

## Appendix A



### PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MKHAMBATHINI MUNICIPALITY  
AS REPRESENTED BY MUNICIPAL MANAGER  
(Duly authorised by Council)**

**MRS T. C NDLELA**  
720620 0304 083

**And**

**MR M. CHANDULAL**  
671020 5179 086

**THE CHIEF FINANCIAL OFFICER  
OF THE MUNICIPALITY**

**1 July 2016 – 30 June 2017**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Mkhambathini Municipality herein represented by Mrs T. C Ndlela in her capacity as Municipal Manager (hereinafter referred to as the **Mkhambathini Municipality or Supervisor**)

and

**Mr. M Chandulal, ID No 671020 5179 086** of the Municipality (hereinafter referred to as the **Chief Financial Officer**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The Mkhambathini Municipality has entered into a contract of employment with the **Chief Financial Officer** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Mkhambathini Municipality** and the **Chief Financial Officer** 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 **Chief Financial Officer** 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 **Chief Financial Officer** and to communicate to the **Chief Financial Officer** the Mkhambathini Municipality's expectations of the **Chief Financial Officer'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 **Chief Financial Officer** has met the performance expectations applicable to his or her job;



- 2.6 in the event of outstanding performance, to appropriately reward the **Chief Financial Officer**; and
- 2.7 give effect to the Mkhambathini Municipality's commitment to a performance-orientated relationship with its **Chief Financial Officer** in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2016 and will remain in force until 30 June 2017 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 **Chief Financial Officers'** 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 B) sets out-
- 4.1.1 the performance objectives and targets that must be met by the **Chief Financial Officer**; 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 C are set by the **Mkhambathini Municipality** in consultation with the **Chief Financial Officer** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Mkhambathini Municipality**, 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.



  
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- 4.3 The **Chief Financial Officer** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Mkhambathini Municipality's Integrated Development Plan**.

## 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Chief Financial Officer** agrees to participate in the performance management system that the **Mkhambathini Municipality** adopts or introduces for the **Mkhambathini Municipality**, management and municipal staff of the **Mkhambathini Municipality**.
- 5.2 The **Chief Financial Officer** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Mkhambathini Municipality**, management and municipal staff to perform to the standards required.
- 5.3 The **Mkhambathini Municipality** will consult the **Chief Financial Officer** about the specific performance standards that will be included in the performance management system as applicable to the **Chief Financial Officer**
- 5.4 The employee agrees to participate in the performance management and development system that the Employer adopts
- 5.5 The **Chief Financial Officer** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the **Chief Financial Officers'** responsibilities) within the local government framework.
- 5.6 The criteria upon which the performance of the **Chief Financial Officer** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.6.1 The **Chief Financial Officer** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.6.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.6.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.7 The **Chief Financial Officer** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure B**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Mkhambathini Municipality** and **Chief Financial Officer**

  
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| Key Performance Areas (KPA's)                          | Weighting   |
|--|-------------|
| Basic Service Delivery                                 | 10%         |
| Municipal Institutional Development and Transformation | 10%         |
| Local Economic Development (LED)                       | 5%          |
| Municipal Financial Viability and Management           | 60%         |
| Good Governance and Public Participation               | 10%         |
| Cross cutting  | 5%          |
| <b>Total</b>   | <b>100%</b> |






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

| LEADING COMPETENCIES                     |   |          |
|--|---|----------|
| CORE MANAGERIAL COMPETENCIES (CMC)       | COMPETENCY DESCRIPTION  | WEIGHT % |
| 1. Strategic Direction and Leadership    | Impact and influence<br>Institutional Performance Management<br>Strategic Planning and Management<br>Organisational Awareness   | 5%       |
| 2. People Management                     | Human Capital Planning and Development<br>Diversity Management<br>Employee Relations Management<br>Negotiation and Dispute Management   | 5%       |
| 3. Programme and Project Management      | Program and Project Planning and Implementation<br>Service Delivery Management<br>Program and Project Monitoring and Evaluation   | 5%       |
| 4. Financial Management                  | Budget Planning and Execution<br>Financial Strategy and Delivery<br>Financial Reporting and Monitoring  | 45%      |
| 5. Change Management                     | Change Vision and Strategy<br>Process Design and Improvement<br>Change Impact Monitoring and Evaluation   | 5%       |
| 6. Governance Leadership                 | Policy Formulation<br>Risk and Compliance Management<br>Cooperative Governance  | 5%       |
| CORE COMPETENCIES                        |   |          |
| 7. Moral Competence                      | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistency display behavior that reflects moral competence  | 5%       |
| 8. Planning and Organising               | Able to plan, prioritise and organize information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk  | 5%       |
| 9. 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     | 5%       |
| 10. Knowledge and Information Management | 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                                    | 5%       |
| 11. Communication                        | 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 | 5%       |
| 12. Results and Quality Focus            | Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed  | 5%       |

