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CHIEF FINANCIAL OFFICER

RM MARUTHA

FOR

PERFORMANCE AGREEMENT

2019/2020



BELA-BELA LOCAL MUNICIPALITY

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PERFORMANCE AGREEMENT
MADE AND ENTERED INTO BY AND BETWEEN:
THE BELA-BELA LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER
SM MAKHUBELA
(Herein and after referred to as the Employer)
AND
RM MARUTHA
(Herein and after referred to as the Employee)
FOR THE PERIOD
01 JULY 2019 TO 30 JUNE 2020 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 Financial 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 Employer" - means Bela-Bela Municipal Council; and
- "the Parties" means the Employer and the Employee.

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- 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. PURPOSE OF THE PERFORMANCE AGREEMENT

- 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.

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- 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 2019/2020 Integrated Development Plan, Approved 2019/2020 Service Delivery and Budget Implementation Plan (SDBIP) and the 2019/2020 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 PERFORMANCE OBJECTIVES

- 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.
- 3.4 The Parties agree to review the provisions of this agreement during June each year for any reason, and
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment once a year by not later than 31st of July of the succeeding financial year;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least 30 June 2020 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 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2019, irrespective of the date on which it was signed by both Parties, and will remain in force until
- 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.

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- 5.1 The **Employer** 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 (KPIs), 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 PERFORMANCE MANAGEMENT SYSTEM

- 4.5 Disclosure of Financial Interests (Annexure C) set out the financial interests of the employee
- 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.
- 4.3 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
- 4.2.4 Weightings: showing the relative importance of the key objectives to each other;
- 4.2.3 Target dates: that describes the time frame in which the targets must be achieved; and

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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.

Key Performance Areas		Weighting
1	Basic Service and Infrastructure Development	0%
2	Municipal Institutional Development and Transformation	8%
3	Local Economic Development (LED)	0%
4	Municipal Financial Viability and Management	68%
5	Good Governance and Public Participation	24%
6	Spatial Rationale	0%
Total		100%

The KPA must constitute 100% and be converted to 80%

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 KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee

6. COMPETENCY FRAMEWORK

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	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Management	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement

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.

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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:

objectives and strategies set out in the Employer's IDP.

7.4 The Employee's performance will be measured in terms of contributions to the strategic

implementation must take place within set time frames;

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

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

Six (6) Leading Competencies		CRITICAL LEADING COMPETENCIES	
Twenty (20) driving competencies			
<ul style="list-style-type: none"> • Governance Leadership • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	<ul style="list-style-type: none"> • Change Impact Monitoring and Evaluation 	SIX (6) CORE COMPETENCIES	
		Moral Competence	
		Planning and Organising	
		Analysis and Innovation	
Knowledge and Information Management		Results and Quality Focus	
Communication			

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(b) Values are supplied for KPI's 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 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.

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

7.5.4 COMPETENCY DESCRIPTION: LEADING COMPETENCIES

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

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BASIC	COMPETENT	ADVANCE	SUPERIOR
<ul style="list-style-type: none"> Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate Describe how team members and participation of morale, engagement and influence on the institution's strategic mandate and set objectives Assist in defining performance measures to monitor the progress of the institution effectiveness Displays awareness of institutional structures and lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision makers 	<ul style="list-style-type: none"> 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 team members Develop actions and plans to execute and guide strategy implementation Assist in defining performance measures to monitor the progress of the institution effectiveness Displays awareness of institutional structures and lack the ability to integrate systems into a collective whole Effectively communicate barriers to execution to 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 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning and 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 Guide the institution 	<ul style="list-style-type: none"> 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 and innovation display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance Uses understanding of competing

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Cluster	Leading Competencies	Weight
Competency Name	Strategic Direction and Leadership	
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	
ACHIEVEMENT LEVELS		
BASIC	COMPETENT	
ADVANCE	D	
SUPERIOR		
	through complex and ambiguous concerns <ul style="list-style-type: none"> Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 	interests to manoeuvre successfully to a win/win outcome

