



**MADE AND ENTERED INTO BY
AND BETWEEN:**

**GREATER TUBATSE
MUNICIPALITY
AS PRESENTED BY THE
MUNICIPAL MANAGER**

**MOHLALA NKHONO JOHANNES
TSHEPO**

AND

MHANGWANA DONALD
THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR:
01 July 2015 – 30 June 2016

**2015-2016
PERFORMANCE
AGREEMENT**

ENTERED INTO BY AND BETWEEN:

The Greater Tubatse Municipality herein represented by MOHLALA NKHONO JOHANNES TSHEPO in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

MHANGWANA DONALD, Employee of the Municipality (hereinafter referred to as the **Employee**).

WHERE IT IS AGREED AS FOLLOWS:

1. Introduction	<p>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 hereunder referred to as "the Parties".</p> <p>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 agreements.</p> <p>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.</p> <p>1.4 The parties wish to ensure that there is compliance with Sections 57 (4A), 57(4B) and 57(5) of the Systems Act.</p>
2. Purpose of this Agreement	<p>The purpose of this agreement is to:</p> <p>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;</p> <p>2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality;</p> <p>2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;</p> <p>2.4 Monitor and measure performance against set targeted outputs;</p> <p>2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;</p> <p>2.6 In the event of outstanding performance, to appropriately reward the employee; and</p> <p>2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining and improved service delivery.</p>
3. Commencement and duration	<p>3.1 This Agreement will commence on the 01June 2015 and will remain in force until 30July 2016 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;</p> <p>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;</p> <p>3.3 This Agreement will terminate on the Employee's contract of employment for any reason;</p> <p>3.4 The content of this Agreement may be revised at any time during the</p>

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	<p>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.</p>
4. Performance Objectives	<p>4.1 The Performance Plan (Annexure A) sets out:</p> <p>4.1.1 The performance objectives and targets that must be met by the Employee; and</p> <p>4.1.2 The time frames within which those performance objectives and targets must be met</p> <p>4.2 The performance objectives and targets reflected in Annexure A set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings</p> <p>4.2.1 The key objectives describe the main tasks that need to be done;</p> <p>4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objectives has been achieved</p> <p>4.2.3 The target dates describe the timeframe in which the work must be achieved</p> <p>4.2.4 The weightings show the relative importance of the key objectives to each other</p> <p>4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.</p>
5. Performance Management System	<p>5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.</p> <p>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;</p> <p>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;</p> <p>5.4 The Employee undertakes to focus towards the promotion and implementation of the KPAs(including special projects relevant to the employees responsibilities) within the local government framework;</p> <p>5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreements:</p> <p>5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.</p> <p>5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score;</p> <p>5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.</p>

- 5.6 The **Employee** 's assessment will be based on his/her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's and will constitute 80% of the overall assessment result as per the weighting agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	0
Basic Service Delivery	0
Local Economic Development (LED)	0
Municipal Financial Viability and Management	80
Good Governance and public Participation	20
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area or the relevant manager, must be subject to negotiate between the municipal manager and the relevant manager.

- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (v) from list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	WEIGHT	LEVEL
Strategic Capability and Leadership	20	1
Programme and Project Management	20	1
Financial Management	20	1
Change Management		
Knowledge Management		
Service delivery Innovation		
Problem Solving		
People Management and Empowerment	20	1
Client Orientation and Customer Focus	20	1
Communication		
Accountability & Ethical Conduct		
Knowledge		
Skills		
Creativity		
Total percentage	100%	

6. Evaluating Performance

- 6.1 The Performance Plan (Annexure A) to this Agreement set out:
- 6.1.1 The standards and procedures for evaluating the **Employee** 's performance ; and
 - 6.1.2 The intervals for the evaluation of the **Employee**'s performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussions 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

