



PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN THE
MADIBENG LOCAL MUNICIPALITY

DULY REPRESENTED BY THE
ACTING MUNICIPAL MANAGER

NEO MAAPE

THE EMPLOYER

AND

TSHENOLO LEFUTSWE
ACTING CHIEF FINANCIAL OFFICER

THE EMPLOYEE

FOR THE

FINANCIAL YEAR:
01 JULY 2020 – 30 JUNE 2021

ENTERED INTO BY AND BETWEEN:

The Municipality herein represented by **Mr. Neo Maape** in his capacity as the Acting Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. T Lefutswe as Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY 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 hereinafter 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 agreement.</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 in terms of the key performance indicators 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.</p> <p>2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.</p>
3. Commencement and duration	<p>3.1 This Agreement will commence on 01 July 2020 and will remain in force until 30 June 2021 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 one month after the beginning of each successive financial year.</p> <p>3.3 This Agreement will terminate on the termination of 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 above-mentioned period to determine the applicability of the matters agreed upon.</p> <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>
<p>4. Performance Objectives</p>	<p>4.1 The Performance Plan (Annexure A) sets out-</p> <p>4.1.1 Key Performance Areas that the employee should focus on.</p> <p>4.1.2 Core competencies required from employees.</p> <p>4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.</p> <p>4.1.4 The time frames within which those performance objectives and targets must be met.</p> <p>4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:</p> <p>4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved.</p> <p>4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective 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 performance areas, key objectives, and key performance indicators to each other.</p>
<p>5. Performance Management System</p>	<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>

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.

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

5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery and Infrastructure Development	0%
Local Economic Development	0%
Municipal Transformation and Organisational Development	0%
Good Governance and Public Participation	20%
Municipal Financial Viability and Management	80%
Spatial Rationale and Transformation	0%
Total	100%

5.7 The Municipal Manager's responsibilities are also directed in terms of the abovementioned key performance areas.

5.8 The Competencies will make up the other 20% of the Employee's assessment score. The competencies as prescribed by Regulation 21 of 2014 (Annexure A) and the applicable weightings out of 100% are indicated below:

Competencies	Components	Weighting % (total 100%)
Leading competencies		
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	15%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	5%

	Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	5%	
	Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	30%	
	Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation 	5%	
	Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	10%	
	Core Competencies			
	Moral competence		5 %	
	Planning and Organising		2.5%	
	Analysis and Innovation		2.5%	
	Knowledge and Information Management		5 %	
	Communication		5 %	
	Results and Quality Focus		10 %	
	TOTAL WEIGHTING:		100%	
6. Evaluating Performance	6.1	The Performance Plan (Annexure A) to this Agreement sets out :		
	6.1.1	The standards and procedures for evaluating the Employee's performance.		
	6.1.2	The intervals for the evaluation of the Employee's performance.		
	6.2	Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.		
	6.3	Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.		
	6.4	The Employee's performance will be measured in terms of contributions to the strategic objectives 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)	Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.		

(c) The applicable assessment ratings and scores will calculate a final KPA score.

6.5.2 Assessment of the Competencies:

(a) Each Competency 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 Competency.

(c) This rating should be multiplied by the weighting given to each Competency 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 Competency score.

6.5.3 Overall rating:

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which 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 Competencies:

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

6.7 For the purpose of evaluating the performance of the municipal manager, an evaluation panel constituted of the following persons must be established-

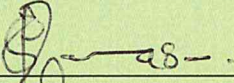
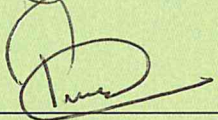

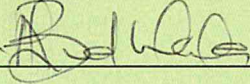


6.7.1 Executive Mayor

G.E

	<p>6.7.2 Chairperson of the performance audit committee</p> <p>6.7.3 Member of the executive committee</p> <p>6.7.4 Mayor or Municipal manager from another municipality</p> <p>6.8 The manager responsible for performance management system of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).</p>
<p>7. Schedule for Performance Reviews</p>	<p>7.1 The performance of each Employee in relation to his/her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:</p> <p style="padding-left: 40px;"> First quarter : July – September 2020 (October 2020) Second quarter : October – December 2020 (January 2021) Third quarter : January – March 2021 (April 2021) Fourth quarter : April – June 2021 (July 2021) </p> <p>7.2 The Employer shall keep a record of the mid-year review and annual 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 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.</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>
<p>8. Developmental Requirements</p>	<p>The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.</p>
<p>9. Obligations of the Employer</p>	<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/her to meet the performance objectives and targets established in terms of this Agreement.</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 the performance objectives and targets established in terms of this Agreement.</p>
<p>10. Consultation</p>	<p>10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –</p>