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Cluster	Leading Competencies	Competency Name	Competency Definition	Achievement Levels	Weight
BASIC	COMPETENT	ADVANCED	SUPERIOR	10	<ul style="list-style-type: none"> 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 fulfill the strategic mandate
					<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions and 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 sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving positive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to
					<ul style="list-style-type: none"> 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 a diversity strategy in the institution 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

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

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Weight	Cluster	Competency Name	Competency Definition	Achievement Levels
	Leading Competencies	Program and Project Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	
				BASIC
			<ul style="list-style-type: none"> Initiate projects after approval from higher authorities Understand procedures of program and project 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 effective completion of the deliverables Use results and approaches of successful project implementation as guide 	COMPETENT
			<ul style="list-style-type: none"> 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 and motivate project team to deliver exceptional results Monitor policy implementation and apply procedures to manage risks 	ADVANCED
10			<ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes Direct a comprehensive strategic macro and micro analysis and scope projects 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 projects of direct and indirect translation of policy into workable action plans Ensure that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed 	SUPERIOR

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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
Leading Competencies	Financial Management	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
			<ul style="list-style-type: none"> 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 and understand the implications of importance of financial accountability Understand the importance of financial accountability Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate 	<ul style="list-style-type: none"> 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 management Address complex budgeting and financial 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 Promote National Treasury's regulatory framework for 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and expenditure trends monitoring future Set budget frameworks for the institution 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 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
		Financial Management	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
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
	spending against	Financial Management	

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Weight	Cluster	Competency Name	Competency Definition	Achievement Levels
10	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	<p>BASIC</p> <ul style="list-style-type: none"> • Display awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local Government <p>COMPETENT</p> <ul style="list-style-type: none"> • Perform an analysis of the change, impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals <p>ADVANCED</p> <ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design • Introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate <p>SUPERIOR</p> <ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effect of change, resistance factors and how to integrate change. Motivate and inspire others around change initiatives

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Cluster	Leading Competencies	Competency Name	Competency Definition
		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
		effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	
			10
			Weight

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Weight	Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
	Leading Competencies	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	BASIC	COMPETENT	ADVANCED	SUPERIOR
				<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation 	<ul style="list-style-type: none"> • Display a thorough understanding of the governance and risk factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within institution • Actively drive policy formulation within the institution to ensure the achievement of objectives 	<ul style="list-style-type: none"> • 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 • Demonstrate a thorough understanding of risk retention plans an identify implementation comprehensive risk management systems and processes • Implement and monitor formulation of policies, identify and analyse constraints and challenges with implementations and provide 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements • Implement and ensure compliance and 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

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7.5.5 COMPETENCY DESCRIPTION: CORE COMPETENCIES

Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS		
Core Competencies	Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence			
			BASIC	COMPETENT	ADVANCED
					SUPERIOR
					5

		recommendations for improvement		
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| | <ul style="list-style-type: none"> • Realise the impact of acting with integrity, but requires guidance and development in implementing principles and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent. | <ul style="list-style-type: none"> • 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 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 | <ul style="list-style-type: none"> • Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments 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 consequences are unfavourable |
| | <ul style="list-style-type: none"> • Apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments 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 consequences are unfavourable | <ul style="list-style-type: none"> • Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments 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 consequences are unfavourable | <ul style="list-style-type: none"> • Apply universal moral principles consistently to achieve moral decisions • Apply universal moral principles consistently to achieve moral decisions |

