

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**MANTSOPA LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

THAMAE PAULUS MASEJANE

AND

SELLO ALBERT NYAPHOLI

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2019 - 30 JUNE 2020

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Mantsopa Local Municipality herein represented by **Thamae Paulus Masejane** (full name) in her/his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Sello Albert Nyapholi (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the 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 within one (1) month after the beginning of each financial year of the municipality.
- 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.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 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;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and

- 2.7 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 the **01 July 2019** and will remain in force until **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.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 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 Competency Requirements (CRs) 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 CRs will account for 20% of the final assessment.
- 5.5.4 The total score must be determined using the rating calculator.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Financial Viability & Management	50
Good Governance & Public Participation	10
Basic Service Delivery	10
Institutional Transformation & Development	10
Local Economic Development	10
Capacity Building & Spatial Integration	10
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (✓)

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from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	√	WEIGHT
Strategic Direction and Leadership		
People Management		
Program and Project Management		
Financial Management		
Change Leadership		
Governance Leadership		
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 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.
- 6.3 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.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

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6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CRs

- (a) Each CR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CR.
- (c) This rating should be multiplied by the weighting given to each CR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

6.5.3 Overall rating

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

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2019
Second quarter	:	October – December 2019
Third quarter	:	January – March 2020
Fourth quarter	:	April – June 2020

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

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.4 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.

7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 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
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the Employee's functions;

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- 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of 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) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

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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 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.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Ladybrand on this the 30 day of July 2019.

AS WITNESSES:

1. [Signature]

2. Free D.C.


[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

		Mantsope Local Municipality Performance Agreement			
Organisation	Mantsope local Municipality	Employee Name	Sello Albert Nyapholi		
Department	Office of the Chief Financial Officer	Post Title	Chief Financial Officer		
Division	Office of the Chief Financial Officer	Post Identity Number	7307065208084		
Section	Office of the Chief Financial Officer	Post level	CFO		
Line Manager	Municipal Manager	Cell Phone Number	081 289 3988		
Performance Period	01 July 2019 until 30 June 2020				

SECTION 1: KEY PERFORMANCE AREA (SDBIP)		ANNEXURE A: PERFORMANCE PLAN			
Sustainable Development Goals	No poverty				
	Zero hunger				
	Good Health and Well-being				
	Quality Education				
	Gender Equality				
	Clean water and Sanitation				
	Affordable and Clean Energy				
	Decent Work and Economic Growth				
	Industry, Innovation and Infrastructure				
	Reduce Inequalities				
NATIONAL OUTCOME	Sustainable Cities and Communities				
	Responsible Consumption and Production				
	Climate Action				
	Improve quality basic education				
	A long and healthy life for all South Africans				
	All people in South Africa are and feel safe				
	Decent employment through inclusive economic growth				
	A skilled and capable workforce to support and inclusive growth path				
	An effective and responsive economic infrastructure network				
	Vibrant, equitable and sustainable rural communities with food security for all				
	Sustainable human settlements and improved quality of household life				
	A responsive, accountable, effective and efficient local government system				
	Environmental assets and natural resources that are well protected and continually enhanced				
	Create a better South Africa and contribute to a better and safer Africa and World				
	To few people work				
	The quality of school education for black people is poor				
	Infrastructure is poorly located, inadequate and under- maintained				

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NATIONAL DEVELOPMENT PLAN	Spatial divides hobbles inclusive development
	The economy is unsustainable resources intensive
	The health system cannot meet the demand or sustain quality
	Public services are uneven and often of poor quality
	Corruption levels are high
FREE STATE GROWTH AND DEVELOPMENT STRATEGIES	Inclusive Economic Growth and Sustainable Job Creation
	Education, Innovation and Skills Development
	Improved Quality of Life
	Sustainable Rural Development
	Build Social Cohesion
Back to Basic	Good Governance
	Putting people and their concerns first. Public Participation
	Supporting the delivery of municipal services to the right quality and standards: Basic services
	Promoting good governance, transparency and accountability; promoting good governance, transparency and accountability
	Ensuring good financial management and accounting: Financial Management
KEY PERFORMANCE AREA (KPA)	Building Institutional resilience and administration capacity: Institutional Capacity
	Infrastructure and Service Delivery
	Local Economic Development
	Organisational Development and Transformation
	Financial Viability and Management
IDP REFERENCE	Good Governance and Public Participation