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- 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 (refer to paragraph 6.5.3 below) must then be used to add the scores.
- 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-scales 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.
- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	% Score
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all area of responsibility throughout the year.	75 -100
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 throughout the year.	65 - 74
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicators	51 – 64

			that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
	2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	30 -50
	1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicted 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.	<30
<p>6.7 for purpose of evaluating the annual performance of managers directly accountable to the municipal managers, as an evaluation panel constituted of the following persons must be established:</p> <p>6.7.1 Municipal manager;</p> <p>6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;</p> <p>6.7.3 Member of the executive committee or in respect of a plenary type municipality, another member of council; and</p> <p>6.7.4 Municipal manger from another municipality.</p> <p>6.8 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).</p>				
7. Schedule for Performance Reviews		7.1	<p>The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that first reviews in the first and third quarter may be verbal if performance is satisfactorily:</p> <p>First quarter : July – September 2015 (October 2015)</p> <p>Second quarter : October – December 2015 (January 2016)</p> <p>Third quarter : January – March 2016 (April 2016)</p> <p>Fourth quarter : April – June 2016 (July 2016)</p>	
		7.2	The Employer shall keep a record of the mid-year review and annual	

	<p>assessment meetings.</p> <p>7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.</p> <p>7.4 The Employer will be entitled review and make reasonable changes to be provisions of Annexure "A" from time to time for operational reason, the Employer will be fully consulted before any changes is made.</p> <p>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.</p>																						
8. Developmental Requirements	<p>8.1 The personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B</p>																						
9. Obligations of the Employer	<p>9.1 The Employer shall:</p> <p>9.1.1 Create an enabling environment to facilitate effective performance by the employee;</p> <p>9.1.2 Provide access to skills development and capacity building opportunities;</p> <p>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;</p> <p>9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / or her to meet performance objectives and targets established in terms of this Agreement; and</p> <p>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 performance objectives and targets established in terms of this Agreement.</p>																						
10. Consultation	<p>10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:</p> <p>10.1.1 A direct effect on the performance of any of the Employee's function;</p> <p>10.1.2 Commit the Employee to implement or give effect to a decision made by the Employer; and</p> <p>10.1.3 A substantial financial effect on the Employer.</p>																						
11. Management of Evaluation Outcomes	<p>11.1 The evaluation of the Employee's performance will form part of the basis for rewarding outstanding performance or correcting unacceptable performance.</p> <p>11.2 A performance bonus of between 5% to 14% of the all-inclusive remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:</p> <table border="1"> <thead> <tr> <th>%Rating over performance</th><th>% Bonus</th></tr> </thead> <tbody> <tr> <td>65 – 66</td><td>5%</td></tr> <tr> <td>67 – 68</td><td>6%</td></tr> <tr> <td>69 – 70</td><td>7%</td></tr> <tr> <td>71 – 72</td><td>8%</td></tr> <tr> <td>73 – 74</td><td>9%</td></tr> <tr> <td>75 – 76</td><td>10%</td></tr> <tr> <td>77 – 78</td><td>11%</td></tr> <tr> <td>79 – 80</td><td>12%</td></tr> <tr> <td>81 – 84</td><td>13%</td></tr> <tr> <td>85 – 100</td><td>14%</td></tr> </tbody> </table> <p>11.3 In the case of unacceptable performance, the Employer shall:</p>	%Rating over performance	% Bonus	65 – 66	5%	67 – 68	6%	69 – 70	7%	71 – 72	8%	73 – 74	9%	75 – 76	10%	77 – 78	11%	79 – 80	12%	81 – 84	13%	85 – 100	14%
%Rating over performance	% Bonus																						
65 – 66	5%																						
67 – 68	6%																						
69 – 70	7%																						
71 – 72	8%																						
73 – 74	9%																						
75 – 76	10%																						
77 – 78	11%																						
79 – 80	12%																						
81 – 84	13%																						
85 – 100	14%																						

