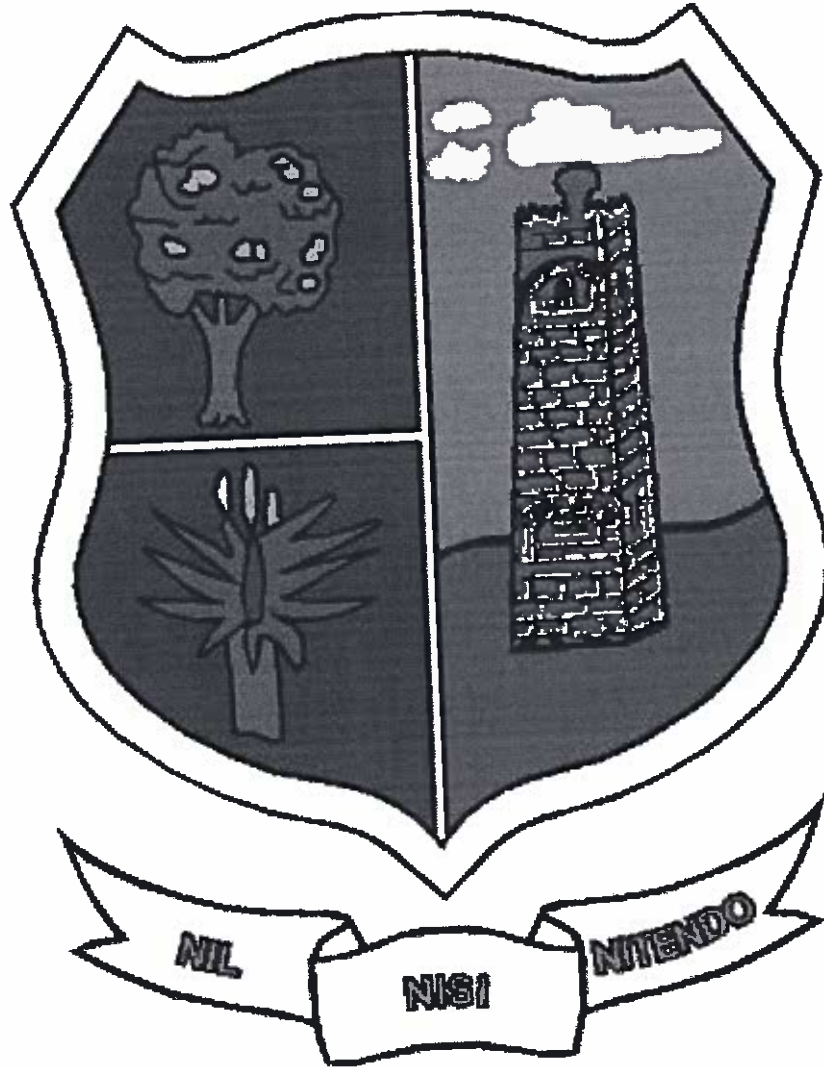


**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN**



**NKONKOBEMUNICIPALITY**

**NKONKOBÉ LOCAL MUNICIPALITY AS REPRESENTED  
BY THE ACTING MUNICIPAL MANAGER,**

**LUSANDA MENZE**

**AND**

**BUSISIWE LUBELWANA**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE PERIOD 01 JULY 2015 TO 30 JUNE 2016**

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# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The NKONKOBÉ Municipality herein represented by Lusanda Menze in his capacity as **THE ACTING MUNICIPAL MANAGER** (hereinafter referred to as the **Employer or Supervisor**)

And **Busisiwe Lubelwana** Employee of the Municipality (hereinafter referred to as the **Employee**).

## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57 (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act") as amended. 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; require 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), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:
  - "this Agreement" - means the performance agreement between the Employer and the Employee and the annexures thereto.
  - "the Executive Authority" - means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.
  - "the Senior Manager" - means the Head of Department directly accountable to the Municipal Manager in terms of Section 56(a) of the Local Government: Municipal Systems Act, No 32 of 2000.
  - "the Municipal Manager" - means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
  - "the Municipality" - means the Nkonkobe Local Municipality
  - "the Parties" - means the Employer and the Employee.

