

# PERFORMANCE AGREEMENT



## Fezile Dabi District Municipality

Made and entered into by and between:

**Ms. L MOLIBELI (the Municipal Manager)**

**AND**

**Ms. Nozuko Patience Mdaka (Chief Financial Officer)**

**For the period - 1 July 2020 to 30 June 2021**

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## **Performance agreement entered into by and between:**

Fezile Dabi District Municipality herein represented by **Ms L Molibeli** in her capacity as the Municipal Manger (hereinafter referred to as the Employer or Supervisor), and

**Ms Nozuko Patience Mdaka**, the Chief Financial Officer of the Fezile Dabi District 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.
- 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 Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;

- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### **3. Commencement and duration**

- 3.1 This Agreement will commence on the **1st July 2020** and will remain in force until **30th June 2021** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next quarter or any portion thereof, if applicable.
- 3.2 The parties will review the provisions of this Agreement at the end of each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least every quarter (if applicable) by not later than the beginning of each successive quarter.
- 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

## **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 agrees to participate in the performance management and development system that the Employer adopts.
- 5.5 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.
- 5.6 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.
  - (a) The Employee must be assessed against both components with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
  - (b) Each area of assessment will be weighted and will contribute a specific part to the total score.
  - (c) KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

- 5.7 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 weights agreed to between the Employer and the Employee:

Key Performance Areas (80% of Total)	Weighting
Municipal Transformation and Organizational Development	10
Infrastructure Development and Basic Service Delivery	0
Local Economic Development (LED)	0
Municipal Financial Viability and Management	80
Good Governance and Public Participation	10
<b>Total</b>	<b>100%</b>

- 5.8 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:

No.	Leading Competencies		
	Competency Description	Driving Competencies	Weighting
1	Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	20
2	People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	10
3	Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	10
4	Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	10
5	Change Leadership	<ul style="list-style-type: none"> <li>• Change and Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	15
6	Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	15

No.	Leading Competencies			
	Competency Description	Driving Competencies		Weighting
No.	Core Competencies			
	Competency Description			
1	Moral Competence			20
2	Planning and Organising			
3	Analysis and Innovation			
4	Knowledge and Information Management			
5	Communication			
6	Resulting and Quality Focus			
<b>TOTAL</b>				<b>100</b>
<i>(NB: the sum total of weighted Leading and Core Competencies must always be equals to 100)</i>				

## 6. Evaluating performance

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

- (a) the standards and procedures for evaluating the Employee's performance; and
- (b) the intervals for the evaluation of the Employee's performance.

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.

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 must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CMCs:

- (a) Each CMC 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 CMC.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CMC score.

6.5.3 Overall rating:

- (a) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- (b) The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

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 key appraisal indicates that the employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Performance 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					

Level	Terminology	Description	Rating				
			1	2	3	4	5
		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.					

6.6 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:–

6.6.1 The Municipal Manager

6.6.2 Chairperson of the Audit Committee

6.6.3 Member of the Mayoral Committee

6.6.4 Municipal Manager or Senior Manager from another municipality

## 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 second and third quarter may be verbal if performance is satisfactory:

Period	Times Frames	Performance Review time-lines
1 <sup>st</sup> Quarter	1 July to 30 September 2020	not later than 15 October 2020
2 <sup>nd</sup> Quarter	1 October to 31 December 2020	not later than 15 January 2021
3 <sup>rd</sup> Quarter	1 January 2021 to 31 March 2021	not later than 15 April 2021
4 <sup>th</sup> Quarter	1 April 2021 to 30 June 2021	not later than 15 July 2021

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 part of the attached **Annexure A**.

## **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;
- 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%** and **14%** of all-inclusive annual remuneration package may be paid to the employee in recognition of outstanding performance to be constituted as follows:

**11.2.1 The performance bonus payment shall be categorised in two bands with some ranges per band. The first performance bonus (cash rewards) payment band ranges between 5% and 9% of the all-inclusive remuneration package, as follows:**

- (i) A score of 130% -138% to qualify for 5% bonus;
- (ii) A score of above 138%-148% to qualify for 7% bonus;
- (iii) A score of above 148%-149% to qualify for 9%.

