viability	Supply Chain Management	Number of SCM reports submitted to Council by 30 June 2016	12	KPI 25	#	3%	4	1	1	1	1	Monthly reports
Improve Financial Viability	Supply Chain Management	Number of times the database of suppliers are updated by 30 June 2016	2	KPI 26	#	2%	1	1	0	0	0	Updated Suppliers Database
Improve Financial Viability	Supply Chain Management	Percentage of orders issued within three days from the day of requisition.	60%	KPI 27	%	2%	75%	75%	75%	75%	75%	ML/NSOFT orders report
Improve Financial Viability	Asset Management	Number of Asset Verification conducted by 30 June 2016	2	KPI 28	#	2%	4	1	1	1	1	Assets verification sheets
Improve Financial Viability	Asset Management	Percentage Maintenance of Liquidity ratio of above 150% (R-value assets / R-value liabilities as %)	189%	KPI 29	Ratio	2%	160%	150%	154%	156%	160%	Monthly reports
Improve Financial Viability	Asset Management	Number of assets reconciliations performed by 30 June 2016	2D	KPI 30	#	2%	12	3	3	3	3	Reconciliations reports

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Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Accounting Services	Number of Budget related policies reviewed developed by 30 June 2016	16 Policies and 4 By-Laws reviewed and approved	KPI 31	#	3%	16 Policies and 4 By-Laws	Not applicable	Not applicable	16 draft Policies and 4 draft By-Laws tabled	16 Policies and 4 By-Laws approved	Approved Policies with Council Resolutions
Improve Financial Viability	Accounting Services	Number of MFMA Section 72(1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report tabled to Council, National & Provincial Treasury by 25 January 2016	Approved 2014/2015 Section MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report	KPI 32	#	4%	1 MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report	Not applicable	Not applicable	1 MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report	Not applicable	Council Approved Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report with Council Resolution and Submission letters to National and Provincial Treasury
Improve Financial Viability	Accounting Services	Percentage Maintenance of Debt coverage ratio above 20:1 (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	20:1	KPI 33	#	2%	24:1	21:1	22:1	23:1	24:1	Monthly Reports

Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Revenue Management	Percentage Reduction of Service debtors to revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for services)	48%	KPI 34	#	2%	45%	48%	47%	46%	45%	Monthly Reports
Improve Financial Viability	Revenue Management	Reduce of Total R-value debt owed to the municipality to R100 million	R105 Million	KPI 35	Rand Value	2%	R100 Million	R104 Million	R103 Million	R102 Million	R100 Million	Monthly Reports
Key Performance Area : Good Governance and Public Participation (10)												
Improve administrative and governance capacity	Local Labour Forum	Number of LLF meetings attended to as per the invitation by 30 June 2016	4 LLF Meetings	KPI 36	#	1%	4 LLF Meetings attended as per the invitation	1 LLF Meetings attended as per the invitation	1 LLF Meetings attended as per the invitation	1 LLF Meetings attended as per the invitation	1 LLF Meetings attended as per the invitation	Signed Attendance Registers
Improve administrative and governance capacity	Accounting & Reporting	Number of ICT Steering Committee Meetings attended as per the invitation by 30 June 2016	4x ICT Steering Committee meetings	KPI 37	#	1%	4x ICT Steering Committee meetings attended as per the invitation	1x ICT Steering Committee meeting attended as per the invitation	1x ICT Steering Committee meeting attended as per the invitation	1x ICT Steering Committee meeting attended as per the invitation	1x ICT Steering Committee meeting attended as per the invitation	Signed Attendance Register
Improve administrative and governance capacity	Accounting & Reporting	Number of Audit Committee meetings attended as per	4x Audit Committee Meetings	KPI 38	#	1%	4x Audit Committee meeting attended to as	1x Audit Committee meeting attended to	1x Audit Committee meeting attended to	1x Audit Committee meeting attended to	1x Audit Committee meeting attended to	Signed Attendance Register

