



PERFORMANCE AGREEMENT

2020/21

Greater Letaba Municipality herein represented by

KHATHUTSHELO INNOCENT SIROVHA

in his capacity as the Municipal Manager (hereinafter referred to as
the Employer or Supervisor)

and

THEMBISILE MARY-ANNE MATHABATHA

employee of the Municipality (hereinafter referred to as the
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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1. Introduction

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 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.
- 1.5 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

2. Purpose of this Agreement

- 2.1 The purpose of this Agreement is to:
- 2.2 Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Act as well as the employment contract entered between the parties.
- 2.3 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.
- 2.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.
- 2.5 Monitor and measure performance against set targeted outputs.
- 2.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job.
- 2.7 In the event of outstanding performance, to appropriately reward the employee.
- 2.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. Commencement and duration

- 3.1 This Agreement will commence on 1 July 2020 and will remain in force until 30 June 2021 (provided the employment contract signed with the employer is still in force) thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year.

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- 3.3 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.
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract of employment for any reason.
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.6 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. Performance Objectives

- 4.1. The Performance Plan (Annexure A) sets out-
 - 4.1.1. Key Performance Areas that the employee should focus on.
 - 4.1.2. Core competencies required from employees.
 - 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee.
 - 4.1.4. The time frames within which those performance objectives and targets must be met.
- 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 are contained in Annexure A:
 - 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved.
 - 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be achieved.
 - 4.2.3. The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4. The weightings show the relative importance of the key performance areas, key objectives, key performance indicators to each other.
 - 4.2.5. The activities are the actions to be achieved within a project.

5. Performance Management System

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4. The Employee 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.
- 5.5.4. The Employee's assessment will be based on his 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	Weighting
Municipal Transformation and Organisational Development	15%
Basic Service Delivery	10%
Local Economic Development (LED)	10%
Municipal Financial Viability and Management	50%
Good Governance and Public Participation	15%

- 5.6. Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.
- 5.7. 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 (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

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	Weighting
Strategic Capability and Leadership	10%
Programme and Project Management	10%
Financial Management	10%
Change Leadership	5%
Governance Leadership	5%
People Management	5%
Moral Competence	√
Planning and Organising	√
Analysis and Innovation	√
Communication	√
Knowledge and Information Management	√
Results and Quality Focus	√
Total:	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 on actual performance 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. These scores are carried over to the applicable

employee's performance plan. During assessment, the employee has a chance to motivate for higher scores. The panel members have a chance to ask questions regarding the final scores are converted to % Performance by making use of DPLG Performance Assessment Rating Calculator.

6.5.2. Assessment of the CCRs:

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The score is translated to a final CCR percentage through DPLG Performance Assessment Rating Calculator (refer to paragraph 6.5.1).

6.5.3. Overall rating:

- (a) An overall rating is calculated by using the Performance Assessment Rating Calculator whereby a weighting of 80% is applied to KPA performance and a weighting of 20% to CCR's.

6.6. The assessment of the performance of the Employee by panel members will be based on the following rating scale for KPA's and CCRs:

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:				
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.	Performance is significantly higher than the standard expected in the job.	Performance fully meets the standards expected in all areas of the job.	Performance is below the standard required for the job in key areas.	Performance does not meet the standard expected for the job.

6.7. For purposes of evaluating the annual performance of the Chief Financial Officer, an evaluation panel constituted of the following persons must be established –

- 6.7.1. Mayor;
- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee;
- 6.7.4. Mayor or municipal manager from another municipality; and
- 6.7.5. Member of a Ward Committee as nominated by Mayor;

6.7.6. The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. Schedule for Performance Reviews

7.1. The performance of each Employee in relation to his 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:

- First quarter: July – September 2020
- Second quarter: October – December 2020
- Third quarter: January – March 2021
- Fourth quarter: April – June 2021

7.2. The Employer shall keep a record of the mid-year review and annual assessment meetings.

7.3. Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended. In that case the Employee will be fully consulted before any such change is made.