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1. Purpose

The performance plan defines the Council's expectations of the Chief Financial Officer's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Chief financial Officer's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development. (weighting 10%)
- 3.2 Basic Service Delivery (weighting 10%)
- 3.3 Local Economic Development (LED). (weighting 10%)
- 3.4 Municipal Financial Viability and Management. (weighting 60%)
- 3.5 Good Governance and Public Participation. (weighting 10%)

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DEPARTMENT OF CHIEF FINANCIAL OFFICER:
KPA: FINANCIAL VIABILITY & MANAGEMENT

		Revenue Management Division										
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Activity1.1	Sound Financial Management and Reporting	Number of signed off debtor's reconciliation control accounts	Monthly Debtors reconciliation reports	Target: Budget	Number	12	30%	12	3	3	3	3
Activity1.2		Number of memo sent to water division on faulty meters	Proof of submission to water division;	Target: Budget	Number	12		12	3	3	3	3
Activity1.3		Number of monthly billing authorisation conducted	Monthly Bill R reports	Target: Budget	Number	12		12	3	3	3	3
Activity1.4		Number of Revenue related policies approved by Council	Council resolution & reviewed policies	Target: Budget	Number	5		5	5			
Activity1.5		Number of revenue enhancement strategies approved	Approved revenue enhancement strategy plus Council resolution	Target: Budget	Number	1		1	1	0	0	0
Activity1.6		Number of updates of the supplementary valuation roll	Updated certified supplementary Valuation roll	Target: Budget	Number	1		1	1			1
Activity1.7		Number of cut off lists for top 50 debtors in towns implemented	Cut off notice & progress report	Target: Budget	Number	0		600	150	150	150	150
Activity1.8		Number of progress reports on implementation of audit Action Plan 2018/2019	Updated quarterly Audit Action Plan progress report	Target: Budget	Number	4		4	1	1	1	1
Activity1.9		Number of updates on the risk register	Updated Risk Register	Target: Budget	Number	4		4	1	1	1	1

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Fleet management													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity1.1	Sound Financial Management and Reporting	Number of functional Fleet Management Solutions implemented	Monthly vehicle activity reports	Target	Number	0	10%	3				3	
Activity 1.2		Number of obsolete and redundant fleet auctioned	Auction report	Budget									
Activity 1.3				Target:	Number								
Activity1.4		Conduct an analysis of current fleet by category	Analysis report	Target	Number	1		1					
		Number of vehicles licenced and registered	Schedule of licencing and registered vehicles	Target:	Number								
Activity1.5		Number of Fuel consumption reports	Monthly Fuel report consumption reports	Target:	Number	12		12	3	3	3	3	
				Budget									
Activity 1.6			Number of Fleet Management related policies approved	Approved updated Asset policies, Council resolution	Target:	Number	1		1				
					Budget								
Activity1.7		Number of progress reports on the implementation of Audit Action Plan 2018/ 2019	Updated Audit Action Plan progress report	Target	Number	4		4	1	1	1	1	
Activity1.8		Number of updates on the risk register	Updated Risk Register	Target:	Number	4		4	1	1	1	1	
				Budget	Rand								
Asset Management Division													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity1.1	Sound Financial Management and Reporting	Number of Asset Management related policies approved	Approved updated Asset policies, Council resolution	Target:	Number	1	15%	1	1	0			
				Budget									

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Activity 1.2	Number of monthly updates of assets acquisitions	Additions & WIP reports	Target: Budget	Number	12		3	3	3	3		
Activity 1.3	Number asset verification reports conducted as per sample	Quarterly Asset Verification report as per the sample determined by the Internal Audit	Target: Budget	Number	4		1	1	1	1		1
Activity 1.4	Number of reconciliations between the General Ledger and the Fixed Assets Register	Monthly Reconciliation report	Target: Budget	Number	12		3	3	3	3		3
Activity 1.5	Number of updates on the risk register	Updated Risk Register	Target: Budget		4		1	1	1	1		1
Activity 1.6	Number of reports on the implementation of the Audit Action Plan 2018/2019	Approved Audit Action Plan progress reports	Target: Budget	Number	4		1	1	1	1		1




Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	Supply Chain Management Division									
				type	Unit of Measure	Baseline	Weighting	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity 5.1	Sound Financial Management and Reporting	Number of Supply Chain Management Policies revised and approved	Approved Revised Supply Chain Management policy and council resolution, Infrastructure Procurement & Delivery Management	Target	Number	2	20%	2	2				
			Budget										
		Number of reports on SCM policy implementation	SCM policy reports & Council resolutions	Target	Number	0		4	1	1	1	1	1
			Budget										
Activity 5.2		Number of signed off annual procurement plans submitted to PT	Signed off by MM annual procurement plans, proof submission to PT	Target	Number	1	1	1	0	0	0	0	
			Budget										
		Number of SCM declarations of interest register for employees	SCM declaration register	Target	Number	1	1	1					
			Budget										
Activity 5.3		Number of workshops held with internal and external stakeholders on Supply Chain Management Policy and processes	Notices, minutes and attendance registers	Target	Number	4	4	1	1	1	1	1	
			Budget										
		Number of updates on the risk register	Approved updated risk register	Target:	Number	4	4	1	1	1	1	1	
			Budget										
		Number of progress reports on the implementation of Audit Action Plan 2018/ 2019	Updated Audit Action Plan progress report	Target	Number	4	4	1	1	1	1	1	
			Budget										

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BUDGET AND REPORTING DIVISION												
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type Budget Target	Unit of Measure	Baseline	Weighting	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Sound Financial Management and Reporting	Number of MFMA compliant Annual Budget approved by Council	Council resolution Approved Budget	Budget	Number	1	10%	1	1			
Activity 1.2		Number of budget related policies approved	Approved policies with council resolutions	Target: Budget	Number	5		5	5	0	0	
Activity 1.3		Number of section 71 Reports submitted to the Mayor within a prescribed period	Section 71 reports & acknowledgement from the Mayor	Target: Budget	Number	12		12	3	3	3	3
Activity 1.4		Number of Section 11 reports tabled in Council	Section 11 reports and council resolutions	Target: Budget	Number	4		4	1	1	1	1
Activity 1.5		Number of section 52 (d) reports tabled in Council within a prescribed period	Section 52 (d) Reports & Council resolution	Target: Budget	Number	4		4	1	1	1	1
Activity 1.6		Number of Mid-year Budget Performance Assessment report submitted to the Mayor, PT & NT within a prescribed period	Mid-year Budget Performance Assessment Report, & proof of submission	Target: Budget	Number	1		1	0	0	1	0
Activity 1.7		Number of Annual Financial Statements submitted to the office of the Auditor General within a prescribed period	Signed off Annual Financial Statements and proof of submission	Target: Budget	Number	1		1	1	0	0	0
Activity 1.8		Number of progress reports on the implementation of Audit Action Plan 2018/2019	Updated Audit Action Plan progress report	Target: Budget	Number	4		4	1	1	1	1
Activity 1.9		Number of updates on the risk register	Updated Risk Register	Target: Budget	Number	4		4	1	1	1	1

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Expenditure Management Division													
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighing	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Activity1.1	Sound Financial Management and Reporting	Number of top 10 key creditors accounts reconciled	Monthly Reconciliation reports	Target	Number	10	10%	10	10	10	10	10	
Activity1.2		Percentage invoices paid within 30 days	Monthly statistics reports	Budget	Rand	60%							
Activity 1.3			Number of risk registers updated	Approved risk registers	Target	Number		4		4	1	1	1
Activity 1.4		Number of incidents of fruitless and wasteful expenditure reviewed and refined	Quarterly reports on fruitless and wasteful expenditure & Council resolutions	Budget	Rand	12		12	3	3	3	3	
Activity 1.5		Number of VAT 201 reports submitted to SARS	Monthly VAT 201 submissions to SARS	Target	Number	12		12	3	3	3	3	
					Budget	Rand							
Activity 1.6		Number of Section 66 reports tabled in Council	Section 66 reports & Council resolution	Target	Number	4		4	1	1	1	1	
					Budget	Rand							
Activity 1.7		Number of progress reports on the implementation of Audit Action Plan 2018/ 2019	Updated Audit Action Plan progress report	Target	Number	4		4	1	1	1	1	
					Budget	Rand	4		4	1	1	1	1