5 | Performance Agreement: Chief Financial Officer

  
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| LEADING COMPETENCIES               |  |             |
|------------------------------------|--|-------------|
| CORE MANAGERIAL COMPETENCIES (CMC) | COMPETENCY DESCRIPTION   | WEIGHT %    |
| 12. Results and Quality Focus      | 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 | 5%          |
| <b>TOTAL</b>                       |  | <b>100%</b> |




  
  
  
  




## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure B) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Chief Financial Officer** performance; and
  - 6.1.2 the intervals for the evaluation of the **Chief Financial Officer** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Mkhambathini Municipality** may in addition review the **Chief Financial Officer** 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 **Chief Financial Officer** performance will be measured in terms of contributions to the goals and strategies set out in the **Mkhambathini Municipality's** IDP.
- 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 CCRs**
    - (a) Each CCR 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 CCR.
    - (c) This rating should be multiplied by the weighting given to each CCR 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 CCR 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.

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- 6.6 The assessment of the performance of the **Chief Financial Officer** will be based on the following rating scale for KPA's and CCRs:

| Level | Terminology                                  | Description   | Rating |   |   |   |   |
|-------|--|---|--------|---|---|---|---|
|       |  |   | 1      | 2 | 3 | 4 | 5 |
| 5     | Outstanding performance                      | Performance far exceeds the standard expected of the Chief Financial Officer at this level. The appraisal indicates that the <b>Chief Financial Officer</b> has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.  |        |   |   |   |   |
| 4     | Performance significantly above expectations | Performance is significantly higher than the standard expected in the job. The appraisal indicates that the <b>Chief Financial Officer</b> 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 <b>Chief Financial Officer</b> 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 <b>Chief Financial Officer</b> 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 <b>Chief Financial Officer</b> has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The <b>Chief Financial Officer</b> has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. |        |   |   |   |   |

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- 6.7 For purposes of evaluating the annual performance of the Mayor, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor or Mayor;
  - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
  - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
  - 6.7.4 Mayor and/or Mayor from another municipality; and
  - 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the Mayor, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Mayor;
  - 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 Mayor 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).

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of **Chief Financial Officer** 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:

|                       |   |                         |
|-----------------------|---|-------------------------|
| <b>First quarter</b>  | : | July – September 2016   |
| <b>Second quarter</b> | : | October – December 2016 |
| <b>Third quarter</b>  | : | January – March 2017    |
| <b>Fourth quarter</b> | : | April – June 2017       |

- 7.2 The **Mkhambathini Municipality** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Mkhambathini Municipality's** assessment of the **Chief Financial Officer** performance.
- 7.4 The **Mkhambathini Municipality** will be entitled to review and make reasonable changes to the provisions of Annexure "B" from time to time for operational reasons. The **Chief Financial Officer** will be fully consulted before any such change is made.
- 7.5 The **Mkhambathini Municipality** may amend the provisions of Annexure B whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Chief Financial Officer** 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 | Performance Agreement: Chief Financial Officer

  
  
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## 9. OBLIGATIONS OF THE MKHAMBATHINI MUNICIPALITY

9.1 The Mkhambathini Municipality shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the **Chief Financial Officer**;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Chief Financial Officer** to solve problems and generate solutions to common problems that may impact on the performance of the **Chief Financial Officer**;
- 9.1.4 on the request of the **Chief Financial Officer** delegate such powers reasonably required by the **Chief Financial Officer** 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 **Chief Financial Officer** such resources as the **Chief Financial Officer** 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 **Mkhambathini Municipality** agrees to consult the **Chief Financial Officer** timorously where the exercising of the powers will have amongst others –
  - 10.1.1 a direct effect on the performance of any of the **Chief Financial Officers'** functions;
  - 10.1.2 commit the **Chief Financial Officer** to implement or to give effect to a decision made by the **Mkhambathini Municipality**; and
  - 10.1.3 a substantial financial effect on the **Mkhambathini Municipality**.
- 10.2 The **Mkhambathini Municipality** agrees to inform the **Chief Financial Officer** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable **Chief Financial Officer** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of **Chief Financial Officer** Performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of all-inclusive annual remuneration package may be paid to the **Chief Financial Officer** 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 **Mkhambathini Municipality** shall –