8. Developmental Requirements

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. Obligations of the Employer

The Employer shall:

- 9.1. Create an enabling environment to facilitate effective performance by the employee.
- 9.2. Provide access to skills development and capacity building opportunities.
- 9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.4. On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement.
- 9.5. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist 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 timeously where the exercising of the powers will have amongst others:
- 10.1.1. A direct effect on the performance of any of the Employee's functions.
 - 10.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer.
 - 10.1.3. A substantial financial effect on the Employer.
 - 10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in as soon as is practicable to enable the Employee to take any necessary action without delay.

11. Management of Evaluation Outcomes

- 11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2. A performance bonus of between 5% 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:

% Rating Over Performance %	% 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%

- 11.3. In the case of unacceptable performance, the Employer shall:
 - (a) Provide systematic remedial or developmental support to assist the Employee to improve his performance.
- 11.4. 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 duties

12. Dispute Resolution

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 or any other person appointed by the MEC.

13. General

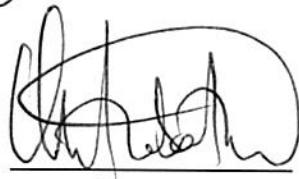
- 13.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3. The performance assessment results of the 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.

Thus, done and signed at Mashandela (w) on this the 30 day of July 2020

AS WITNESSES:

1.

M. Mabathala



EMPLOYEE

MATHABATHA T.M

2.

T. Sirovha

AS WITNESSES:

1.

K. I. Sirovha


MUNICIPAL MANAGER
DR K.I SIROVHA

2.

J. M. Mabathala



PERSONAL DEVELOPMENT PLAN

2020/21

Greater Letaba Municipality herein represented by

DR KHATHUTSHELO INNOCENT SIROVHA

in his capacity as the Municipal Manager (hereinafter referred to as
the Employer or Supervisor)

and

THEMBISILE MARY-ANNE MATHABATHA

employee of the Municipality (hereinafter referred to as the
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. Introduction

The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It therefore identifies, prioritise and implement training needs

Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

2. Competency Modelling

The purpose of this Agreement is to:

The DPLG has decided that a competency development model will consist of both managerial and occupational competencies:

- Managerial competencies should express those competencies which are generic of all management positions.
- Occupational competence refers to competencies which are job/function specific.

3. Compiling the personal development plan attached as the appendix

The Municipal Manager, in consultation with the employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. Appendix A serves as the Action Plan for the PDP

Column 1: Skills/Performance GAP

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill / development area	7.Support Person
E.g.1. <i>Appraise Performance of Managers</i>	<i>The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames</i>	<i>3.Suggested training and / or development activity</i>	<i>4.Suggested mode of delivery</i>	<i>5.Suggested Time Frames</i>	<i>6. Work opportunity created to practice skill / development</i>	<i>7.Support Person</i>

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The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

Strategic development priorities and competency requirements, in line with the municipality's strategic objectives. The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

3.1. Column 2: Outcomes Expected

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

3.2. Column 3: Suggested training

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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Training needs must be identified with due regard to cost effectiveness and listed in column 3.

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training

provision; coaching and / or mentoring and exchange programmes.

4. Column 4: Suggested mode of delivery

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed about a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

5. Column 5: Suggested Timelines

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and ensuring that the PDP is implemented systematically.

6. Column 6: Work opportunity created to practice skill /development area

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

7. Column 7: Support Person

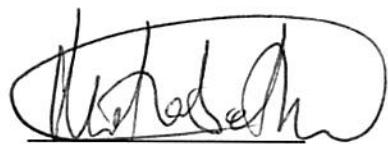
1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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This identifies a support person that could act as coach or mentor regarding the area of learning for the employee.

Thus, done and signed at Mary Anne Sisulu on this the 30 day of July 2020

AS WITNESSES:

M. Sisulu



MATHABATHA THEMESISLE MARY-ANNE

2. D. Sirovha

AS WITNESSES:

1. 



DR KHATHUTSHELO INNOCENT SIROVHA

2. 