**11.2.2 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:**

- (i) A score of 150% - 155% to qualify for 10% bonus;
- (ii) A score of above 155% - 160% to qualify for 13% bonus;
- (iii) A score of above 160% to qualify for 14% bonus.

11.3 The performance achievement ranging between 100% and 129% shall be regarded as performance that 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. This will imply that 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. **This category of performance shall not be rewarded.**

11.4 In the case of unacceptable performance, the Employer shall –

11.4.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

11.4.2 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. Consequences of Substandard Performance**

- 12.1. A level of performance achievement of below 60% shall warrant the employer to execute corrective measures that may include disciplinary measures due to incapacity.
- 12.2. Should the employee score below 60%, the employer, together with the employee shall develop a Remedial and Developmental Support Plan within 30 days of the Mid-Year Performance Review to assist the employee to improve performance. The design of the plan will be such that there should be performance improvement within 6 months of its implementation.
- 12.3. The plan will clearly specify that there should be performance improvement within 6 months of its implementation, and will also outline the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.
- 12.4. If after 6 months, during the end-year performance review, the employee concerned still achieves a score of less than 60% and the employer has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the employer will consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity.

## **13. Dispute resolution**

- 13.1 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:
  - 13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or
  - 13.1.2 any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

## **14. General**

- 14.1 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.
- 14.2 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.

**(Signature Page)**

Thus done and signed at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_ 2020

**Employee:**

Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

**Witnesses:**

1. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

2. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

**For and on behalf of Fezile Dabi District Municipality:-**

**Employer:**

Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

**Witnesses:**

1. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

2. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

## **Annexure A:**

### **Performance Plan of the Chief Financial Officer of Fezile Dabi District Municipality**

#### **1. Purpose**

The performance plan defines the Council's expectations of the Employee'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 Employee'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.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

This plan consists of the following 4 parts:

1. Key Performance Areas (KPAs) schedule, detailing key objectives and their related performance indicators, weightings and target dates
2. A Competency Requirements (CR) schedule, setting out selected leading and core competencies
3. Personal Development Plan (PDP), for addressing developmental gaps
4. Record of assessment meetings (Control Sheet)

**1. Key Performance Areas schedule, details key objective and their related performance indicators, weightings and target dates**