  
  
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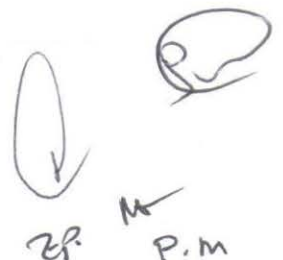
- 11.3.1 provide systematic remedial or developmental support to assist the **Chief Financial Officer** to improve his or her performance; and
- 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Mkhambathini Municipality** may consider steps to terminate the contract of employment of the **Chief Financial Officer** 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 **Chief Financial Officer** 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 **Chief Financial Officer**; or
  - 12.1.2 any other person appointed by the MEC.
  - 12.1.3 In the case of managers directly accountable to the **Chief Financial Officer**, 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 **Chief Financial Officer**; 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.

## 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 **Mkhambathini Municipality**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Chief Financial Officer** 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 **Chief Financial Officer** 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.





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Thus done and signed at Camperdown on this the 7 day of July 2016

AS WITNESSES:

1.   
2. 

AS WITNESSES:

1.   
2. 

Chief Financial Officer

Municipal Manager

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**Annexure B**



**ANNUAL PERFORMANCE PLAN, PERSONAL  
DEVELOPMENT PLAN AND REVIEW FOR  
MANAGERS**

Entered into by and between

**THE MKHAMBATHINI MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL  
MANAGER**

**(Duly authorised by Council)**

**MRS THABISILE CORNELIA NDLELA**

**AND**

**MR MAHENDRA CHANDULAL**

**671020 5179 086**

**FINANCIAL SERVICES MANAGER**

**[“the Employee”]**

**1 July 2016 – 30 June 2017**

*[Handwritten signatures]*

| RATING | DEFINITION OF SCORE                         |
|--------|---|
| 5      | Outstanding Performance                     |
| 4      | Performance significantly above expectation |
| 3      | Fully effective                             |
| 2      | Performance not fully satisfactory          |
| 1      | Unacceptable Performance                    |

| Period Under Review        |               |
|----------------------------|---------------|
| <b>Surname</b>             | Chandulal     |
| <b>Name</b>                | Mahendra      |
| <b>Municipality</b>        | Mkhambathini  |
| <b>Department</b>          | Finance       |
| <b>Race</b>                | Indian        |
| <b>Gender</b>              | Male          |
| <b>Employee Number</b>     | 409           |
| <b>Date of Appointment</b> | 1 August 2014 |
| <b>Salary Package</b>      |               |

Performance Plan

Attached as Annexure C



### Calculation On the Core Management Criteria (CMC)

CMC's are based on the eleven core competencies – even Manager should be assessed against all those CMC' that are applicable to his/her job. Compulsory CMC' for Managers are highlighted below (NOTE: Weights should be taken from the signed performance agreement for the year under review).

| CORE MANAGERIAL COMPETENCIES (CMC)       | √ (Indicate Choice) | WEIGHT % | MILESTONES /COMMENTS | OWN RATING (1-5) | RATING BY SUPERVISOR (1-5) | RATING BY PANEL MEMBER (1-5) |
|--|---------------------|----------|----------------------|------------------|----------------------------|------------------------------|
| 1.Strategic Capability and Leadership    |                     |          |                      |                  |                            |                              |
| 2. Programme and Project Management      |                     |          |                      |                  |                            |                              |
| 3. Financial Management                  | compulsory          | 45       |                      |                  |                            |                              |
| 4. Change Management                     |                     |          |                      |                  |                            |                              |
| 5. Knowledge Management                  |                     |          |                      |                  |                            |                              |
| 6. Service Delivery Innovation           |                     |          |                      |                  |                            |                              |
| 7. Problem Solving and Analysis          |                     | 5        |                      |                  |                            |                              |
| 8. People Management and Empowerment     | compulsory          | 5        |                      |                  |                            |                              |
| 9. Client Orientation and Customer Focus | compulsory          | 5        |                      |                  |                            |                              |
| 10.Communication                         |                     | 5        |                      |                  |                            |                              |
| 11. Honesty and Integrity                |                     | 5        |                      |                  |                            |                              |

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## EVALUATION ON THE CORE OCCUPATIONAL COMPETENCY (COC)

COC's are based on the eleven core competences – every Manager should be assessed against all those COC's that are applicable to his/her job.