1.2

	<p>10.1.1 A direct effect on the performance of any of the Employee’s functions.</p> <p>10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer.</p> <p>10.1.3 A substantial financial effect on the Employer.</p> <p>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.</p>																						
<p>11. Management of Evaluation Outcomes</p>	<p>11.1 The evaluation of the Employee’s performance will form 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 annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:</p> <table border="1" data-bbox="624 860 1289 1256"> <thead> <tr> <th>% Rating Over Performance</th> <th>% Bonus</th> </tr> </thead> <tbody> <tr> <td>130 - 133.8</td> <td>5%</td> </tr> <tr> <td>133.9 – 137.6</td> <td>6%</td> </tr> <tr> <td>137.7 – 141.4</td> <td>7%</td> </tr> <tr> <td>141.5 - 145.2</td> <td>8%</td> </tr> <tr> <td>145.3 – 149</td> <td>9%</td> </tr> <tr> <td>150 – 153.4</td> <td>10%</td> </tr> <tr> <td>153.5 – 156.8</td> <td>11%</td> </tr> <tr> <td>156.9 – 160.2</td> <td>12%</td> </tr> <tr> <td>160.2 – 163.6</td> <td>13%</td> </tr> <tr> <td>163.7 – 167</td> <td>14%</td> </tr> </tbody> </table> <p>11.3 In the case of unacceptable performance, the Employer shall:</p> <p>11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.</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>	% Rating Over Performance	% Bonus	130 - 133.8	5%	133.9 – 137.6	6%	137.7 – 141.4	7%	141.5 - 145.2	8%	145.3 – 149	9%	150 – 153.4	10%	153.5 – 156.8	11%	156.9 – 160.2	12%	160.2 – 163.6	13%	163.7 – 167	14%
% Rating Over Performance	% Bonus																						
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156.9 – 160.2	12%																						
160.2 – 163.6	13%																						
163.7 – 167	14%																						
<p>12. Dispute Resolution</p>	<p>12.1 Any disputes about the nature of the Employee’s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.</p> <p>12.2 Any disputes about the outcome of the employee’s performance evaluation, must be mediated by MEC for local government in the province, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.</p>																						

<p>13. General</p>	<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>
<p>14. Signatures</p>	<p>Thus done and signed at <i>Maatberg</i> on this <i>01</i> day of <i>September</i> 2020.</p> <p>AS WITNESSES:</p> <p>1.  _____</p> <p>2.  _____</p> <p>AS WITNESSES:</p> <p>1.  _____</p> <p>2.  _____</p> <p> _____ EMPLOYEE</p> <p> _____ MUNICIPAL MANAGER</p>

ANNEXURE A

PERFORMANCE PLAN

FOR

Mr. TSHENOLO LEFUTSWE

CHIEF FINANCIAL OFFICER (ACTING)

Content

- 1 Purpose of the Agreement
- 2 Responsibilities of the Chief Financial Officer
- 3 Scorecard:
 - 3.1. Key Performance Areas (KPA's), and
 - 3.2. Core Competency Requirements (CCRs).
- 4 Declaration Statement for Measurement.
- 5 Signatories

1. Purpose of the Agreement

This Performance Plan outlines Council's expectations on the performance specifically assigned targets by the Chief Financial Officer. The Performance Plan detailed hereunder is in fulfilment of the requirements of Section 56 of the Local Government: Municipal Systems Act, Act No. 32 of 2000 as amended, and is informed by the Integrated Development Plan (IDP), Annual Budget and Service Delivery Implementation Plan (SDBIP) respectively of the Municipality for the 2019/20 Financial Year.