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- 3.4 The payment of a performance bonus for the year in which the Employee's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Employee on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Employee commencing or terminating his services with the Municipality during the validity period of this Agreement, the Employee's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 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 by the Parties.
- 3.7 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.
- 3.8 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

#### 4. **PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 the performance objectives and targets which 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 Personal Development Plan in **Annexure B** sets out the Employee's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected sets out those management skills regarded as critical to the position held by the Employee.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Employee and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 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 time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Employee's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

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**5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in Annexure A including special projects relevant to the Employee's responsibilities within the local government framework.

**6. PERFORMANCE ASSESSMENT**

- 6.1 The performance of the Employee will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA) as fully described in Annexure A and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the Employee account for 80% of his/her assessment while the CMCs make up the other 20% of the Employee's assessment score.
- 6.2 The weightings agreed to in respect of the Employee's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAs)	WEIGHT
KPA 1: Service Delivery and Infrastructure Provision	5
KPA 2: Local Economic Development	5
KPA 3: Financial Viability and Management	50
KPA 4: Institutional Development and Transformation	10
KPA 5: Good Governance and Public Participation	10
<b>Total</b>	<b>80</b>

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6.3

The weightings agreed to in respect of the CMCs considered most critical for the Employee's position and further defined in Annexure C are set out in the table below:

CORE COMPETENCY REQUIREMENTS - CCRs		
CORE MANAGERIAL COMPETENCIES (CMC)	CHOICE (X)	WEIGHT
Strategic Capability and Leadership		2
Programme and Project Management	compulsory	5
Financial Management		2
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis	compulsory	5
People Management and Empowerment	compulsory	5
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		20
<b>TOTAL PERCENTAGE</b>		

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6.4 The assessment of the performance of the Employee will be based on the following levels for KPAs and CMCs:

LEVEL	TERMINOLOGY	DESCRIPTION
5	<b>Outstanding Performance</b>	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.
4	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	<b>Unacceptable performance</b>	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.

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6.5 To determine which rating on the five-point scale did the Manager achieve for each KPA the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

6.6 Annexure "B" may be used as the basis for progress discussions by the Municipality.

## 7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

7.1 An assessment panel consisting of the following persons will be established:

7.1.1 Municipal Manager;

7.1.2 Chairperson of the Performance Audit Committee or the audit committee in the absence of a performance audit committee;

7.1.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council; and

7.1.4 Municipal Manager from another municipality

7.2 The performance of the Employee will be assessed in relation to his/her achievement of:

7.2.1 The targets indicated for each KPA in Annexure A; and

7.2.2 The CCRs as defined in clause 6.3 of this agreement

On a date to be determined for each of the following quarterly periods:

1<sup>st</sup> Quarter (July to September): **October 2015**

2<sup>nd</sup> Quarter (October to December): **January 2016**

3<sup>rd</sup> Quarter (January to March): **April 2016**

4<sup>th</sup> Quarter (April to June): **July 2016**

7.3 Assessments in the first and third quarter may be verbal if the Employee's performance is satisfactory.

7.4 The Municipality will keep a record of the mid-year and annual assessment meetings.

7.5 The Municipality may appoint an external facilitator to assist with the annual assessment.

## 8. EVALUATING PERFORMANCE AND MANAGEMENT OF EVALUATION OUTCOMES

8.1 The Employee will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Employer

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- 8.2 The Employer will give performance feedback to the Employee after each quarterly and the annual assessment meetings.
- 8.3 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4<sup>th</sup> quarter, the Executive Authority will determine if the Employee is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.5 The results of the annual assessment and the scoring report of the Employee for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.6 A fully effective assessment score will render the Employee eligible to be considered for a performance related increase (pay progression) as envisaged in his/her contract of employment provided the Employee has completed at least 12 months continuous service with the Municipality at his/her current remuneration package on the 30<sup>th</sup> of June.
- 8.7 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Employee's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8 Despite the establishment of agreed intervals for assessment, the Employer may, in addition, review the Employee's performance at any stage while his/her contract of employment remains in force.
- 8.9 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.
- 8.10 The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.11 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.11.1 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -
- (a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;  
and
- (b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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**9. OBLIGATIONS OF THE MUNICIPALITY**