(NOTE: Weight should be taken from the signed performance agreement for the year under review)

| CORE MANAGERIAL COMPETENCIES (CMC)   | √<br>(Indicate<br>Choice) | WEIGHT<br>% | MILESTONES<br>/COMMENTS | OWN<br>RATING<br>(1-5) | RATING BY<br>SUPERVISOR<br>(1-5) | RATING BY PANEL<br>MEMBER (1-5) |
|--|---------------------------|-------------|-------------------------|------------------------|----------------------------------|---------------------------------|
| 1. Competence in Self-Management   |                           |             |                         |                        |                                  |                                 |
| 2. Interpretation of and implementation within the legislative and national policy framework |                           | 20          |                         |                        |                                  |                                 |
| 3. Knowledge of Performance Management and Reporting   |                           |             |                         |                        |                                  |                                 |
| 4. Knowledge of global of South African specific political, social and economic contexts     |                           | 5           |                         |                        |                                  |                                 |
| 5. Competence in policy conceptualisation, analysis and implementation                       |                           |             |                         |                        |                                  |                                 |
| 6. Knowledge of more than one functional municipal field/discipline                          |                           | 5           |                         |                        |                                  |                                 |
| 7. Skills in Mediation   |                           |             |                         |                        |                                  |                                 |
| 8. Skills in Governance  |                           |             |                         |                        |                                  |                                 |
| 9. Competence as required by other national line sector department                           |                           |             |                         |                        |                                  |                                 |
| 10. Exceptional and dynamic creativity to improve the functioning of the municipality        |                           |             |                         |                        |                                  |                                 |
| <b>Total percentage</b>  | -                         | <b>100%</b> |                         |                        |                                  |                                 |



# PERSONAL DEVELOPMENT PLAN

| AREA TO BE DEVELOPED | TYPE OF INTERVENTION | TARGET DATE  | PERFORMANCE REVIEW FOR PDP |          |                             |
|----------------------|----------------------|--------------|----------------------------|----------|-----------------------------|
|                      |                      |              | Progress                   | Barriers | Action to Overcome Barriers |
| CASEWARE             | TRAINING             | OCT-DEC 2016 |                            |          |                             |
| PASTEL USE           | "                    | SEP 2016     |                            |          |                             |
| MSCOA                | "                    | DEC 2016     |                            |          |                             |
|                      |                      |              |                            |          |                             |






## PERFORMANCE ASSESSMENT RATING

The Assessment Rating will be used to add the score and calculate a final KRA score (80%) and a final CMC and COC's score (20%).

The Table Below should be completed by the summarized total of each panel member (*Note: Weight should be taken from the signed performance agreement for the year under review*)

| KPA   | WEIGHT      | RATING | SCORE |
|---|-------------|--------|-------|
| 1. Basic Service Delivery                                 | 100%        |        |       |
| 2. Municipal Institutional Development and Transformation | 100%        |        |       |
| 3. Local Economic Development                             | 100%        |        |       |
| 4. Municipal Financial Viability and Management           | 50%         |        |       |
| 5. Good Governance and Public Participation               | 20%         |        |       |
| 6. Community and Social Development                       |             |        |       |
| <b>Total</b>  | <b>100%</b> |        |       |
| x 80%   |             |        |       |



| Core Management Competencies                        | Weight | Rating | Score |
|---|--------|--------|-------|
| 1. Strategic Capability & Leadership                |        |        |       |
| 2. Programme & Project Management                   |        |        |       |
| 3. Financial Management (Compulsory)                | 45%    |        |       |
| 4. Change Management                                |        |        |       |
| 5. Knowledge Management                             |        |        |       |
| 6. Service Delivery Innovation                      |        |        |       |
| 7. Problem Solving & Analysis                       | 5%     |        |       |
| 8. People Management & Empowerment (Compulsory)     | 5%     |        |       |
| 9. Client Orientation & Customer Focus (Compulsory) | 5%     |        |       |
| 10. Communication                                   | 5%     |        |       |
| 11. Honesty & Integrity                             | 5%     |        |       |
| <b>Total</b>  |        |        |       |
| x 20%   |        |        |       |