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Payroll Administration																	
Planning level	Predetermined Objectives	Key Performance Indicator	Evidence	type	Unit of Measure	Baseline	Weighting	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4					
Activity 1.1	Sound Financial Management and Reporting	Payment of salaries on or before 25 th day of every month	Proof of payment	Target Budget	Number	12	5%	12	3	3	3	3					
Activity 1.2		Clearance of salary related suspense account	Monthly reconciliations	Target Budget	Number	12		12	3	3	3	3					
Activity 1.4	Updated Risk Register	Payment of third parties on or before 7 th day of every month	Proof of payment	Target Budget	Number	12		12	3	3	3	3					
Activity 1.5		Submission of EMP 501 to SARS	IRP 5 file & EMP 501 reconciliation	Target Budget	Number	1		1	0	0	0	1					
Activity 1.5		Number of Payroll related policies approved by Council	S & T policy and Council resolution	Target Budget	Number Rands	1		1	1								
Activity 1.6		Number of progress reports on the implementation of Audit Action Plan 2018/2019	Updated Audit Action Plan progress report	Target Budget	Number Rand	4		4	1	1	1	1					
Activity 1.7																	
Activity 1.8		Number of updates on the risk register	Updated Risk Register	Target Budget	Number Rand	4		4	1	1	1	1					

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SECTION 2: Job Description key Performance Areas (JKPA's)				
JKPA Title	JKPA Description	Evidence	frequency	Weighting
Good Governance and Public Participation	Planning	Financial Management Strategy and Capital Investment Plan IDP/Budget Schedule progress include votes per KPAs.	Annually	10
	Risk Management Operations	Approved Departmental Risk Management Register Submission of reports on faulty meters to Technical Services	Quarterly Quarterly	10 10
Organisational Development and Transformation	Responsive administration	Approved organisational structure filled with competent staff	Annually	10
Local Economic Development Financial Viability and Management	Local Economy	Percentage contribution of Municipal capital Budget spent on the local economy	Quarterly	10
	Financial Management	Approved 2020/2021 Budget Schedule	Annually	60
		Approved Adjustment 2019/2020 Budget		
		Audited 2019/2020 Annual Financial Statements		
TOTAL JKPA WEIGHTINGS (Must add up to 100 %)		Improved audit outcome with less paragraphs from 2017/2018 financial year		100
SECTION 3: CORE COMPETENCIES				
Competency	Description	Evidence		Weighting
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	Fulfilled all legislative requirements in terms of reporting and timelines		15
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effective management relationship in order to achieve the Municipality's goals	Proof of the Implementation of the IDP / Budget review Process Plan with Programme of Action		15
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	Proof of achieving all the service targets to the minimum services		15
Programme and Project Management	Must be able to plan, manage, and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives	Proof of achieving all the service targets to the minimum services standards		10
Accountability and Ethical Conduct	Must be able to display and build the highest standards of Ethical and moral conduct in order to promote confidence and trust in the municipality	Zero tolerance on fraud and corruption		10
Service Delivery Innovation (SDI)	Must be able to explore and implement new ways of service delivery that contribute to the improvement of municipal process in order to achieve municipal goals	Proof that all grants and own capital funding is utilised fully		15
Problem solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	Proof of improvement in revenue management through Section 52d reports		20
TOTAL CORE COMPETENCY WEIGHTING (Must add up to 100%)				100

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ANNEXURE B: PERFORMANCE EVALUATION CRITERIA'S					
KEY PERFORMANCE AREA AND JOB DESCRIPTION TASK EVALUATION CRITERIA					
1	2	3	4	5	
Unacceptable performance	Not fully effective	Fully effective	Performance significantly above expectations	Outstanding	
Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is significantly higher than the standards 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 throughout the year.	Performance far exceeds the standards 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.	
CORE COMPETENCY EVALUATION CRITERIA					
1	2	3	4	5	
Under	Basic	Meeting	Superior	Outstanding	
Has understanding of Competency but Has understanding of Competency but requires re-enforcement opportunity to enhance learning	Has awareness of Competency but lacks full application competency	Competency Application of Competency without any support or assistance required	Strong Application of Competency	Mastering Application of Competency	
Request by the MM					
ANNEXURE C MUNICIPAL MANAGER'S REQUESTS					
Description					
Monitor the work of REVCO and submit progress reports to the Municipal Manager monthly					
ANNEXURE D: PERSONAL DEVELOPMENT PLANNING					
PDP Initiative	Competency Development Area	Description	Evidence		
Financial Management	GRAP Training new standards and SCM new developments	Enhance knowledge with the latest development in the field of financial management	Proof of Registration with institution of Higher Learning for Post Graduate Diploma in Public Administration.		
People Management	People Management Skills, e.g. problem solving, performance improvement skills	Effectively management of people to improve performance			
Project Management	Project Management Skills	Enhance ability to manage projects effectively and efficiently			
Chief Financial Officer's Signature			Date: 19/07/2019		
Municipal Manager's Signature			Date: 20/07/2019		