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
KPA 1: Municipal Transformation and Organisational Development	25	1.1(b)	To ensure retention of adequately skilled and experience employees.	Retained 100% of the currently employed Level 1 – 3 Managers by 30 June 2021	Level 1-3 managers as at 30 June 2020 (i.e 25 Middle Managers & 9 Junior Managers)	1 July 2020 - 30 June 2021	% of the currently Level 1 – 3 Managers retained by 30 June 2021.	100%	
		1.2(a)	To maintain sound labour relations so as to minimise labour disputes and improve efficiency in work.	Nil / Zero disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2021.	Three (3) labour disputes filled by 30 June 2020.	1 July 2020 - 30 June 2021	Number of disputes filed by employees due to the municipality's non-compliance with Collective Agreements, Basic Conditions of Employment Act, Labour Relations and & institutional policies pertaining to labour relations by 30 June 2021.	Nil	
		1.3(a)	Improve administrative	100% of Auditor-	100% of Post Audit	1 July 2020 – 30	% of Auditor-General's	100%	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
			and financial capability of the municipality.	General's findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2021.	Action Plan for matters relating to leadership, pre-determined objectives resolved and other matters and 100% of matters relating to findings on pre-determined objectives during 2019/20.	June 2021.	findings relating to financial management, leadership, predetermined objectives and other matters addressed by 30 June 2021.		
		1.3(d)		One (1) prescribed mSCOA minimum business processes fully implemented by 30 June 2021.	Current Financial Management System (Solar) as at 30 June 2020.	30 June 2021	Number of prescribed mSCOA minimum business processes fully implemented by 30 June 2021.	1	
		1.4(a)	Ensure that the district's approach to integrated development planning and policy formulation is informed by relevant, up to date and timely sector plans.	The following key Sector Plans that support the IDP developed, annually reviewed and submitted to council for approval by 31	The following available sectors plans as at 30 June 2020: • (FP).	31 May 2021	Copies of developed and / or annually reviewed and sector plans listed below and proof of their submission to council for approval by 31 May 2021:	1	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
				May 2021: • Financial Plan (FP);			• Financial Plan (FP);		
KPA: Financial Management & Viability	50	4.1(a)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	The following Budget related policies reviewed and submitted for approval by Council by 31 May 2021: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and • Supply Chain	Current: - • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and • Supply Chain Management Policy	31 May 2021	Reviewed draft of the following Budget related policies and proof of their submission to Council for approval by 31 May 2021: • Asset Management Policy; • Banking & Investment Policy; • Funding & Reserves Policy; • Budget Virements Policy; • Budget & Reporting Policy; and • Supply Chain Management Policy	6	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
				Management Policy					
		4.1(b)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	<p>The following Financial Management and / or Accounting policies developed and annually reviewed and submitted for approval by Council by 31 May 2021:</p> <ul style="list-style-type: none"> <li>• Debtors / Receivables Policy;</li> <li>• Bad Debts &amp; Debt Impairment Policy;</li> <li>• Subsequent Events Policy;</li> <li>• Provisions, Contingencies &amp; Accruals Policy;</li> <li>• Unauthorised,</li> </ul>	N/A	31 May 2021	Reviewed draft of the following Financial Management and / or Accounting policies developed and annually reviewed and proof of their submission to Council for approval by 31 May 2021:	6	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
				Irregular, Fruitless & Wasteful Expenditure Policy; • Commitments Policy			Fruitless & Wasteful Expenditure Policy; • Commitments Policy		
		4.1(c)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	100% of suppliers' and service providers' invoices received throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2021.	2019/20 Creditors Age Analysis Reports.	1 Jul 2020 – 30 June 2021	% of suppliers' and service providers' invoices received throughout the year paid within 30 days of receipt where there is no disputed delivery of goods / services each year by 30 June 2021.	100%	
		4.1(d)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant	100% cash-backed annual budgets prepared and submitted to Council for approval by 31 May 2021.	2019/20 Approved Budget	1 Jul 2020 – 30 June 2021	% cash-backed annual budgets prepared and proof of submission to Council for approval by 31 May 2021.	100%	
		4.1(e)	& other relevant	One (1) annual Audit	2018/19 Audit File	31 August 2020	Number of annual Audit	1	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
			legislation	File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed-off by 31 August 2020.			File compliant with Annexure A of MFMA Circular 50 and Audit File schedules for each financial year prepared and signed- off by 31 August 2020.		
		4.1(f)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	One (1) set of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2020.	2018/19 Annual Financial Statements	31 August 2020	Number of sets of Annual Financial Statements prepared in accordance with Generally Recognised Accounting Practices (GRAP) standards and section 122 of MFMA signed-off and submitted to the A-G by 31 August 2020.	1	
		4.1(g)	To secure sound financial management	Twelve (12) monthly budget statement	12 Monthly budget statement reports and 4	1 July 2020 – 30 June 2021	Number of monthly budget statement reports	12 and 4	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
			practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	reports and four (4) quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2021.	quarterly financial reports in 2019/20.		and quarterly financial reports prepared, signed-off and submitted to the Executive Mayor by 30 June 2021.		
		4.1(h)		Twelve (12) monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2021.	12 signed-off monthly bank reconciliation statement of all bank accounts in 2019/20.	1 July 2020 – 30 June 2021	Number of monthly bank reconciliation statements of all bank accounts prepared and signed-off 30 June 2021.	12	
		4.1(i)	To secure sound financial management practices that enhance financial viability & compliance with the requirements of MFMA & other relevant legislation	100% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month	N/A	1 July 2020 – 30 June 2021	% of all monthly payment vouchers and accompanying supporting documents of filed, registered and kept in safe custody within 30 days of the end of each month throughout	100%	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
				throughout 2020/21 financial year.			2020/21 financial year.		
		4.1(j)		2 biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021	N/A	1 July 2020 – 30 June 2021	Number of biannual assets verification performed and asset registers updated with all assets movements, and report any damaged / missing items by 30 June 2021.	2	
		4.1(k)		Nil / Zero amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain	N/A	1 July 2020 – 30 June 2021	Amount of unauthorized, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the municipality's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and	0	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
				Management Regulations, 2005 and the MFMA by 30 June 2021.			the MFMA by 30 June 2021.		
KPA 5: Good Governance & Public Participation	10	5.2(a)	To promote effective, public consultation, regular communication with communities.	Twelve (12) content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2021.	12 Monthly content updates is 2019/20.	1 July 2020 – 30 June 2021	Number of content updates (i.e. 1 per month for each financial year) of the municipality's website done by 30 June 2021.	12	
		5.4(e)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	Two (2) CFO Forum meetings convened by 30 June 2021.	Number of CFO Forum meetings convened by 30 June 2021.	31 December 2020 – 30 June 2021	Two (2) CFO Forum meetings convened in 2020/21	2	