| Core Occupational Competencies   | Weight % | Rating | Score |
|--|----------|--------|-------|
| 1. Competence in Self-Management   |          |        |       |
| 2. Interpretation of and Implementation within the Legislation and National Policy Framework | 20%      |        |       |
| 3. Knowledge of developmental local government   | 5%       |        |       |
| 4. Knowledge of Performance Management & Reporting   |          |        |       |
| 5. Knowledge of Global & South African Specific Political, Social and Economic Context       | 5%       |        |       |
| 6. Competency on policy conceptualization, analysis and implementation                       |          |        |       |
| 7. Knowledge of more than one functional municipal field/ discipline                         |          |        |       |
| 8. Skill in mediation  |          |        |       |
| 9. Skill in Governance   |          |        |       |
| 10. Competence as required by other national line sector department                          |          |        |       |
| 11. Exceptional and dynamic Creativity to improve the functioning of the municipality        |          |        |       |
| <b>Total</b>   |          |        |       |
| X 20%  |          |        |       |

### Key Results

| KPA                                 | (A)<br>Sub-<br>Total | (B)<br>% Of<br>Assessment | (AxB)<br>Total Score |
|-------------------------------------|----------------------|---------------------------|----------------------|
| KRA (Key Result Area)               |                      | 80%                       |                      |
| CC (Conduct Criteria)               |                      | 20%                       |                      |
| c) FINAL SCORE                      |                      |                           |                      |
| FINAL SCORE IN PERCENTAGE (C/5X100) |                      |                           |                      |

### SIGNATURES OF MEMBERS OF THE EVALUATION PANEL

CHAIRPERSON:.....

MEMBER:.....

MEMBER:.....

MEMBER:.....

MEMBER:.....

Signed At : ..... on ..... of .....20.....

Handwritten signatures and initials in the bottom right corner of the page.



## AGREEMENT TO PERFORMANCE AND DEVELOPMENT PLAN

I agree with the objectives as set out in the above Performance and Development Plan and undertake to achieve the objectives as agreed on.

SIGNATURE: 

Name of Manager: M - CHANDULAL

Date: 7/7/16

I undertake to support .....(Name of Manager) with the achievement of the above Performance and Development Plan .

SIGNATURE: .....

Name of Manager: .....

Date: .....

## FEEDBACK ON INFORMAL QUARTELY REVIEW:

FEEDBACK FROM REPORTING OFFICER:

.....

.....

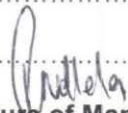
.....

.....

.....

.....

Signature of Reporting Officer

  
Signature of Manager

Date: .....

Date: 07/07/16

| ORGANISATIONAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN<br>2018/2019<br>FINANCIAL SERVICES DEPARTMENT |                          |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |
|--|--------------------------|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|
| UMKHAMBATHI LOCAL MUNICIPALITY   | Select the Year of IDP   | 1 | 2 | 3 | 4 | 5 |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Tick the Appropriate Box |   |   |   |   | X |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Select the Quarter       | 1 | 2 | 3 | 4 |   |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Tick the Appropriate Box |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |

| IDP Ref | ORG REF NO | Strategic Objective | Measurable Outputs | Performance Measure (KPI) | 2014/2015 | Annual Target 2015/2016 | Q1     | Q2     | Q3     | Q4     | Frequency | Portfolio of Evidence | Budget | Achieved /Not Achieve | Corrective Action | Weighting | Individual Score | Supervisor Score | Panel Score | Responsible Official |
|---------|------------|---------------------|--------------------|---------------------------|-----------|-------------------------|--------|--------|--------|--------|-----------|-----------------------|--------|-----------------------|-------------------|-----------|------------------|------------------|-------------|----------------------|
| No.     |            |                     |                    |                           | Baseline  |                         | Target | Target | Target | Target |           |                       |        |                       |                   |           |                  |                  |             |                      |

**National Key Performance Area: Basic Service Delivery and Infrastructure Development**

**Outcome 9 Indicator: Output 2 : Improving Access to Basic Service Delivery**

|       |       |   |  |   |      |      |     |     |     |     |           |             |              |  |  |    |  |  |  |  |
|-------|-------|---|--|---|------|------|-----|-----|-----|-----|-----------|-------------|--------------|--|--|----|--|--|--|--|
| BS002 | FIN 1 | To improve expenditure control ( Cross cutting) | % of the capital budget actually spent on capital projects | % Spent (Total spending on capital projects / Total capital budget) x 100 | 100% | 100% | 25% | 25% | 25% | 25% | Quarterly | MIG Reports | R 15,626,000 |  |  | 10 |  |  |  |  |
|-------|-------|---|--|---|------|------|-----|-----|-----|-----|-----------|-------------|--------------|--|--|----|--|--|--|--|