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

[THAMAE PAULUS MASEJANE]

["the Employer"]

and

[SELLO ALBERT NYAPHOLI]

["the Employee"]

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1. Personal Development Plan

1.1.1 A Municipality should be committed to –

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) Manage training and development within the ambit of relevant national policies and legislation.

1.1.2. Municipality should follow an integrated approach to human Resources Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategist) HR plan, job description, the result of regular performance appraisal and career-pathing.
- (c) To ensure the necessary linkages with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approval will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standard to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

1.1.2 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.3 Compiling the Personal Development Plan attached at Appendix.

Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies at a given period in time with the purpose of identifying training needs or skills gaps.

The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled training skills/ Performance Gap. The following should be carefully determined during such a process:

Organisational needs, which include the following:

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- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

Next, the prioritisation of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purpose of accommodating critical/strategic training and development needs in the HR Plan, Personal Development and the Works Skills Plan.

Consideration must be given to the expected outcomes, to be listed in column 2 of the Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

An appropriate intervention should be identified to address training needs/skills gaps and the outcomes to be achieved but with due regard to cost effectiveness. These should be listed in column 3 Appendix 1, entitled: Suggested training and/or development activity in line with the National Qualification Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through Training/Human Resource Development Unit within the municipality whether unit standard have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standard usually have measurable assessment criteria to determine achieved competency.

Guidelines regarding the number of training days per employee and the nominations of employees: An Employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/Development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him/her to read e.g. legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.

The suggested time frames (columns 5 of Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

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Work opportunity created to practice skill/development areas, in column 6 of Appendix 1, further ensures internalization of information gained as well as return on investment (not just to have skill but a necessary to have skill that is used in the workplace)

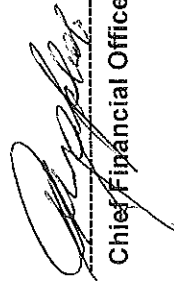
The final column, column 7 of Appendix 1, provides the employee with a support person that could act as a coach or mentor with regard to the area of learning.


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Personal Development Plan of: Mr. Sello Albert Nyapholi

Compiled on Date: 01 July 2018

Skills / Performance Gap	Outcomes Expected	Suggested Training and/or development activity	4 Suggested mode of Delivery	Suggested Time Frames	Work opportunity created to practice skills/development area	Support Person
Change Management, Governance Leadership, Planning & Organising, Analysis & Innovation, Knowledge & Information	Obtain a Post-Graduate Diploma in Public Administration	Post Graduate Diploma in Public Administration (NQF 8)	Part-Time	One year	Public Finance	Municipal Manager


Chief Financial Officer's Signature

 20/07/2019
Municipal Manager's Signature

Appendix B

Schedule 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

[Sch. 2 amended by s. 29 of Act No. 44 of 2003.]

Wording of Sections

1. Definitions. — In this Schedule “partner” means a person who permanently lives with another person in a manner as if married.

General conduct

2. A staff member of a municipality must at all times—
 - (a) loyally execute the lawful policies of the municipal council;
 - (b) perform the functions of office in good faith, diligently, honestly and in a transparent manner;
 - (c) act in such a way that the spirit, purport and objects of section 50 are promoted;
 - (d) act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
 - (e) act impartially and treat all people, including other staff members, equally without favour or prejudice.