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Cluster	Core Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS
BASIC	COMPETENT	ADVANCED	SUPERIOR	<ul style="list-style-type: none"> • 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 and comprehensive plans • Able to follow existing 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
				<ul style="list-style-type: none"> • Actively and • Appropriately organise information and resources required for a task • Recognise the importance of tasks 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
				<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive 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 appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevance and importance
Weight	Core Competencies	Planning and Organising ²	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	
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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			Weight	
Core Competencies	Analysis and Innovation	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	BASIC	COMPETENT	ADVANCED	SUPERIOR	
			<ul style="list-style-type: none"> 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 challenge the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> Demonstrate logical problem solving and techniques and approaches for provide rationale for recommendation Demonstrate objectivity, insight, and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions 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 	<ul style="list-style-type: none"> Coaches members on analytical and innovative approaches and techniques 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 	<ul style="list-style-type: none"> 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 and delivery process Plan an active role in sharing best practice solutions and engage in national and international local government 	5
			<ul style="list-style-type: none"> 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 challenge the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> Demonstrate logical problem solving and techniques and approaches for provide rationale for recommendation Demonstrate objectivity, insight, and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions 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 	<ul style="list-style-type: none"> Coaches members on analytical and innovative approaches and techniques 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 	<ul style="list-style-type: none"> 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 and delivery process Plan an active role in sharing best practice solutions and engage in national and international local government 	5
			<ul style="list-style-type: none"> 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 challenge the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> Demonstrate logical problem solving and techniques and approaches for provide rationale for recommendation Demonstrate objectivity, insight, and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions 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 	<ul style="list-style-type: none"> Coaches members on analytical and innovative approaches and techniques 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 	<ul style="list-style-type: none"> 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 and delivery process Plan an active role in sharing best practice solutions and engage in national and international local government 	5
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Weight	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		
				<ul style="list-style-type: none"> Collect, categorise and track relevant information for required 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 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage institutional knowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing information Use external and internal resources to provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> Effectively predict and future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge Establish accurate measures and monitoring systems for knowledge and information Create a culture of learning and knowledge sharing Hold regular sessions to elicit new ideas and share best practice approaches 	<ul style="list-style-type: none"> 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 approach Recognise and exploit knowledge points in interactions with internal and external stakeholders 	5
				SUPERIOR				

	seminars and conferences		
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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS	Weight
Core Competencies	Communication ⁵	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	BASIC	5
			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
- Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders
- Compile clear, focused, concise and well-structures written documents

- 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 an believes
- 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 on 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 external 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 and appreciative conversations
- Able to coordinate negotiations at different levels within local government and externally

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Weight	Cluster	Core Competencies	Competency Name	Competency Definition	Achievement Levels
			Results and Quality Focus ⁶	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	
	BASIC	COMPETENT	ADVANCED	SUPERIOR	5
	<ul style="list-style-type: none"> 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 quantity and quality of work Produce quality of work in general circumstances, but fails to meet expectation when under pressure 	<ul style="list-style-type: none"> 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 Able 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 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted a Demonstrate a determined and committed quality Set approach to achieving results and standards Follow task and projects through to completion Set challenging goals and objectives to self and team 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, and monitoring success, measuring success, 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results Develop and results challenging, client-focused goals and sets high standards for personal performance to exceed the results and quality standards, monitor own performance and implement remedial interventions when required Work with team and set ambitious to set challenging and team goals, communicating long-and short term expectations Take appropriate risks to accomplish goals Overcome setbacks and adjust action plans to realise goals Focus people on critical activities that yield a high impact 	5

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Level	Rating	Terminology	Description
5	5	Outstanding	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 this in all areas of responsibility throughout the year
4	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	3	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved all effective results against all significant performance criteria and indicators as specified in the
	1 2 3 4		
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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:

	evaluating and valuing the work of the institution		
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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:

Level	Rating	Terminology	Description
	1 2 3 4 5		
2		Not Fully Effective	<p>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.</p>
1		Unacceptable Performance	<p>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.</p>

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- 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 any such change is made;
- 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;
- 9.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 9.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;

Quarter	Review Period	Anticipated Review Dates
1	01 July 2019 – 30 September 2019	31 October 2019
2	01 October 2019 – 31 December 2019	31 January 2020
3	01 January 2020 – 31 March 2020	30 April 2020
4	01 April 2020 – 30 June 2020	31 July 2020

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:

9. SCHEDULE FOR PERFORMANCE REVIEWS

- 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.