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the Employee.
- 9.2 The Employee will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.4 The Municipality will make available to the Employee such resources including employees as the he/she may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
- 9.5 The Employee will, at his/her request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

**10. CONSULTATION**

- 10.1 The Employer agrees to consult the Employee within a reasonable time where the exercising of the Employer's powers will –
  - 10.1.1 have 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;
  - 10.1.3 have a substantial financial effect on the Municipality.
- 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. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE**

- 11.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting with the Employer.
- 11.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that the Employee's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Employee to improve his/her performance.

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11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer holds the view that the performance of the Employee is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Employee, to terminate the Employee's employment in accordance with the notice period set out in the his/her contract of employment.

11.5 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Employee's contract of employment with or without notice for any other breach by the Employee of his obligations to the Municipality or for any other valid reason in law.

## 12. DISPUTES

12.1 Any disputes about the nature of the **Employee's** performance agreement whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter for, shall be mediated by-

12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 Any other person appointed by the MEC

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27 (4) (e) of the Municipal Performance Regulations 2006, within thirty (30) days of receipt of a formal dispute from the employee

**whose decision shall be final 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" will not be confidential, and may be made available to the public by the Municipality, where appropriate.

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.

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Signed at Nkonkobe on this 29 day of July 2015

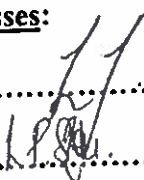

**As Witnesses:**

- 1.  .....
- 2.  .....

.....  
**Chief Financial Officer of the  
Nkonkobe Local MUNICIPALITY**

Signed at Fort Beaufort on this 29 day of July 2015

**As Witnesses:**

- 1.  .....
- 2.  .....

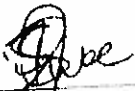
.....  
**Acting Municipal Manager of the Nkonkobe  
Local MUNICIPALITY**

## ANNEXURE A

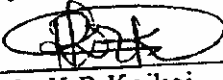
### COMMITMENT OF MANAGEMENT TEAM REPORTING DIRECTLY TO THE CHIEF FINANCIAL OFFICER

We, the Managers (Chief Accountant), Manager (Senior Accountant), Manager (Revenue Management), Manager (Supply Chain Management) and Manager (Expenditure Management), hereby, make this commitment to support the Chief Financial Officer, Mrs B. Lubelwana, to achieve targets set in this performance contract between her and the employer. We understand that her targets are impossible without our full support and cooperation. We, therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.


1. Signed by:

  
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Ms. I. Zwane  
Chief Accountant


2. Signed by:

  
\_\_\_\_\_  
Mr. K.R Koikoi  
Senior Accountant

3. Signed by:

  
\_\_\_\_\_  
Ms. A. Mbilase  
Manager: Revenue Management


4. Signed by:

  
\_\_\_\_\_  
Mr. X.J Pantsi  
Manager: Supply Chain Management

5. Signed by:

\_\_\_\_\_  
Ms. N.K. Sibobi  
Manager: Expenditure

6. Signed by:

  
\_\_\_\_\_  
Ms. N. Smith  
Manager: Budget and Treasury

**ANNEXURE B**

**CHIEF FINANCIAL OFFICER  
PERFORMANCE PLAN**

The performance plan defines the Council's expectations of the Chief Financial Officer 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 SDBIP, as reviewed annually.

2. Objective of Local Government

The following objectives of Local Government informed the IDP of the Nkonkobe Local Municipality and will inform the Chief Financial Officer's performance against set performance indicators.