**National Key Performance Area (KPA): Institutional Development and Transformation**

**Outcome 9 : Output 6 : Administrative and Financial Capability**

| IDP     | ORG REF NO | Strategic Objective | Measurable Outputs | Performance Measure (KPI) | 2014/2015 | Annual Target 2015/2016 | Q1     | Q2     | Q3     | Q4     | Frequency | Portfolio of Evidence | Budget | Achieved /Not Achieve | Corrective Action | Weighting | Individual Score | Supervisor Score | Panel Score | Responsible Official |
|---------|------------|---------------------|--------------------|---------------------------|-----------|-------------------------|--------|--------|--------|--------|-----------|-----------------------|--------|-----------------------|-------------------|-----------|------------------|------------------|-------------|----------------------|
| Ref No. |            |                     |                    |                           | Baseline  |                         | Target | Target | Target | Target |           |                       |        |                       |                   |           |                  |                  |             |                      |

|         |      |   |                           |                     |         |   |     |     |   |   |          |   |                         |  |  |    |  |  |  |  |
|---------|------|---|---------------------------|---------------------|---------|---|-----|-----|---|---|----------|---|-------------------------|--|--|----|--|--|--|--|
| MTID004 | FIN2 | To Develop staff to ensure effective service delivery | Training of Finance Staff | No of Staff Trained | New KPI | 9 | N/A | N/A | 5 | 4 | Annually | Training Agreements/Proof of Registration | Part of Training Budget |  |  | 10 |  |  |  |  |
|---------|------|---|---------------------------|---------------------|---------|---|-----|-----|---|---|----------|---|-------------------------|--|--|----|--|--|--|--|

**National Key Performance Area (KPA): Social Development & Local Economic Development**

**Outcome 9 Indicator: Output 1: Implement a differentiated approach to municipal financing, planning and support**

| IDP Ref | ORG REF NO | Strategic Objective | Measurable Outputs | Performance Measure (KPI) | 2014/2015 | Annual Target 2015/2016 | Q1     | Q2     | Q3     | Q4     | Frequency | Portfolio of Evidence | Budget | Achieved /Not Achieve | Corrective Action | Weighting | Individual Score | Supervisor Score | Panel Score | Responsible Official |
|---------|------------|---------------------|--------------------|---------------------------|-----------|-------------------------|--------|--------|--------|--------|-----------|-----------------------|--------|-----------------------|-------------------|-----------|------------------|------------------|-------------|----------------------|
| No.     |            |                     |                    |                           | Baseline  |                         | Target | Target | Target | Target |           |                       |        |                       |                   |           |                  |                  |             |                      |

|        |      |  |  |                   |    |    |   |   |   |   |         |             |                    |  |  |    |  |  |  |  |
|--------|------|--|--|-------------------|----|----|---|---|---|---|---------|-------------|--------------------|--|--|----|--|--|--|--|
| LED002 | FIN3 | Increase number of ward made to emerging business ( Cross Cutting Led) | Number of Awards made to BEE Companies | No of Awards Made | 12 | 20 | 5 | 5 | 5 | 5 | Quarter | SCM Reports | Part of SCM Budget |  |  | 10 |  |  |  |  |
|--------|------|--|--|-------------------|----|----|---|---|---|---|---------|-------------|--------------------|--|--|----|--|--|--|--|

**National Key Performance Area (KPA): Financial Viability and Management**

**Outcome 9 : Output 6 : Administrative and Financial Capability**

| IDP     | ORG REF NO | Strategic Objective | Measurable Outputs | Performance Measure (KPI) | 2014/2015 | Annual Target 2015/2016 | Q1     | Q2     | Q3     | Q4     | Frequency | Portfolio of Evidence | Budget | Achieved /Not Achieve | Corrective Action | Weighting | Individual Score | Supervisor Score | Panel Score | Responsible Official |
|---------|------------|---------------------|--------------------|---------------------------|-----------|-------------------------|--------|--------|--------|--------|-----------|-----------------------|--------|-----------------------|-------------------|-----------|------------------|------------------|-------------|----------------------|
| Ref No. |            |                     |                    |                           | Baseline  |                         | Target | Target | Target | Target |           |                       |        |                       |                   |           |                  |                  |             |                      |