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

12.1.3 A substantial financial effect on the Employer

12.1.2 Commit the Employer to implement or to give effect to a decision made by the Employer

12.1.1 A direct effect on the performance of any of the Employer's functions

will have amongst others:

12.1 The Employer agrees to consult the Employee timeously where the exercising of the powers

12. CONSULTATION

this Agreement.

11.1.5 Make available to the Employer such resources as the Employer may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of

Agreement; and

11.1.4 On the request of the Employer, delegate such powers reasonably required by the Employer to enable him / her to meet the performance objectives and targets established in terms of this

problems that may impact on the performance of the Employer;

11.1.3 Work collaboratively with the Employer to solve problems and generate solutions to common

11.1.2 Provide access to skills development and capacity building opportunities;

11.1.1 Create an enabling environment to facilitate effective performance by the Employer;

11.1 The Employer shall:

11. OBLIGATIONS OF THE EMPLOYER

made.

assessment. In that case, the Employer will be fully consulted before any such change or plan is Annexure B. Such Plan may be implemented and/or amended as the case may be after each

10.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as

10. DEVELOPMENTAL REQUIREMENTS

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- 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.

12.4 DISPUTE RESOLUTION

- 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 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.

12.3 MANAGEMENT OF EVALUATION OUTCOMES

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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;

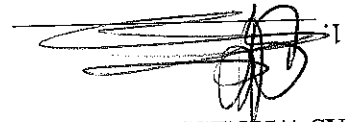
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilitys of the

Employee in terms of his/ her contract of employment, or the effects of existing or new regulations,

circulares, policies, directives or other instruments.

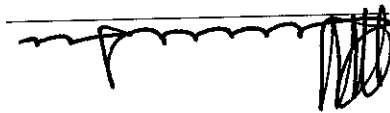
Thus done and signed at Ben-Ben on this the 24 day of June 2019

AS WITNESSES:

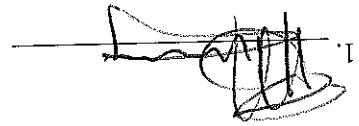
1. 

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Chief Financial Officer

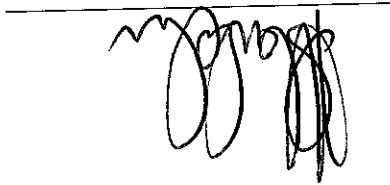


AS WITNESSES:

1. 

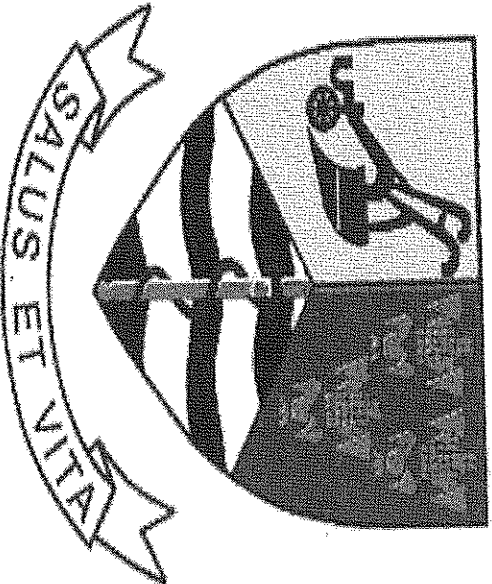
2. _____

Municipal Manager



Thus done and signed at Ben-Ben on this the 24 day of June 2019

2019/2020 PERFORMANCE PLAN



NAME RM MARUTHA
POSITION CHIEF FINANCIAL OFFICER
SUPERVISOR MUNICIPAL MANAGER
INSTITUTION BELA-BELA LOCAL MUNICIPALITY
PERIOD 01 JULY 2019 TO 30 JUNE 2020

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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 2019/2020 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal Approved 2019/2020 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.