2. Responsibilities of the Chief Financial Officer

The Chief Financial Officer in his capacity as Head of the Department is responsible for the following:

- a) Administratively in charge of the Budget and Treasury Office.
- b) Advising the Accounting Officer on the exercising of powers and duties assigned to the Accounting Officer in terms of MIFMA 56 of 2003.
- c) Assist the Accounting Officer in the administration of the Municipality's bank accounts and in the preparation and implementation of the Municipality's budget.
- d) Developing a programme for infrastructure service delivery within the municipal area in line with the IDP and overseeing its implementation.
- e) Perform other tasks viz budgeting, accounting, analysis, financial reporting, cash management, debt management, revenue collection, supply chain management and financial management.
- f) Direct, develop, monitor, and maintain systems, policies, procedures and processes to ensure healthy financial operations and practices.
- g) Develop and implement organisational and developmental vision and strategy.
- h) Perform human resources and administrative duties/activities.

3. Scorecard-

3.1. Ker Performance Areas (KPA's)

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2020/21 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 ST QUARTER PERFORMANCE TARGETS	2 ND QUARTER PERFORMANCE TARGETS	3 RD QUARTER PERFORMANCE TARGETS	4 TH QUARTER PERFORMANCE TARGETS		
NATIONAL KEY PERFORMANCE INDICATOR: MUNICIPAL FINANCIAL VIABILITY											
IMPROVED FINANCIAL VIABILITY AND AUDIT OUTCOMES											
Strategy 6.1.1	BTO 1 Completeness in (%) of revenue generated from property rates by 30 June 2021.	3	R369 m	100%	100% curbed on management of property rates by 30 June 2021.	100%	100%	100%	100%	Quarterly valuation roll reconciliation report + Billing Report	Assistant Director: Revenue Management
Strategy 6.1.2	BTO 2 Percentage of all qualifying indigent registered by 30 June 2021	7	N/A	100%	100% of all qualifying indigent registered by 30 June 2021	N/A	N/A	N/A	100%	Indigent register	Assistant Director: Revenue Management
Strategy 6.1.3	BTO 3 % of total operating Budget spent by 30 June 2021	5	R2,465 b	100%	95% of total operating budget spent by 30 June 2021	25%	50%	75%	95%	Monthly financial report (MFMA 71)	Assistant Director: Budget
Strategy 6.1.4	BTO 4 % of total operating budget revenue raised by 30 June 2021	5	R2,061 b	60%	93% of total operating budget revenue raised by 30 June 2021	25%	49%	60%	93%	Monthly financial report (MFMA 71)	Assistant Director: Revenue Management
Strategy 6.1.5	BTO 5 Revenue collected as a % of amount billed for the year by 30 June 2021	10	R2,061 b	60%	95% of revenue collected as a % amount of billed by June 2021	75%	80%	93%	93%	Monthly financial report (MFMA 71)	Assistant Director: Revenue Management

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STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2020/21 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 ST QUARTER PERFORMANCE TARGETS	2 ND QUARTER PERFORMANCE TARGETS	3 RD QUARTER PERFORMANCE TARGETS	4 TH QUARTER PERFORMANCE TARGETS		
Strategy 6.1.6	BTO 6 Percentage of tenders completed within the valid period (90 days from date of close of advert) by 30 June 2021	2.5	R'0	100%	100% tenders completed within the valid period (90 days from date of close of advert) by 30 June 2021	100%	100%	100%	100%	Signed Supply Chain Quarterly Report + Register of Awarded Tenders	Assistant Director: Supply Chain Management
Strategy 6.1.9	BTO 7 Number of Reports on all deviations submitted to Council by 30 June 2021	3	R'0	1	Report on all deviations condoned by Council Disclose in Annual Financial Statement by 30 June 2020	1	N/A	N/A	N/A	Signed Annual Financial Statement	Assistant Director: Financial Management
Strategy 6.1.10	BTO 8 Number of 2020/2021 Draft Budget submitted to Council by 31 March 2021	6	R'0	2019/20 Draft Budget	2020/2021 Draft Budget submitted to Council by 30 March 2021	N/A	N/A	N/A	N/A	Copy of Draft 2020/21 Budget and Council Resolution	Assistant Director: Budget
	BTO 9 Number of 2020/2021 Final Budget submitted to Council by 31 May 2021	6	R'0	2019/20 Final Budget	2020/2021 Final Budget submitted to Council by 31 May 2021	N/A	N/A	N/A	1	Copy of Final 2020/21 Budget and Council Resolution	Assistant Director: Budget
Strategy 6.1.12	BTO 10 Number of 2019/20 Annual Financial Statements compiled submitted to AGSA	5	R7 m	Final 2018/2019 AFS	1 AFS submitted by 31 August 2020	1	N/A	N/A	N/A	Copy of signed 2019/20 Annual Financial Statements and proof of submission to AG	Assistant Director: Financial Management