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

3. Scorecard of the Chief Financial Officer

3.1 The municipality approved the strategic objectives in the IDP of 2012-2017. The targets to achieve the objectives for the financial year 2015/16 were defined in the approved SDBIP of 2015/16. The Chief Financial Officer is required to ensure that all targets, programmes and projects as committed on the IDP and SDBIP are delivered according to the commitments of the Executive Committee and Council.

A key principle is that owner departments must lead all the programmes allocated to them in the SDBIP, and ensure that contributor departments contribute, comply and report.

The scorecard of the Chief Financial Officer is up of the following:

The Performance Plan set out:

- a) Key Performance Areas that are employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulation for Municipal Managers and Managers Directly accountable to the Municipal Manager, R805 of 2006.

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The employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employees.

The employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employees.

KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

Key Performance Areas (KPA's)	Weighting	Core Competency Requirements	Weighting
Municipal Transformation & Institutional Development		Strategic Leadership and Management	
Basic Service Delivery		Programme and Project Management	
Local Economic Development		Financial Management	
Municipal Financial Viability & Management		Change Management	
Good Governance & Public Participation		Knowledge Management	
		Problem Solving and Analytical Thinking	
		People and Diversity Management	
		Client Orientation and Customers Care	
		Service Delivery Innovation	
		Communication Accountability	
<b>Total</b>	<b>80%</b>	<b>Total</b>	<b>20%</b>

The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCRs

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/ assessment indicate that their 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.
KPI's Almost Met/ Not Fully Effective	2	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 indicate 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.
KPI's Met/ Fully Effective	3	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.
KPI's Well Met/ Performance significantly above expectations	4	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.
KPI's Extremely Well Met/ Outstanding Performance	5	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.

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Priority Area	IDP OBJECTIVE	IDP STRATEGY	KPI	Annual Target	Quarter 1 Target	Quarter 1 Audit Evidence	Quarter 2 Target	Quarter 2 Audit Evidence	Quarter 3 Target	Quarter 3 Audit Evidence	Quarter 4 Target	Quarter 4 Audit Evidence
Revenue Management	To ensure a self-sustained municipality through effective revenue collection by 2017	By facilitating the development of the position/council levies are calculated correctly/consumer accounts are accurate and delivered timely.	By ensuring the consumer accounts are 100% accurate and delivered timely.	Consumer Accounts are processed / Consumer accounts are 100% accurate and delivered monthly & timely.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.
				100% Monthly updated valuation roll Register	100% Monthly updated valuation roll Register	1. Updated Valuation roll. 2. Revenue billing report	100% Monthly updated valuation roll Register	1. Updated Valuation roll. 2. Revenue billing report	100% Monthly updated valuation roll Register	1. Updated Valuation roll. 2. Revenue billing report	100% Monthly updated valuation roll Register	1. Updated Valuation roll. 2. Revenue billing report
		By facilitating the development of the position/council levies are calculated correctly/consumer accounts are accurate and delivered timely.	By ensuring the consumer accounts are 100% accurate and delivered timely.	Consumer Accounts are processed / Consumer accounts are 100% accurate and delivered monthly & timely.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.	Processing of Consumer Accounts/Ensure that they are 100% accurate and delivered monthly & timely.	1. Monthly Reports. 2. Proof of monthly delivery of Consumer accounts.