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Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve administrative and governance capacity	Accounting & Reporting	Number of Risk Committee meetings attended as per the invitation by 30 June 2016	4X Risk Management Committee Meetings	KPI 39	#	1%	per the invitation	as per the invitation	as per the invitation	as per the invitation	as per the invitation	Signed Attendance Register
Improve administrative and governance capacity	Reporting	Percentage implementation of Council Resolutions related to Budget & Treasury 30 June 2016	0	KPI 40	%	1%	100%	100%	100%	100%	100%	Resolutions Register
Improve administrative and governance capacity	Council Administration	Number of scheduled Council meetings attended by 30 June 2016	4 Ordinary Council & 9 sittings attended	KPI 41	#	1%	4X Council Meeting	1X Council attended Meeting	1X Council attended	1X Council attended	1X Council attended	Attendance registers and Council Minutes
Improve administrative and governance capacity	Council Administration	Number of Section 79 meetings attended (Budget & Treasury) by 30 June 2016	12 subcommittee meetings attended	KPI 42	#	1%	12 subcommittee meetings attended	3 subcommittee Meetings attended	3 subcommittee Meetings attended	3 subcommittee Meetings attended	3 subcommittee Meetings attended	Attendance Registers and minutes
Improve administrative and governance capacity	Good Governance and Accountability	Percentage of Auditor General queries related to Budget & Treasury resolved by 30 June 2016	0%	KPI 43	%	2%	100%	25%	50%	75%	100%	Departmental Action Plan

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2016/17

Strategic Goal	Programme	Performance Indicator	Baseline	KPI Code	Unit of Measure	Weight	Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve administrative and governance capacity	Performance Management	Number of days taken (turnaround time) to submit performance information for performance reporting	0	KPI 44	#	1%	3 days	3 days	3days	3days	3days	Proof of Submission of Information (email)

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6. ASSESSMENT RATING SCALE

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable 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.	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.	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 Performance Agreements and Performance Plan.	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 performances criteria and indicators as specified in the Performance Agreements and Performance Plan.	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 Performance Agreements 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.

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7. PERFORMANCE ASSESSMENT PROCESS

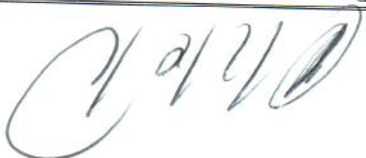
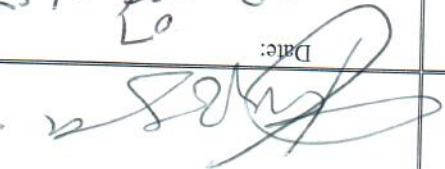
The following steps will be followed to ensure a fully participative and complaint performance assessment process is adhered to:

1. Performance Assessments
 - 1.1 Formal assessments between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets.
 - 1.2 Progress against the targets will be captured in preparation for the assessments.
 - 1.3 Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4 Key Performance Indicators (KPI's) and targets are audited and copied to the performance plan before the assessment date.
 - 1.5 The employer must keep records of the assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the panel on request.
3. The process determining employee rating is as follows:
 - 3.1 The employee to motivate for a higher rating where applicable
 - 3.2 The panel to rate the achievements for the KPI are on a 5 point scale. Decimal places can be used.
 - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4 The panel scores are averaged to arrive at a total score per KPI / CCR. Overall scores are calculated by taking weights into account where applicable.
 - 3.5 The final KPA's rating will account for 80% of the final assessment total. The CCR are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating
1
2
3
4
5
5. The assessment rating calculator is used to calculate the overall % for performance.
6. The personal development plan can be (PDP) can be reviewed after the performance assessments had been finalised in case where more clarity has been established on what the essential development needs for the relevant employee will be.

8. APPROVAL OF THE PERFORMANCE PLAN

This serves as a commitment between the employer and the employee that they will work together and support each other while struggling to achieve the goals of the Municipality as well as the personnel growth and development of the employee.

Undertaking by the Employer/ Supervisor	Undertaking of the Employee
On behalf of the Municipality, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will be assisted to clearly understand what is expected of them, and herewith approve this performance plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated at least twice per annum. As such I therefore commit to do my utmost to work up to these expectations. I hereby accept this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the employee:
 Date: 02/07/2015	 Date: 02-07-15

9. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

[illegible]

Acting Chief Finance Officer

Municipal Manager

Date 02-07-15

Date 02/04/2016

DISCLOSURE OF FINANCIAL INTERESTS FORM: ANNEXURE C

K.
2017

BELA-BELA LOCAL MUNICIPALITY



CONFIDENTIAL

FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials)

MAROSA F.