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

Values:

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

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

Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weights	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department	
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets			
Priority Area: Good Governance and Public Participation 24%															
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Obtain Unqualified Audit Opinion by 30 June 2020	5%	KPI 1	Unqualified Audit Opinion	2017/2018 Qualified Audit Opinion	Obtain Unqualified Audit Opinion 2018/2019	N/A	2018/2019 Unqualified Audit Opinion	N/A	N/A	N/A	Auditor General's Report	Budget & Treasury
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee meetings attended as per invitation 30 June 2020	5%	KPI 2	#	2 X Audit Committee Meetings to be attended	4 X Audit Committee Meetings to be attended as per invitation	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	Signed Attendance Registers and Minutes	Budget & Treasury	
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Performance Audit Committee meetings attended as per invitation 30 June 2020	4%	KPI 3	#	2 X Performance Audit Committee meetings attended	2 X Performance Audit Committee to be attended as per invitation	1 X Performance Audit Committee	N/A	1 X Performance Audit Committee	N/A	Signed Attendance Registers and Minutes	Budget & Treasury	
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Risk Management meetings attended as per invitation by 30 June 2020	4%	KPI 4	#	4 X Risk Management Meetings attended	4 X Risk Management Meetings to be attended as per invitation	1 X Risk Management Meeting	1 X Risk Management Meeting	1 X Risk Management Meeting	1 X Risk Management Meeting	Signed Attendance Registers	Budget & Treasury	
Good Governance and Public Participation	To improve administrative and governance capacity	Council Administration	Number of MPAC meetings attended as	3%	KPI 5	#	4 X MPAC meetings	4 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	Signed Attendance Registers	Budget & Treasury	

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weights	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Municipal Transformation and Institutional Development	To improve administrative and Governance Capacity	Council Administration	Number of LLF meetings to be attended as per invitation by 30 June 2020	3%	KPI 6	#	8 X LLF Meetings	8 X LLF Meetings to be attended as per invitation	2 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	Signed Attendance Registers	Budget & Treasury
Priority Area: Municipal Transformation and Institutional Development 8%														
Good Governance and Public Participation	To Improve Administrative and Governance Capacity	Corporate Governance	Number of Council meetings attended as per invitation by 30 June 2020	4%	KPI 7	#	7 X Council meetings attended	4 X Council meetings to be attended as per invitation	1 X Council Meeting	1 X Council Meeting	1 X Council Meeting	1 X Council Meeting	Signed Attendance Registers	Budget & Treasury
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings attended as per invitation by 30 June 2020	4%	KPI 8	#	33 X Section 79 Committee meetings	33 X Section 79 Committee meetings to be convened	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	Signed Attendance Registers	Budget & Treasury
Priority Focus Area: Municipal Financial Viability 68%														
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Number of Annual Financial Statements compiled and submitted to the Auditor General by 31 August 2020	5%	KPI 9	#	1 X 2017/2018	1x 2018/2019 AFS	1 X 2018/2019 AFS	N/A	N/A	N/A	2018/2019AF S and Proof of Submissions to the Auditor General	Budget & Treasury
Municipal Financial Viability and	To improve	Corporate Governance	Number of Action Plan for 2018/19 AG Audit	3%	KPI 10	Number	1 X 2018/2017 Action Plan	1 X Action Plan for 2018/2019	N/A	N/A	1 X Action Plan for 2018/2019 AG audit	N/A	2018/2019 Action Plan with Council Resolution	Budget & Treasury

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weights	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department	
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets			
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage payment on budgeted capital projects identified for 2019/2020 financial year l.t.o IDP	3%	KPI 15	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage payment on the MIG grants approved projects by 30 June 2020	3%	KPI 16	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage payment on the WSIG grants approved projects by 30 June 2020	3%	KPI 17	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage payment on the INEP grants approved projects by 30 June 2020	3%	KPI 18	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of quarterly asset verification reports compiled - movables (sampling)	3%	KPI 19	#	4x quarterly assets verification to be conducted	4 X quarterly assets verification to be conducted 2019/2020 FY	1 X quarterly assets verification to be conducted 2019/2020 FY	1 X quarterly assets verification to be conducted	1 X quarterly assets verification to be conducted	1 X quarterly assets verification to be conducted	1 X quarterly assets verification to be conducted	4 Sets of Quarterly asset verification reports	Budget & Treasury