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STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2020/21 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				RESPONSIBLE PERSON	
						1 ST QUARTER PERFORMANCE TARGETS	2 ND QUARTER PERFORMANCE TARGETS	3 RD QUARTER PERFORMANCE TARGETS	4 TH QUARTER PERFORMANCE TARGETS		PORTFOLIO OF EVIDENCE (POE)
Strategy 6.1.13	BTO 11 Number of GRAP Compliant Fixed Asset Register compiled by 30 June 2021	2.5	R5 m	2019/20 GRAP Compliant fixed asset register	1X GRAP Compliant fixed asset register compiled by 30 June 2021	N/A	N/A	N/A	1	Signed GRAP Compliant Fixed Asset Register and Council resolution	Assistant Director: Assets & Disposal Management
Strategy 6.1.14	BTO 12 Adjustments Budget submitted to Council by 28 February 2021.	3	R'0	2019/20 Adjusted Budget	1 Adjusted Budget submitted to Council by 28 February 2021	N/A	N/A	1	N/A	Copy of Adjustments Budget and Council resolution	Assistant Director: Budget
Strategy	BTO 13 Contracted Services as a % of Total Operating Budget by 30 June 2021	2	R'0	Less than 5%	≤ 5% Contracted Services as a % of Total Operating Budget by 30 June 2021	≤ 2% Contracted Services as a % of Total Operating Budget by end of Quarter	≤ 3% Contracted Services as a % of Total Operating Budget by end of Quarter	≤ 4% Contracted Services as a % of Total Operating Budget by end of Quarter	≤ 5% Contracted Services as a % of Total Operating Budget by end of Quarter	Working paper of total amount of Contracted services against Total operating expenditure	Assistant Director: Expenditure
Strategy	BTO 14 Attainment of an improved Audit Outcome by 30 November 2020	8	R'0	Disclaimer Audit Outcome	Qualified Audit Outcome attained by 30 November 2020	N/A	Qualified Audit Outcome attained	2019/20 Post Audit Action Plan developed	N/A	Auditor General Final Management Letter	Assistant Director: Financial Reporting
	BTO 15 Number of Revenue Enhancement Quarterly Reports submitted to SMT by 30 June 2021.	2	R'0	New	4 x Revenue Enhancement Quarterly Reports submitted to SMT by 30 June 2021	1	2	3	4	Signed Revenue Enhancement Quarterly Report and Proof of submission to SMT	Assistant Director: Revenue Enhancement
Weightings = 80%											

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STRATEGIC GOAL	-KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 ST QUARTER PERFORMANCE TARGETS	2 ND QUARTER PERFORMANCE TARGETS	3 RD QUARTER PERFORMANCE TARGETS	4 TH QUARTER PERFORMANCE TARGETS		
NATIONAL KEY PERFORMANCE INDICATOR: GOOD GOVERNANCE AND PUBLIC PARTICIPATION											
IMPROVED CONFIDENCE IN THE SYSTEMS OF LOCAL GOVERNMENT											
Enhanced administrative systems in line with applicable	BTO 16 Percentage of Directorate specific Council resolutions implemented by 30 June 2021	1		100%	100% Council resolutions implemented	100%	100%	100%	100%	Extracts CSS specific Resolution from the Council Resolution Register	CFO
	BTO 17 Resolution Rate (in %) of prior year audit findings for the Directorate by 30 November 2020	1		100%	100% Resolution Rate (in %) of prior year audit findings for the Directorate by 30 November 2020	N/A	100%	Resolution Rate (in %) of prior year audit findings for the Directorate by 30 November 2019	N/A	AG Audit report	CFO
	BTO 18 Percentage of Internal Audit findings address by 30 June 2021	1		12	100% Internal Audit findings addressed by end of every quarter	100%	100%	100%	100%	Signed Internal Audit findings Action Plan and Progress report submitted to Audit	CFO
	BTO 19 Number of Directorate management meetings held 30 June 2021	1		12	12 X Performance Reports submitted to PC's by 30 June 2021	3	6	9	12	A Set of Signed minutes and attendance register	CFO