Commitment to serving the public interest

3. A staff member of a municipality is a public servant in a developmental local system, and must accordingly—
 - (a) implement the provisions of section 50 (2);
 - (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
 - (c) promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
 - (d) obtain copies of or information about the municipality's integrated development plan, and as far as possible within the ambit of the staff member's job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator;
 - (e) Participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward

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system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

Personal gain

4. (1) A staff member of a municipality may not—
- (a) use the position or privileges of a staff member, or confidential information obtained as a staff member, for private gain or to improperly benefit another person;
or
 - (b) Take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.
- (2) Except with the prior consent of the council of a municipality a staff member of the municipality may not—
- (a) be a party to a contract for—
 - (i) the provision of goods or services to the municipality; or
 - (ii) the performance of any work for the municipality otherwise than as a staff member;
 - (b) obtain a financial interest in any business of the municipality; or
 - (c) be engaged in any business, trade or profession other than the work of the municipality.

Disclosure of benefits

5. (1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member acquired or stands to acquire any direct benefit from a contract concluded with the municipality must disclose in writing full particulars of the benefit to the council.
- (2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.

Unauthorised disclosure of information

- 6.(1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person.
- (2) For the purpose of this item "privileged or confidential information" includes any information—
- (a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;
 - (b) discussed in closed session by the council or a committee of the council;
 - (c) disclosure of which would violate a person's right to privacy; or
 - (d) declared to be privileged, confidential or secret in terms of any law.

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- (3) This item does not derogate from a person's right of access to information in terms of national legislation.

Undue influence

7. A staff member of a municipality may not—
- (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
 - (b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
 - (c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

Rewards, gifts and favours

- 8.(1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for —
- (a) persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
 - (b) making a representation to the council, or any structure or functionary of the council;
 - (c) disclosing any privileged or confidential information; or
 - (d) doing or not doing anything within that staff member's powers or duties.
- (2) A staff member must without delay report to a superior official or to the speaker of the council any offer, which if accepted by the staff member, would constitute a breach of sub item (1).

Council property

9. A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

Payment of arrears

10. A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.

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PARTICIPATION IN ELECTIONS

11. A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.

Sexual harassment

12. A staff member of a municipality may not embark on any action amounting to sexual harassment.

Reporting duty of staff members

13. Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.

Breaches of Code

14. Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67 (1) (h) of this Act.

Disciplinary steps

14A(1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach.

(2) Such other disciplinary steps may include—

- (a) suspension without pay for no longer than three months;
- (b) demotion;
- (c) transfer to another post;
- (d) reduction in salary, allowances or other benefits; or
- (e) an appropriate fine.

[Item 14A inserted by s. 29 of Act No. 44 of 2003.]

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INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

The following notes are a guide to assist with completing the attached Financial Disclosure form (Appendix 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.

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

- The nature of the consultancy or retainerships 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; and
- 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 advantages 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.

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DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)..... *NIAH H. S.A.*

(Postal address)..... *No 5 Braham Street*

Hilltop, Bloemfontein

(Residential Address)..... *SAME AS POSTAL*

(Position Held)..... *Chief Financial Officer*

(Name of the municipality)..... *Mantopu*

Tel: *051 924 0654* Fax: *051 924 0020*

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

1. Shares ,securities and other financial interests (Not bank accounts with financial institutions)			
Number of shares/Extent of financial interests	Nature	Nominal value	Name of Company/Entity
	<i>N/A</i>		

2. Interest in a trust	
Name of trust	Amount of Remuneration /Income
<i>N/A</i>	

3. Membership, directorships and partnerships		
Name of Corporate entity ,partnership or firm	Type of business	Amount of remuneration/income
	<i>N/A</i>	

4. Remuneration work outside Municipality(Must be sanctioned by Council)		
Name of Employer	Type of work	Amount of remuneration /Income
	<i>N/A</i>	

CONFIDENTIAL

Council

Signature by Mayor or Designate:..... Date:.....

5. Consultancies, Retainerships and Relationships

Name of Client	Nature	Type of business activity	Value of any benefits

6. Subsidies, grants and sponsorships by any organisation

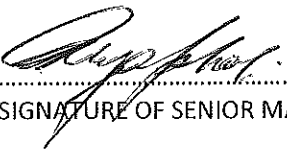
Source of assistance	Description of assistance	Value of assistance

7. Gifts and hospitality from source rather than a family member

Description	Value	Member

8. Land and property

Description	Extent	Area	Value
Res property 4	750 m ²	Hillside	R1.9m


.....
SIGNATURE OF SENIOR MANAGER

DATE :.....

PLACE:.....