|       |       |  |   |                                  |        |        |        |        |        |           |           |                                      |      |  |  |   |  |  |  |  |
|-------|-------|--|---|----------------------------------|--------|--------|--------|--------|--------|-----------|-----------|--------------------------------------|------|--|--|---|--|--|--|--|
| FV002 | FIN4  | To improve expenditure control                   | Monthly reconciliation of creditors and bank balances                           | Monthly reconciliations          | 4      | 12     | 3      | 3      | 3      | 3         | Monthly   | Bank Reconciliation/ Creditors recon | Opex |  |  | 2 |  |  |  |  |
| FV003 | FIN5  | To improve reporting control                     | Compliance with prescribed dates of monthly returns                             | No of monthly returns            | 3      | 12     | 3      | 3      | 3      | 3         | Monthly   | Proof of Submissin                   | Opex |  |  | 2 |  |  |  |  |
| FV004 | FIN6  | To improve reporting control                     | Compliance with prescribed dates of annual returns                              | annual return                    | 1      | 1      | 1      | N/A    | N/A    | 1         | 6 monthly | Proof of Submissin                   | Opex |  |  | 2 |  |  |  |  |
| FV005 | FIN8  | To improve the procurement system                | No. of days to finalise specification of Bid / Tender reduced                   | No. of days                      |        | 5 days | 5 days | 5 days | 5 days | 5 days    | Daily     | Minutes of Meeting                   | Opex |  |  | 2 |  |  |  |  |
| FV006 | FIN9  | To improve the procurement system                | No. of days to finalise evaluation of Bid / Tender reduced                      | No. of days from close of tender |        | 5 days | 5 days | 5 days | 5 days | 5 days    | Daily     | Minutes of Meeting                   | Opex |  |  | 2 |  |  |  |  |
| FV007 | FIN10 | To improve the procurement system                | No. of days between the evaluation process and the adjudication process reduced | No. of days                      |        | 5 days | 5 days | 5 days | 5 days | 5 days    | Daily     | Minutes of Meeting                   | Opex |  |  | 2 |  |  |  |  |
| FV008 | FIN11 | To improve the procurement system                | Assets that are obsolete disposed off   | Date of disposal                 | 30-Jun | 30-Jun | N/A    | N/A    | N/A    | 30-Jun-16 | Annually  | Disposal List and Council Resolution | Opex |  |  | 2 |  |  |  |  |
| FV009 | FIN12 | To improve the budgeting and reporting processes | Budget / IDP Process Plan Adopted   | Date of Adoption by Council      | 30-Aug | 30-Aug | 30-Aug | N/A    | N/A    | N/A       | Annually  | Council Resolution and Process Plan  | Opex |  |  | 6 |  |  |  |  |
| FV010 | FIN13 |  | Submission of all monthly returns   | No. of returns submitted         | 12     | 12     | 3      | 3      | 3      | 3         | Monthly   | Proof of Submissin                   | Opex |  |  |   |  |  |  |  |
| FV011 | FIN14 |  | Submission of all quarterly returns   | no of returns submitted          | 4      | 4      | 1      | 1      | 1      | 1         | Quarterly | Proof of Submissin                   | Opex |  |  |   |  |  |  |  |



| ORGANISATIONAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN<br>2016/2017<br>FINANCIAL SERVICES DEPARTMENT |                          |   |   |   |   |   |  |  |  |  |  |  |
|--|--------------------------|---|---|---|---|---|--|--|--|--|--|--|
| UMKHAMBATHINI LOCAL MUNICIPALITY   | Select the Year of IDP:  | 1 | 2 | 3 | 4 | 5 |  |  |  |  |  |  |
|  | Tick the Appropriate Box |   |   |   |   |   |  |  |  |  |  |  |
|  | Select the Quarter:      | 1 | 2 | 3 | 4 |   |  |  |  |  |  |  |
|  | Tick the Appropriate Box |   |   |   |   |   |  |  |  |  |  |  |