	<p>11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his / her performance; and</p> <p>11.3.2 After appropriate performance counselling and having provided the necessary guidance and / or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.</p>
12. Dispute Resolution	<p>12.1 Any disputes about the nature of the Employee's performance agreement, whether it related to key responsibilities, priorities, methods of assessment and / or any other matter provided for, shall be mediated by:</p> <p>12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employer; or</p> <p>12.1.2 Any other person appointed by the MEC; and</p> <p>12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;</p> <p>Whose decision shall final and binding on both parties</p> <p>12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.</p>
13. General	<p>13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.</p> <p>13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his / her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.</p> <p>13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.</p>

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Thus done and signed at TUBASE on this the 20 day of August 2015

AS WITNESSES:

1. _____

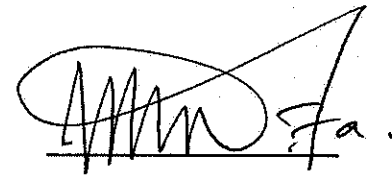
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EMPLOYEE

AS WITNESS:

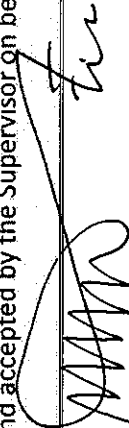
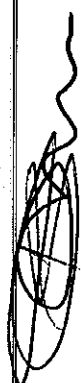
1. _____

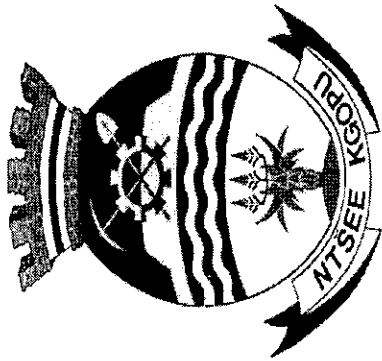
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MUNICIPAL MANAGER

Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense work shopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / supervisor	Undertaking of the employee
<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>	<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions of this plan.</p>
<p>Signed and accepted by the Supervisor on behalf of Council.</p> <div style="text-align: center;">  </div>	<p>Signed and accepted by the Employee</p> <div style="text-align: center;">  </div>
<p>DATE: 20/07/2015</p>	<p>DATE: 20/08/2015</p>

<p align="center">Annexure A</p> <p align="center">Performance Plan</p>	<p align="center">Greater Tubatse Municipality</p> <div data-bbox="472 1435 855 1794">  </div>	<p>The main parts to this Performance Plan are:</p> <ol style="list-style-type: none"> 1. Performance Plan Overview 2. A statement about the <i>purpose</i> of the position 3. Competencies 4. Approval of Personal Performance Plan 5. Summary of Scorecard 6. Assessment Process 	
	<p>Name : D. MHANGWANA Position: Acting Chief Financial Officer Accountable to: Municipal Manager Plan Period: 01.07.15 – 30.06. 16</p>		

(Signature)

PERFORMANCE PLAN

1. Purpose

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

2. Objects of Local Government

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

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

3. Key Performance Areas


The following Key performance Areas (KPAs) 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
- 3.6. Spatial Rational

4. Balanced Scorecard Perspectives

The BSC Methodology was used for the development of the Performance Management System and the perspectives used were:

- 4.1. Community
- 4.2. Financial
- 4.3. Institutional Processes

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4.4. Learning and Growth

5. Strategic Objectives

The Key Performance Indicators are advised according to the IDP

Institutional/Strategic Objectives to be achieved as depicted below:

- 2.1. Improve Organizational cohesion and effectiveness;
- 2.2. Eradicate backlogs in order to improve access to service and ensure proper maintenance;
- 2.3. Create an environment that promotes the development of the local economy and facilitate job creation;
- 2.4. To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and system;
- 2.5. Promote the culture of participatory and good governance; and
- 2.6. Create a conducive environment for human settlement and business.