**KPA 1: BASIC SERVICE DELIVERY**

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Expenditure Management		To ensure sound and effective management systems by 2017		Standard (legislative requirements of MFMA) by performing monthly reconciliations and payment to creditors timely.	
Develop and implement Revenue Collection Source showcasing 80% of revenue collected	Develop and implement Revenue Collection Source showcasing 80% of revenue collected	Develop and implement Revenue Collection Source showcasing 80% of revenue collected	Develop and implement Revenue Collection Source showcasing 80% of revenue collected	Situational Analysis Report Conducted.	Situational Analysis Report signed by Chief Financial Officer and approved by MM.
Established SCOA committee, approved implementation plan and Standard Charts of Accounts	Developing a compliance checklist for preventing, detecting and reporting irregular	Established SCOA committee, approved implementation plan and Standard Charts of Accounts	Developing a compliance checklist for preventing, detecting and reporting irregular	Reduce irregular and unauthorized expenditure by 10%	1. Draft Compliance checklist 2. Quarterly/monthly reports reflecting the reduced irregular and unauthorized expenditure
By implementing a standard chart of accounts in line with Treasury requirements	By exploring other revenue collection streams	By implementing a standard chart of accounts in line with Treasury requirements	By exploring other revenue collection streams	Signed Quarterly Report by CFO	Signed Quarterly Report by CFO
		1. Revenue Enhancement Strategy. 2. Council Resolution adopting the Revenue Enhancement Strategy. 3. Quarterly Report reflecting on improved levels of collections. 4. Schedule of collection	1. Revenue Enhancement Strategy. 2. Council Resolution adopting the Revenue Enhancement Strategy. 3. Quarterly Report reflecting on improved levels of collections. 4. Schedule of collection	Establish/Convene SCOA Committee meeting and sign Terms of Reference	1. Signed terms of reference. 2. Minutes of the meeting. 3. Attendance register
		80% of revenue collected	80% of revenue collected	Signed Quarterly Report by CFO	1. Draft Compliance checklist 2. Quarterly/monthly reports reflecting the reduced irregular and unauthorized expenditure
		1. Quarterly Report reflecting on improved levels of collections. 2. Schedule of collection BP142	1. Quarterly Report reflecting on improved levels of collections. 2. Schedule of collection BP142	Develop and approve SCOA implementation plan presented to Management and EXCO	1. Approved SCOA implementation plan 2. Management meeting minutes approving the implementation plan. 3. Attendance register
		80% of revenue collected	80% of revenue collected	Signed Quarterly Report by CFO	1. Draft Compliance checklist 2. Quarterly/monthly reports reflecting the reduced irregular and unauthorized expenditure
		1. Quarterly Report reflecting on improved levels of collections. 2. Schedule of collection BP142	1. Quarterly Report reflecting on improved levels of collections. 2. Schedule of collection BP142	Draft Standard Chart of Accounts tabled to Council for Adoption!	1. Draft Standard Chart of Accounts. 2. Council Resolution
		80% of revenue collected	80% of revenue collected	Signed Quarterly Report by CFO	1. Draft Compliance checklist 2. Quarterly/monthly reports reflecting the reduced irregular and unauthorized expenditure
		1. Quarterly Report reflecting on improved levels of collections. 2. Schedule of collection BP142	1. Quarterly Report reflecting on improved levels of collections. 2. Schedule of collection BP142		

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IDP and PMS	To ensure effective performance monitoring and evaluation of municipal plans and programmes by 2017	By development of performance management, monitoring and evaluation system	Develop a s72 report to be presented by Accounting Officer to Mayor by January 25, 2016.	Develop a s72 report to be presented by Accounting Officer to Mayor by January 25, 2016 and subsequently table it to Council.	Not set as a target for the quarter	Not set as a target for the quarter	Mid-Year Assessment Report developed and presented to Mayor and Council.	1. s72 Report 2. Council Resolution	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter
Financial Management	To ensure timely financial reporting and compliance with legislation and treasury regulations by 2017	By developing and maintenance of compliance checklist	Developed procurement Plan	Developed procurement Plan	Not set as a target for the quarter	Not set as a target for the quarter	1. s71 Reports. 2. Written proof that the reports were submitted and received.	1. s71 Reports. 2. Written proof that the reports were submitted and received.	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter
	By development of procurement plan	By developing and maintenance of compliance checklist	Developed procurement Plan	Developed procurement Plan	Not set as a target for the quarter	Not set as a target for the quarter	1. s71 Reports. 2. Written proof that the reports were submitted and received.	1. s71 Reports. 2. Written proof that the reports were submitted and received.	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter
	By development of procurement plan	By developing and maintenance of compliance checklist	Developed procurement Plan	Developed procurement Plan	Not set as a target for the quarter	Not set as a target for the quarter	1. s71 Reports. 2. Written proof that the reports were submitted and received.	1. s71 Reports. 2. Written proof that the reports were submitted and received.	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter

KPA 3: Local Economic Development

K L R L P L W.