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Measures	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department	
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets			
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of Revenue Enhancement Strategy developed and approved by 30 June 2020	3%	KPI 20	#	None FY	1x development and Approval of Revenue Enhancement Strategy	N/A	N/A	N/A	2019/2020 FY	2019/2020 FY	Council Approved Revenue Enhancement Strategy with Council Resolution	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of Indigent Registers developed and verified by 30 June 2020	3%	KPI 21	#	1 X 2019/2020 Indigent register	1 X 2020/2021 Indigent register	N/A	N/A	N/A	1 X 2020/2021 Indigent register	2020/2021 Indigent register	Billing Report and indigent register	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage of Registered Indigents with access to Free Basic Services by 30 June 2020	3%	KPI 22	#	100%	100%	100%	100%	100%	100%			
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage Reduction of Service Debtors Revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for	3%	KPI 23	%	45%	45%	45%	45%	45%	45%	45%	Monthly Reports	Budget & Treasury

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weights	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage Maintenance of 95% debtors collection rate (Consumer cash collected / Consumer billing) by 30 June 2020	3%	KPI 24	%	95%	95%	95%	95%	95%	Monthly Report	Budget & Treasury	
Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of SCM Bid Committee Members and other officials trained by 30 June 2020	3%	KPI 25	#	5 X Bid Committee Members and other officials trained	5 X Bid Committee Members and other officials trained to be trained	5X Bid Committee Members and other officials trained	N/A	N/A	Signed Attendance Register	Budget & Treasury	
Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2020	4%	KPI 26	#	4 X SCM reports	4 X SCM Reports	1 X SCM Reports	1 X SCM Reports	1 X SCM Reports	Reports with Council Resolutions	Budget & Treasury	
Municipal Financial Viability and Management	Financial Stability	Budget and Reporting	Number of Budget related policies reviewed by 30 June 2020	4%	KPI 27	#	16 X Budget related policies reviewed	16 X Budget related policies reviewed	N/A	N/A	N/A	Council Approved Policies with Council Resolution	Budget & Treasury	
Municipal Financial Viability and Management	Financial Stability	Budget and Reporting	Reports on Licensing and registration fee to be processes for payment on 30 June 2020	3%	KPI 28	#	12 X Reports	48X Reports on Licensing and registration fee to be processes for	Reports on Licensing and registration fee payment	Reports on Licensing and registration fee	Reports on Licensing and registration fee	Reports on Licensing and registration fee processes	48X Reports on Licensing and registration fee completed and submitted	12 X Reports

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weights	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
			80:20, Road Traffic Management Cooperation, Road Traffic Infringement Agency & Driving License Card Account					payment on 80:20, Road Traffic Management Cooperation, Road Traffic Infringement Agency & Driving License Card Account	on 80:20, Road Traffic Management Cooperation, Road Traffic Infringement Agency & Driving License Card Account	processes for payment on 80:20, Road Traffic Management Cooperation, Road Traffic Infringement Agency & Driving License Card Account	processes for payment on 80:20, Road Traffic Management Cooperation, Road Traffic Infringement Agency & Driving License Card Account	for payment on 80:20, Road Traffic Management Cooperation, Road Traffic Infringement Agency & Driving License Card Account	budget and treasury	

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6. ASSESSMENT RATING SCALE

5	4	3	2	1
<p>Outstanding Performance</p> <p>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.</p>	<p>Performance Significantly Above Expectations</p> <p>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 al others throughout the year.</p>	<p>Fully Effective</p> <p>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.</p>	<p>Not Fully Effective</p> <p>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.</p>	<p>Unacceptable Performance</p> <p>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.</p>