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Purpose of the Position

STRATEGIC VISION

To developed Platinum City for the benefit of all

STRATEGIC MISSION

To promote

- Local accountable democracy through active community participation;
- Economic advancement to fight poverty and unemployment;
- Accessible, needs satisfying service rendering in a sustainable affordable manner;
- Municipal transformation and institutional development; and
- Environmental management to ensure a balanced between human settlements and the economic base of the city.

Position Vision 2014/15

Creation of a conducive environment for service delivery for the Greater Tubatse community in an integrated and sustainable manner

Position Mission

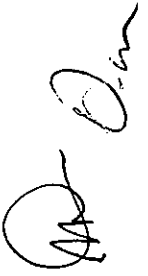
Service delivery through effective Expenditure, Revenue, Budgeting and reporting, information technology management and provision of supply chain management services



Competencies			
Competencies	Definitions	Weightings	Proficiency Level
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate.	20	1
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	20	1
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	20	1
Change Management	Must be able to initiate and support municipal transformation and change in order to enhance the collective knowledge of the municipality		
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality		
Service Delivery innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals		
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner		
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	20	1
Client orientation and Customer Focus	Must be willing and be able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practise.	20	1
Accountability and Ethical Conduct	Must be able to display and built the highest standard of ethical and moral conduct in order to explain promote confidence and trust in the municipality		
Knowledge			
Skills			
Communication			
Creativity			
Section Total:		100%	

* As published and defined within the Competency Guidelines; Government Gazette 23 March 2007

** Proficiency levels (1, 2 or 3) as stipulated in the Draft Competency Guidelines; Government Gazette 23 March 2007



Summary Scorecard

Position Outcomes/Outputs	Assess weighting	1 st Assessment	2 nd Assessment	Total Score	Comment
Key Performance Areas					
Municipal Institutional Development and Transformation	100				
Basic Service Delivery	0				
Local Economic Development (LED)	0				
Municipal Financial viability and Management	80				
Good Governance and Public Participation	20				
Competencies	100				
Overall Rating =	KPA x 0.8 + Competencies x 0.2	KPA x 0.8 + 0.2	KPA x 0.8 + Competencies x 0.2	Average 1 st assessment + 2 nd assessment	

**Assessment of the performance of the Employee will be based on the following rating scale
for KPA's and CMC's**

5	4	3	2	1
Outstanding Performance	Performance Significantly Above expectations	Fully Effective	Not Fully effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 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.