SME and Cooperatives	To support and promote SME and Cooperative development by 2017	By complying with Chapter 11 of MFMA by annually inviting prospective providers of goods and services to register on Municipal data base/ updating data base with a list of accredited prospective providers	1 Updated SCM database	Updated SCM database.	Preparation of advert & database registration forms/invite prospective providers of goods and services to register on Municipal data base. Assess Prospective providers of goods and services application in terms of compliance/ap prove application for registration	1. Advertisement to newspaper. 2. Completed data base forms. 3. List of applications approved for registration. 4 SCM Database	Not set as a target for the quarter	Not set as a target for the quarter
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KPA 4: Financial Viability

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Supply Chain Management	To ensure effective implementation of SCM policy and regulations by 2017.	accounting standards. Reporting on tender processes/adjudicated are completed within 60 days of notice given/monthly adjudication reports submitted to Municipal Manager	4 Bid Reports to the Municipal Manager	Effective Tender Procedures/S CM bid reports x4/Tender processes to be completed within 90 days of notice been given.	Tender processes/adjudicated are completed within 90 days of notice given / 1 quarterly bid reports submitted to the Municipal Manager	1. Monthly Reports reflecting if indeed tender processes are completed within 60 days of notice given. 2. Proof of submission to Municipal Manager.	Tender processes/adjudicated are completed within 90 days of notice given / 1 quarterly bid reports submitted to the Municipal Manager	1. Monthly Reports reflecting if indeed tender processes are completed within 60 days of notice given. 2. Proof of submission to Municipal Manager.	Tender processes/adjudicated are completed within 90 days of notice given / 1 quarterly bid reports submitted to the Municipal Manager	1. Monthly Reports reflecting if indeed tender processes are completed within 60 days of notice given. 2. Proof of submission to Municipal Manager.	Tender processes/adjudicated are completed within 90 days of notice given / 1 quarterly bid reports submitted to the Municipal Manager	1. Monthly Reports reflecting if indeed tender processes are completed within 60 days of notice given. 2. Proof of submission to Municipal Manager.	1. Monthly Reports reflecting if indeed tender processes are completed within 60 days of notice given. 2. Proof of submission to Municipal Manager.
Asset Management	To ensure effective management of municipal assets by 2017	By developing and maintaining of all municipal assets	Grapp Compliant Asset Register	Grapp Compliant Asset Register	Report on management of departmental and institutional assets	1. Asset Register. 2. Quarterly Reports detailing management of departmental and institutional assets. 3. List of new assets that were bar coded.	Report on management of departmental and institutional assets	1. Asset Register. 2. Quarterly Reports detailing management of departmental and institutional assets. 3. List of new assets that were bar coded.	Report on management of departmental and institutional assets	1. Asset Register. 2. Quarterly Reports detailing management of departmental and institutional assets. 3. List of new assets that were bar coded.	Report on management of departmental and institutional assets	1. Asset Register. 2. Quarterly Reports detailing management of departmental and institutional assets. 3. List of new assets that were bar coded.	1. Asset Register. 2. Quarterly Reports detailing management of departmental and institutional assets. 3. List of new assets that were bar coded.