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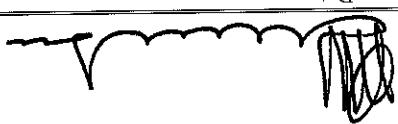
7. PERFORMANCE ASSESSMENT PROCESS

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 (KPIs) 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

<p>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.</p>	
<p>Undertaking by the Employer/ Supervisor</p>	<p>Undertaking of the Employee</p>
<p>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.</p>	<p>I herewith conform 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.</p>
<p>Signed and accepted by the Supervisor on behalf of Council:</p>	<p>Signed and accepted by the employee:</p>
	
<p>Date: 24/06/2019</p>	<p>Date: 24/06/2019</p>

9. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Mode of Delivery	Suggested Time Frames	Support Person

Chief Finance Officer



Date 24/06/2019

Municipal Manager



Date 24/06/2019

DISCLOSURE OF FINANCIAL INTERESTS FORM: ANNEXURE C

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

Telephone Number 014-736 8001 Fax Number 014-736 3288

Name of Municipality Bela-Bela Local Municipality

Position held CHIEF FINANCIAL OFFICER

Residential Address SOVENGA 0727

Postal Address 722 UNIT E, MANKUENG

SOVENGA 0727

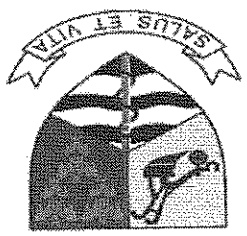
P.O Box 1134

SOVENGA

I, the undersigned (surname and initials) Mavutha R.M

FINANCIAL DISCLOSURE FORM FOR 2019/2020 FINANCIAL YEAR

CONFIDENTIAL



BELA-BELA LOCAL MUNICIPALITY

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Signature by Council _____
Council _____
Date 24/06/2019

Name of Employer	Type of Work	Amount of Remuneration/ Income

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

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

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

Name of Trust	Amount of Remuneration / Income

2. Interest in a Trust

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

See information sheet: note (1)

1. Shares and other financial interests (Not bank accounts with financial institutions.)

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Street address of institution
 52 CHATEL HALL ROAD
 BANGALORE
 PRIVATE BAG X 1093

Designation (rank) Ex Officio Republic of South Africa

(Block letters)

PATRIK TAWANA S GURONG

Full first names and surname:

Handwritten signature: PATRIK TAWANA S GURONG
 Naam in drukskrif: PATRIK TAWANA S GURONG
 Signature: PATRIK TAWANA S GURONG
 Identifikasie nommer: 00009917
 Rank: 00009917

Commissioner of Oath / Justice of the Peace

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. The signature/mark of the deponent is affixed to the declaration in my presence.
 I further certify that from my observations, an amendment or a change was not made to the original document.
 I certify that this document is a true reproduction/copy of the original document which was handed to me for authentication.

[Handwritten Signature]

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
 - (ii) Do you have any objection to taking the prescribed oath or affirmation?
 Answer
 - (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?
 Answer

OATH/AFFIRMATION

PLACE: Beth - Beth

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- The type of work;
- The name and type of business activity of the employer; and

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

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

NOTE 3

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

Designated.

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

- 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.

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

DIRECTORSHIPS AND PARTNERSHIPS

NOTE 2

- 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.

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:

SHARES AND OTHER FINANCIAL INTERESTS

NOTE 1

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

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

DATE: 24/06/2019

CHIEF FINANCE OFFICER

CONTENTS NOTED:

Place _____ Date _____

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

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):

LAND AND PROPERTY

NOTE 7

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

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.

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

GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

NOTE 6

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

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

SPONSORSHIPS

NOTE 5

- The nature of the consultancy or retainership 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.

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

CONSULTANCIES AND RETAINERSHIPS

NOTE 4

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

- The amount of the remuneration received for such work.
- Remuneration means the receipt of benefits in cash or kind.