FINANCIAL VIABILITY AND MANAGEMENT

Focus Area	Strategic Objectives	Measurable Objectives	Projects	Project Number	Weight	Baseline	KPI	Annual Target	2015/2016 Quarterly Targets				Budget	Evidence
									Q1	Q2	Q3	Q4		
Budget	To improve the overall management of finances in the municipality	Effective management and reporting	MFMA reports	FV/15/16/06	10	2013/14 APS submitted	Submission of 2014/15 Annual Financial statement	Submission of 2014/15 Annual Financial statement by 31 August 2015	Submission of 2014/15 Annual Financial statement by 31 August 2015	N/A	N/A	N/A	R 2 000 000	Acknowledgement letter from AG
					5	100%	% compliance with budget process timeline	100% compliance with budget process timelines per quarter: *25% Advertisment of the budget process and schedule not later than 31/08/2015 implementation; *25% Advertisment of the budget process and schedule not later than 31/08/2015 implementation; *25% prepare drafts for IDP, Capital and revenue estimate; * submit draft Budget to council; *25% final Budget submitted to council;	100% compliance with budget process timelines as per 1st quarter plan: * Advertisment of the budget process and schedule not later than 31/08/2015 implementation; *25% prepare drafts for IDP, Capital and revenue estimate	100% compliance with budget process timelines as per 2nd quarter plan: * prepare drafts for IDP, Capital and operational plans with cost and revenue estimate	100% compliance with budget process timelines as per 3rd quarter plan: * submit draft Budget to council on 31 March 2016	100% compliance with budget process timelines as per 4th quarter plan: * final budget submitted to council by 31 May 2016	R	*Budget process documents; * Copy for advert made; Council resolution
Expenditure	To improve the overall management of finances in the municipality	Effective management and reporting	MFMA reports	FV/15/16/06	10	R 58 815 064	R-value spent on Departmental Budget	R 57 756 176	R 14 439 044	R 28 878 088	R 43 317 132	R 57 756 176	R 57 756 176	Expenditure report
Expenditure	To improve the overall management of finances in the municipality	Effective management and reporting	MFMA reports	FV/15/16/06	10	R 224 674 055	R-value of cash expenditure commitments	R 372 901 230	R 93 225 307	R 186 450 615	R 279 675 922	R 372 901 230	R 372 901 230	Expenditure report
Expenditure	To improve the overall management of finances in the municipality	Effective management and reporting	MFMA reports	FV/15/16/06	8	12	# of section 71 reports of the MFMA act 56 of 2003 submitted to the Mayor and Provincial Treasury within 10 working days after the end of each Month	12 section 71 reports of the MFMA act 56 of 2003 submitted to the Mayor and Provincial Treasury within 10 working days after the end of each Month	3	3	3	3	3 R	Acknowledgement letters from Treasury
					5	1	# of Budget adjustment conducted	1 budget adjustment conducted	N/A	N/A	Budget adjustment conducted	N/A	R	Council resolutions
Expenditure	To improve the overall management of finances in the municipality	Effective management and reporting	MFMA reports	FV/15/16/06	3	4	# of Quarterly MSIC report generated	4 Quarterly MSIC report generated	1	2	3	4	R 930 000	Quarterly MSIG report
Budget	To improve the overall management of finances in the municipality	Effective management and reporting	MFMA reports	FV/15/16/06	3	4	# of Quarterly FMG report generated	4 Quarterly FMG report generated	1	2	3	4	R 1 675 000	Quarterly FMG report
					3	1	# of Data cleansing conducted	1 Data cleansing conducted	1 Data cleansing conducted	N/A	N/A	N/A	R 500 000	Data cleansing Report
Asset management	To improve the overall management of finances in the municipality	Develop complaint asset register	Asset Management	FV/15/16/01	3	2	# of Asset report submitted to council	4 - Asset report submitted to council	1 - Asset report submitted to council	1 - Asset report submitted to council	1 - Asset report submitted to council	1 - Asset report submitted to council	R 5 000 000	Asset register report
			Asset capture(Asset replacement)	FV/15/16/03	3 R		R-value spent of asset replacement	R2 700 000 spent of asset replacement	N/A	R2 700 000 spent of asset replacement	N/A	N/A	R 2 700 000	Asset replacement report