1.1

STRATEGIC GOAL	-KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 ST QUARTER PERFORMANCE TARGETS	2 ND QUARTER PERFORMANCE TARGETS	3 RD QUARTER PERFORMANCE TARGETS	4 TH QUARTER PERFORMANCE TARGETS		
Ensuring legislative compliance	BTO 20 Number of Departmental Quarterly Performance Reports submitted to PC's by 30 June 2021	2		100%	4 x Departmental Quarterly Performance Reports submitted to PC's by 30 June 2021	1	2	3	4	Copy of PC Agenda	CFO
	BTO 21 Percentage submission of the IDP, Budget, SDBIP and Annual report inputs within prescribed time frame by 30 June 2021	2		100%	100% submission of the IDP, Budget, SDBIP and Annual report inputs within prescribed time frame by 30 June 2021	100%	100%	100%	100%	Signed proof of submission with acknowledgment of receipt	CFO
	BTO 22 Number of Monthly B2B reports submitted to MM by 30 June 2021	2		New	12 x Monthly B2B reports submitted to PMS by 30 June 2021	3	6	9	12	Signed B2B report and PMS acknowledgement receipt	CFO
	BTO 23 Number of PMS reports + POE's submitted to PMS unit by the 5th of every quarter ending by 30 June 2021	1		New	4 PMS reports + POE's submitted to PMS unit by the 5th of every quarter ending	1 x PMS reports + POE's submitted to PMS unit by the 5th of every quarter ending	2 x PMS reports + POE's submitted to PMS unit by the 5th of every quarter ending	3 x PMS reports + POE's submitted to PMS unit by the 5th of every quarter ending	4 x PMS reports + POE's submitted to PMS unit by the 5th of every quarter ending	Signed Performance reports and proof of submission	CFO

1/2

STRATEGIC GOAL	-KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 ST QUARTER PERFORMANCE TARGETS	2 ND QUARTER PERFORMANCE TARGETS	3 RD QUARTER PERFORMANCE TARGETS	4 TH QUARTER PERFORMANCE TARGETS		
	BTO 24 Percentage fraud prevention awareness conducted within the department by 30 June 2021	1		100%	100% fraud prevention awareness conducted within the department by 30 June 2021	100%	100%	100%	100%	Copies of departmental meeting agenda, signed minutes and attendance register	CFO
	BTO 25 Percentage Risk mitigation implemented per quarter	1		4	100% of Risk mitigation implemented per quarter	100%	100%	100%	100%	Signed Risk Assessment Report	CFO
	BTO 26 Number of Monthly Risk Reports submitted to Risk Office by 30 June 2021	1		New	12 x Monthly Risk Reports submitted to Risk Office by 30 June 2021	3	6	3	12	Signed Proof of submission and signed risk report	CFO
	BTO 27 Percentage attendance AC, RMC Meetings as and when invited on quarterly basis				100% attendance of AC, RMC Meetings as and when invited on quarterly basis	100%	100%	100%	100%	Signed sets of Minutes and Attendance Register	
Weightings = 20%											

3.2. Core Competency Requirements (CCRs)

1.4

Competency	Driving Competency	Driving Competency Weight	Total Competency Weight
LEADING COMPETENCIES (70%)			
Strategic Direction	Impact and Influence	2	15%
	Institutional Performances Management	5	
	Strategic Planning and Management	3	
	Organizational Awareness	5	
People Management	Human Capital Planning and Development	2	5%
	Diversity Management	1	
	Employee Relations Management	1	
	Negotiations and Dispute Management	1	
Program and Project Management	Program and Project Planning and Implementation	1	5%
	Service Delivery and Delivery	3	
	Programme and Project monitoring and Evaluations	1	
Financial Management	Budget Planning and Execution	15	30%
	Financial Strategy and Delivery	5	
	Financial Reporting and Monitoring	10	
Change Leadership	Change vision and Strategy	2	5%
	Process Design and Improvement	1	
	Change Impact Monitoring & Evaluation	2	
Governance Leadership	Policy Formulation	4	10%
	Risk and Compliance Management	3	
	Cooperative Governance	3	
CORE COMPETENCIES (30%)			

Moral Competence	5	5 %
Planning and Organizing	2.5	2.5 %
Analysis and Innovation	2.5	2.5 %
Knowledge & Information Management	5	5 %
Communication	5	5 %
Results and Quality Focus	10	10 %

4. Declaration Statement for Measures

The Chief Financial Officer hereby declares to be fully aware of the contents of this Performance Plan, and to do all that is legally possible to achieve the intended results and to be held accountable for work done in the Department. The Director also acknowledged that she will be held accountable for the work performed by the Units within the Department's jurisdictional operations.