Postal Address

UNIT 201, NO. 479 IRVINE STREET
MOUNTAIN VIEW, PRETORIA, 0082.

Residential Address

UNIT 201, NO. 479 IRVINE STREET
MOUNTAIN VIEW, PRETORIA, 0082.

Position held

ACTING CHIEF FINANCIAL OFFICER

Name of Municipality

BELA-BELA LOCAL MUNICIPALITY

Telephone Number

014 756 8001

Fax Number

014 736 3288

hereby certify that the following information is complete and correct to the best of my knowledge:

51 | Performance Agreement For 2015/2016 FY: BBLM

1. Shares and other financial interests (Not bank accounts with financial institutions.)
See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
None			

2. Interest in a Trust

Name of Trust	Amount of Remuneration / Income
None	

3. Directors and partnerships
See information sheet: note (3)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income
None		

4. Remunerated work outside the Municipality
Must be sanctioned by Council. See information sheet: note (4)

Name of Employer	Type of Work	Amount of Remuneration/Income
None		

Council

Signature by Council

Date

5. Consultants and retainerships
See information sheet: note (5)

Name of client	Nature	Type of business activity	Value of any benefits received

6. Sponsorships
See information sheet: note (6)

Source of assistance/sponsorship	Description of assistance/sponsorship	Value of assistance/sponsorship

7. Gifts and hospitality from a source other than a family member
See information sheet: note (7)

Description	Value	Source

8. Land and Property
See information sheet: note (8)

Description	Extent	Area	Value

SIGNATURE OF EMPLOYEE

DATE: 02-07-15

PLACE: B2/a - B2/a

2217

7

OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer

Yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer

No

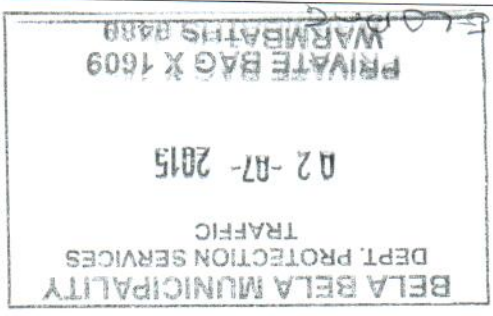
(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer

Yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

7P Seloara
Commissioner of Oath / Justice of the Peace
SVP - Treated
80009917
Full first names and surname:



(Block letters)

Designation (rank) 5cm-SVP-Treated

Ex Officio Republic of South Africa

Street address of institution

49 VA-Dar mawu 57257
R500-8000

Date 02 July 2015 Place Giza, Egypt.

CONTENTS NOTED:

ACTING CHIEF FINANCE OFFICER

DATE: 02-07-15

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the attached Financial Disclosure form (Annexure C):

NOTE 1

SHARES AND OTHER FINANCIAL INTERESTS

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognized by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2

DIRECTORSHIPS AND PARTNERSHIPS

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3

REMUNERATED WORK OUTSIDE THE PUBLIC SERVICE (ALL REMUNERATED EMPLOYMENT MUST BE SANCTIONED PRIOR TO THE WORK BEING DONE.)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service.

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind.

Work means rendering a service for which the person receives remuneration.

NOTE 4

CONSULTANCIES AND RETAINERSHIPS

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainerhip of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

NOTE 5

SPONSORSHIPS

Designated employees are required to disclose the following details with regard to sponsorships:

- The source and description of direct financial sponsorship or assistance.
- The value of the sponsorship or assistance.

NOTE 6

GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350;
 - A description and the value of gifts from a single source which cumulatively exceed the value of R350 in the relevant 12 month period; and
 - Hospitality intended as a gift in kind.
- Designated employees must disclose any material advantage that they received from any source e.g. any discount prices or rates that are not available to the general public.

All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7

LAND AND PROPERTY

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description and extent of the land or property;
- The area in which it is situated; and
- The value of the interest.