| IDP Ref | ORG REF NO | Strategic Objective   | Measurable Outputs                                  | Performance Measure (KPI)  | 2014/2015<br>Baseline | Annual Target<br>2015/2016 | Q1<br>Target   | Q2<br>Target   | Q3<br>Target   | Q4<br>Target   | Frequency | Portfolio of Evidence         | Budget | Achieved /Not Achieved | Corrective Action | Weighting | Individual Score | Supervisor Score | Panel Score | Responsible Official |
|---------|------------|---|---|--|-----------------------|----------------------------|----------------|----------------|----------------|----------------|-----------|-------------------------------|--------|------------------------|-------------------|-----------|------------------|------------------|-------------|----------------------|
| FV012   | FIN15      | Completion of AFS   | AFSs submitted on time                              | Date of submission   | 31-Aug                | 31-Aug                     | 31-Aug         | N/A            | N/A            | N/A            | Annually  | Proof of Submissin            | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV013   | FIN16      | Complete FAR  | Fixed Asset Register reconciled with General Ledger | no of reconciliations  | 12                    | 12                         | 3              | 3              | 3              | 3              | Quarterly | Reconciliation Report         | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV014   | FIN17      | To improve income control   | Total No. customers - database                      | % of customers billed/Total  | 100%                  | 100%                       | 100%           | 100%           | 100%           | 100%           | Monthly   | Billing Reports               | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV015   | FIN18      | To improve income control   | Cash collected from customers                       | No. of days outstanding  | 150                   | Within 30 days             | Within 30 days | Within 30 days | Within 30 days | Within 30 days | Monthly   | Age Analysis                  | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV016   | FIN10      | To improve income control   | Debt Collection %                                   | % of collection: Amount collected / sales raised   |                       | 70%                        | 70%            | 70%            | 70%            | 70%            | Monthly   | Age Analysis                  | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV017   | FIN20      | To improve income control   | Monthly reconciliation of bank account              | Bank reconciliation  | 12                    | 12                         | 3              | 3              | 3              | 3              | Monthly   | Reconciliation Report         | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV019   | FIN25      | Liquidity Management  | Cost coverage ratio                                 | Ratio (All available cash at a particular time) + (Investments)- Conditional grants)/ Monthly fixed operating expenditure) | 1-3 months            | 1-3 months                 | 3              | 3              | 3              | 3              | Monthly   | Ratio Calculation Report      | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV20    | FIN26      | To improve income control   | Monthly Reconciliation of grants                    | Monthly reconciliations  | 12                    | 12                         |                |                |                |                | Monthly   | Grant Reconciliation report   | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV21    | FIN27      | To nsure that VAT is accounted for  | Vat Reconciliation Performed                        | No of Reconciliations Performed  | 12                    | 12                         | 3              | 3              | 3              | 3              | Monthly   | VAT Reconciliation Report     | Opex   |                        |                   | 2         |                  |                  |             |                      |
| FV22    | FIN28      | To Ensure that the System of Internal Control is working effectively within the Payroll Section | Monthly Payroll Reconciliation Performed            | No of Reconciliation Performed   | 12                    | 12                         | 3              | 3              | 3              | 3              | Monthly   | Payroll Reconciliation Report | Opex   |                        |                   | 2         |                  |                  |             |                      |

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Outcome 9: Deepen Democracy through a refined Ward Committee System  
National Key Performance Area: Good Governance and Public Participation

| IDP REF NO. | ORG REF | STRATEGIC OBJECTIVE   | MEASURABLE OUTPUTS  | PERFORMANCE MEASURE<br>(KEY PERFORMANCE INDICATOR)                     | 2014/2015<br>Baseline | Annual Target<br>2015/2016 | Q1<br>Target | Q2<br>Target | Q3<br>Target | Q4<br>Target | Frequency | Portfolio of Evidence                | Budget | Achieved /Not Achieved | Corrective Action | Weighting | Individual Score | Supervisor Score | Panel Score | Responsible Official |
|-------------|---------|---|---|--|-----------------------|----------------------------|--------------|--------------|--------------|--------------|-----------|--------------------------------------|--------|------------------------|-------------------|-----------|------------------|------------------|-------------|----------------------|
| G003        | FIN30   | To ensure that the Risk Management Process is functioning efficiently and effectively | Update and Report on the Risk Management Register   | No of Report Submitted   | 4                     | 4                          | 1            | 1            | 1            | 1            | Quarterly | Risk Report                          | Opex   |                        |                   | 5         |                  |                  |             |                      |
| GG021       | FIN31   | To ensure that the Municipality is legally compliant in all its activities            | Legal Compliance Monitores  | No of Compliance Report Submitted                                      | 4                     | 4                          | 1            | 1            | 1            | 1            | Quarterly | Updated Compliance Register          | Opex   |                        |                   | 5         |                  |                  |             |                      |
| GG023       | FIN29   | To improve the procurement system   | Legislative compliance (including completion of declaration of interest form by each employee) improved | Date of submission of declarations of interest forms for Finance staff | 30-Sep                | 30-Sep                     | 30-Sep       | N/A          | N/A          | N/A          | Annually  | Signed Declaration of Interest Forms | Opex   |                        |                   | 5         |                  |                  |             |                      |



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