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Financial management	To ensure timely financial reporting and compliance with legislation and treasury regulations	By complying with Disposal of Assets in terms of s14 (5) MFMA	By annually identifying and assessing assets for disposal.	Asset Management: Disposal of assets	Disposal of obsolete Assets in terms of s14 (5) MFMA	Situational Analysis Report Conducted	1. Signed Situational Analysis Report.	Draft Disposal Plan/Workshop for Councilors	1. Expenditure Reports. 2. Attendance Registers. 3. Draft Disposal Plan	Identification of Assets to be Disposed	1. Council Resolution approving disposal of assets						
By developing and maintenance of compliance checklist				Submitting (12) Debt Collection report to the Municipal Manager and Council monthly on accuracy of billings & payment levels.	12 Debt Collection reports to the Municipal Manager and Council quarterly on accuracy of billings & payment levels.	Submission of (3) Debt Collection reports to Municipal Manager and Council Quarterly	1. Debt Collection Reports. 2. Proof of submission to MM. 3. Council Resolution	Submission of (3) Debt Collection reports to Municipal Manager and Council quarterly	1. Debt Collection Reports. 2. Proof of submission to MM. 3. Council Resolution	Submission of (3) Debt Collection reports to Municipal Manager and Council quarterly	1. Debt Collection Reports. 2. Proof of submission to MM. 3. Council Resolution	Submission of (3) Debt Collection reports to Municipal Manager and Council quarterly	Submission of (3) Debt Collection reports to Municipal Manager and Council quarterly	Submission of (3) Debt Collection reports to Municipal Manager and Council quarterly	Submission of (3) Debt Collection reports to Municipal Manager and Council quarterly	1. Debt Collection Reports. 2. Proof of submission to MM. 3. Council Resolution	1. Debt Collection Reports. 2. Proof of submission to MM. 3. Council Resolution
By 2017				Compile and submit AFS to AG by 31 August 2015	AFS compiled/council approved & submitted to AG by 31 August 2015	1. Council Resolution. 2. Copy of AFS	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter	Not set as a target for this quarter		

**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**


K R L M L P L M.



To promote effective and inspiring governance and the efficiency of the department/improved standards of communication, transparency and openness by 2017	By convening departmental meetings	Convene 1 Suppliers day	1 Suppliers Day Convened	Not Set as a target	Not Set as a target	Not Set as a target	Development of Concept Document outlining event and its date	1. Concept Document.	Invitation of Suppliers including Prospective Suppliers. Hosting 1 Suppliers Day Event.	1. Expenditure Reports. 2. Newspaper Advertisemen 1. 3. Attendance Register. 4. Event Report
		8 Number of Departmental Meetings to be convened	Convene 8 Departmental Meetings	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting (inclusive of departmental budget meeting).	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting (inclusive of departmental budget meeting).	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting (inclusive of departmental budget meeting).	1. Attendance Register. 2. Minutes of the meeting (inclusive of departmental budget meeting).

K BL 4m LP  
 J.M.

I Busisimo Lutbelwana hereby accept this plan as a basis of monitoring and evaluating my performance during the 2015/16 financial year. I accept that the indicators and targets as presented in the performance plan are accurate and that I have been given the opportunity to provide inputs in their development.

  
\_\_\_\_\_  
Signature

29/07/2015  
Date

I LUSANDA MENZE the Acting Municipal Manager of Nkonkobe Local Municipality approve the performance Plan in terms of the requirements of the Local Government: Municipal Planning and Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006.

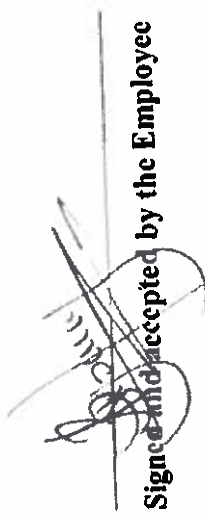
  
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Signature

29/07/2015  
Date

**ANNEXURE B**

**PERSONAL DEVELOPMENT PLAN**

Skills Performance Gap	Outcomes Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Frames	Time	Work opportunity created to practice skill/development area	Support Person
1.							
2.							
3.							

  
 Signed and accepted by the Employee

29/07/2015  
 Date

  
 Signed by the Acting Municipal Manager on behalf of the Municipality

29/07/2015  
 Date