FINANCIAL VIABILITY AND MANAGEMENT

Focus Area	Strategic Objectives	Measurable Objectives	Projects	Project Number	Weight	Baseline	KPI	Annual Target	2015/2016 Quarterly Targets				Budget	Evidence
Revenue	To Improve the overall management of finances in the municipality	Accurate billing	Valuation roll	FV/15/16/04	3		R-value spent on the purchase of Asset Management system	R5 000 000 spent on the purchase of Asset management system	N/A	N/A	N/A	N/A	R 5 000 000	report and copy of invoice
							1 # of valuation roll compiled	1 - Valuation roll compiled	N/A	N/A	1 - Valuation roll compiled	N/A	R 3 300 000	Valuation Roll
					3		1 # of supplementary valuation roll compiled	1 - supplementary valuation roll compiled	N/A	N/A	1 - supplementary valuation roll compiled	10%		Supplementary valuation roll
Revenue	To Improve the overall management of finances in the municipality	Accurate billing	Review and implement revenue enhancement strategy	FV/15/16/08	5		4% reduction of outstanding debts above 60 days	10% reduction of outstanding service debts (Domestic/Business & Other) above 60 days	10%	10%	10%	10%	R 200 000	Revenue Report
					5		5% reduction of Government debts	5% reduction of government debts	5%	5%	5%	5%		Revenue Report
					5		73% of billed revenue collected	75% of billed revenue collected	75%	75%	75%	75%		Revenue report
Revenue	To Improve the overall management of finances in the municipality	Accurate billing	Revenue management system improvement	FV/15/16/08	3	R	R - value spent on the improvement of revenue management systems	R 1 000 000 spent on the improvement of revenue management systems	N/A	N/A	N/A	N/A	1 000 000	report and copy of invoice
SCM	To Improve the overall management of finances in the municipality	Compliance to SCM policy	Review and implementation of SCM policy	FV/15/16/06	3		3 # of quarterly SCM reports submitted to council	4 Quarterly SCM reports submitted to council	1	1	1	1	1 R	Council resolutions
					10	30 days - OPEX	% of procurement support to departments done within 30 days	100% of procurement support to departments done within 30 days	100%	100%	100%	100%		Procurement report
					10	90 day - CAPEX	% of Capital projects tenders that complied to 90 days timeframe	100% of Capital projects tenders that complied to 90 days timeframe	100%	100%	100%	100%	R	Tender report reflecting Name & number of project awarded per quarter; * date of advertisement; * award date of the tender.
Total = 80%														

Done

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Focus Area	Strategic Objectives	Measurable Objectives	Projects	Project Number	Weight	Baseline	KPI	Annual Target	2015/2016 Quarterly Targets				Budget	Evidence
									Q1	Q2	Q3	Q4		
Budget	Promote a culture of participatory and good governance	Improve governance in GTM	Report on the implementation of Council resolutions	GGP/15/16/18	5	80%	% Implementation of EXCO makgola resolutions for Finance department implemented	100% Implementation of EXCO makgola resolutions for Finance Department implemented	100% Implementation of EXCO makgola resolutions for Finance Department implemented	100% Implementation of EXCO makgola resolutions for Finance Department implemented	100% Implementation of EXCO makgola resolutions for Finance Department implemented	100% Implementation of Council resolution for Finance Department	R	Exco-Jekgola resolutions for Finance Department and progress report
					5	50%	% Implementation of Council resolution for Finance Department	100% Implementation of Council resolution for Finance Department	100% Implementation of Council resolution for Finance Department	100% Implementation of Council resolution for Finance Department	100% Implementation of Council resolution for Finance Department	100% Implementation of Council resolution for Finance Department	R	Implementation register of council resolutions
Internal Audit	Promote a culture of participatory and good governance	Obtain unqualified audit opinion	Audit plan	GGP/15/16/13	5	0%	% of Internal audit findings addressed	100% of Internal audit findings addressed	100% of Internal audit findings addressed	100% of Internal audit findings addressed	100% of Internal audit findings addressed	100% of Internal audit findings addressed	R	Internal audit findings progress report
					5	0%	% of identified risks mitigated as per their action plan due dates	100% of identified risks mitigated as per their action plan due dates	100% of identified risks mitigated as per their action plan due dates	100% of identified risks mitigated as per their action plan due dates	100% of identified risks mitigated as per their action plan due dates	100% of identified risks mitigated as per their action plan due dates	R	Risk register and its progress report
					10	50%	% Implementation of 2013/14 AG action plan	100% Implementation of 2013/14 AG action plan	50% Implementation of 2013/14 AG action plan	100% Implementation of 2013/14 AG action plan	N/A	N/A	R	Internal audit report on progress on the implementation of AG action plan
Total = 20%														

D. ...

Annexure B

Personal Development Plan

Greater Tubatse Municipality



The main parts to this Performance Plan:

1. Personal Development Plan

Name :D.MHANGWANA
Position: Acting Chief Financial Officer
Accountable to: Municipal Manager
Plan Period: 01.07.15 – 30.06.16

Entered into by and between the

The Employer
and

The Employee

Date

[illegible][illegible]