## 2. Competency Requirements (CR) schedule, setting out selected leading and core competencies

Leading and Core Competencies	Weighting	Description/Definition	Comments/Observations	Rating			
				1Q	2Q	3Q	4Q
<b>Leading Competencies (All compulsory)</b>				<b>1Q</b>	<b>2Q</b>	<b>3Q</b>	<b>4Q</b>
Strategic Direction and Leadership		Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.					
People Management		Effectively manage, inspire and encourage people, respect and diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives					
Program and Project Management		Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives					
Financial Management		Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner					
Change Leadership		Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community					
Governance Leadership		Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualism of relevant policies and enhance cooperative governance relationships					

Leading and Core Competencies	Weighting	Description/Definition	Comments/Observations	Rating			
				1Q	2Q	3Q	4Q
<b>Core Competencies (All Compulsory)</b>							
Moral Competence		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence					
Planning and Organising		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency to plans to manage risk					
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					
Knowledge and Information Management		Able to promote the generation and sharing of knowledge and information through various process and media, in order to enhance the collective knowledge base of local government					
Communication		Able to share information, Knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively					
Resulting 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.					
<b>Signed and accepted by (Employee):</b>			<b>Date:</b>				
<b>Signed and accepted by (Municipal Manager) on behalf of Council:</b>			<b>Date:</b>				

### 3. Personal Development Plan

Employee's Name:	Nozuko Patience Mdaka		Employee Number	
Job Title:	Chief Financial Officer		Department:	Finance Department
Manager / Immediate Supervisor:	Lindi Molibeli		Date:	
<b>Development need</b>	<b>Activity</b>	<b>When</b>	<b>Learning Outcome</b>	<b>Impact</b>
<i>Signed and accepted by (Employee):</i>			<b>Date:</b>	
<i>Signed and accepted by (Municipal Manager) on behalf of Council:</i>			<b>Date:</b>	

#### 4. Record of assessment meetings (Control Sheet)

Employee's Name:	Nozuko Patience Mdaka		
Employee Number:			
Department:	Finance Department		
Job Title:	Chief Financial Officer		
Manager / Immediate Supervisor:	Lindi Molibeli		
Date:			
<b>Date of assessment meeting</b>	<b>Employee's views on differences of assessment</b>	<b>Comments of the Employer</b>	<b>Action to be taken if any (feedback to be given to employee )</b>
Q1:			
Q2:			
Q3:			
Q4:			
<b>Additional review:</b>			
<i>Signed and accepted by (Employee):</i>		<b>Date:</b>	
<i>Signed and accepted by (Municipal Manager) on behalf of Council:</i>		<b>Date:</b>	

**(Signature Page)**

Thus done and signed at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_ 2020

**Employee:**

Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

**Witnesses:**

1. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

2. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

**For and on behalf of Fezile Dabi District Municipality:-**

**Employer:**

Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

**Witnesses:**

1. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_

2. Signature: \_\_\_\_\_ Name Print: \_\_\_\_\_