5. Signatories

Signature of the Employer:.....

Signed and accepted by (full names): *YEO MAAP E.* (Designation): *ACTING MUNICIPAL MANAGER*, duly representing the Madibeng Local Municipality " the Employer"

Date: *01/09/20*.....

Signature of Employee:.....

Signed and accepted by (full names): *T.E. FERNANDES* (Designation): *ACTING CFO*, the employee of the Madibeng Local Municipality " the Employer"

Date: *01/09/20*.....

ANNEXURE B

PERSONAL DEVELOPMENT PLAN

SURNAME: LEFUTSINE NAME (S): TSHENOLO EMPLOYEE CODE: 2020010
 DEPARTMENT: BUDGET AND TREASURY DESIGNATION: ACTING CFO
 CURRENT QUALIFICATIONS: B.COM. ACCOUNTING (HONS), CA(SA)

AREAS OF INTERVENTIONS

Financial Year	Learning Goals/Objectives	Skills, Knowledge or Experience	Development Initiatives (Training, Mentoring, Coaching, Guidance and Instruction). Identify specific learning Programmes or courses	Estimated Costs	Duration
N/A	N/A	N/A	N/A	N/A	N/A

T/E

Financial Year	Learning Goals/Objectives	Skills, Knowledge or Experience	Development Initiatives (Training, Mentoring, Coaching, Guidance and Instruction). Identify specific learning Programmes or courses	Estimated Costs	Duration

Date: 01/09/20.....

Signature of Employee: 

Signed and accepted by (full names): NEO MAAPE (Designation): ACTING MM....., the employee of the Madibeng Local Municipality " the Employer"

Date: 01/09/20.....

ANNEXURE C



**FINANCIAL DISCLOSURE
FORM**

MADIBENG LOCAL MUNICIPALITY

TSHENOLO LEFUTSWE

FOR THE

**FINANCIAL YEAR:
1 JULY 2020 - 30 JUNE 2021**

Strictly Confidential

1/12

I, the undersigned (surname and initials) LEFURSE J.F

(Postal address) P.O. Box 1614

WATERFALL MAU FUSTENBURY 0323

(Residential address) 356 REDBURN CLOSE, CANADA BLD PARK HARIBERGSPORT 0216

(Position held) ACTING CFO

(Name of Municipality) MADIKENY LOCAL MUNICIPALITY

Tel: 012 318 9221 Fax: _____

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

1. Shares, securities and other financial interests (Not bank accounts with financial institutions.)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
NONE			

2. Interest in a trust

Name of trust	Amount of Remuneration / Income
THE FAMILY TRUST	NONE
THE PROPERTY TRUST	NONE
THE SHARE TRUST	RML

3. Membership, directorships and partnerships

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
LEBMA INDUSTRIES	ELECTRONICS/TECHNOLOGY	RML
STY FINANCIAL SOLUTION	FINANCIAL SERVICES	RML
STY PROPERTY	PROPERTY DEVELOPMENT	RML

4. Remunerated work outside the Municipality (Must be sanctioned by Council)

Name of Employer	Type of Work	Amount of remuneration/ Income
NONE		

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Signature by Municipal manager: 

Date 01/09/20

5. Consultancies, Retainerships and Relationships

Name of client	Nature	Type of business activity	Value of any benefits received
NONE			

6. Subsidies, grants and sponsorships by any organisation

Source of assistance	Description of assistance	Value of assistance
NONE		

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

Description	Value	Member
NONE		

8. Land and property

Description	Extent	Area	Value
NONE			


 TSHENOLO LEFUTSWE
 CHIEF FINANCIAL OFFICER (ACTING)

DATE: 01/09/2020

11