Annexure A

Performance Plan 2020/21

The main parts to this Performance Plan are:

Greater Letaba Municipality



1. Performance Plan Overview

- 2. Strategy Objectives**
- 3. A statement about the Purpose of the Position;**
- 4. A performance scorecard per Key Performance Area (KPI's), IDP Objectives, Programs, Performance Indicators (KPIs), Weightings, Targets (quarterly), evidence required**
- 5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Programmes, Weightings, Projects / Initiatives, Quarterly Deliverables, Evidence required**
- 6. Competencies**
- 7. Approval of Personal Performance Plan**
- 8. Summary Scorecard**
- 9. Rating Scales**
- 10. Assessment Process**

PERFORMANCE PLAN

Name: THEMBISILE MARY-ANNE MATHABATHA

Position: Chief Financial Officer

Accountable to: Municipal Manager

Dr.Khathutshelo Innocent Sirovha

Plan Period: 01/07/2020 – 30/06/2021

(Employment Contract supersedes this performance plan)

Annexure A

PERFORMANCE PLAN

1. Purpose

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

2. Objects of Local Government

The following objects of local government 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. 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. Spatial Rational |
| 3.2. Institutional Development and Transformation |
| 3.3. Infrastructure Development and Basic service Delivery |
| 3.4. Local Economic Development |
| 3.5. Financial Viability |
| 3.6. Good Governance and Public Participation |

4. Outcome Nine (9)

- 4.1. Implement a differentiated approach to municipal financing, planning and support
- 4.2. Improving access to basic services
- 4.3. Implementation of the Community Work Programme and Cooperative Supported
- 4.4. Actions supportive of the human settlements outcome
- 4.5. Deepen democracy through a refined Ward Committee model
- 4.6. Administrative and financial capability

5. BSC Perspectives

The BSC Methodology was used for the development of the Performance Management System and the Perspectives will be indicated as:

- | |
|-----------------------------|
| 5.1 Community |
| 5.2 Financial |
| 5.3 Institutional Processes |
| 5.4 Learning and Growth |

KPIs		STRATEGIC OBJECTIVES 2020/21
1. Spatial Rational		To develop an effective spatial framework that promotes integrated and sustainable development
2. Institutional Development and Transformation		To develop and retain the best human capital, effective and efficient administrative and operational support systems
3. Infrastructure Development and Basic service Delivery		To develop sustainable infrastructure networks which promote economic growth and improve quality of life
4. Local Economic Development		To create an enabling environment for sustainable economic growth
5. Financial Viability		To improve financial management systems to enhance revenue base
6. Good Governance and Public Participation		To develop governance structures and systems that will ensure effective public consultation and organizational discipline

STRATEGIC VISION	To be a leading municipality in delivery of quality services for the promotion of socio-economic development
STRATEGIC MISSION	
To ensure an effective, efficient and economically viable municipality through:	<ul style="list-style-type: none"> • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment
JOB PURPOSE	
Position Goal	
	To be a competent, self-reliant financial department with unqualified audit report
Position Purpose	
To secure sound and sustainable management of the financial affairs of Greater Letaba Municipality by managing the budget and treasury office and advising and if necessary assisting the accounting officer and other senior managers in their duties and delegation contained in the MFMA	
The Chief Financial Officer is accountable and responsible for amongst others:	
Ø The management of Municipality's financial accounting functions to ensure unqualified audit reports	
Ø The compilation and control of the municipality's budget to effect no budget variance	
Ø To manage cash receipts and disbursement to facilitate non-utilisation of bank overdrafts	
Ø The management of the payroll and ensuring timeous and accurate payment of personnel salaries and allowances	
Ø The administration of the municipal finances to ensure cash is available for projects and operations	
Ø Ensuring daily banking of cash received	
Ø Management of investment to earn above national average interest on surplus funds	
Ø Determination of tariffs and taxes and ensuring budgeted costs are recovered	
Ø Timeous development and submission of financial statements to ensure positive financial results	
Ø Alignment of the budget, Integrated Development Plan and Performance Management System	
Ø Manage income and expenditure of the municipality to ensure sound financial management of Council	
Ø The effective management and coordination of Information Technology of the municipality, in so far as software as well as hardware requirements are concerned	

CORPORATE SERVICES'S KEY PERFORMANCE INDICATOR'S

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Integrated and Sustainable Human Settlement	IDP	To ensure approval of the Draft 2021/22 IDP/Budget/PMS by 31 March	Submission of Departmental Information to the IDP Manager for the approval of the Draft IDP/Budget/PMS	Date	2020/03/31	2021/03/31	Operational	n/a	2021/03/31	n/a	CFO	Dated proof of submission	
	IDP	To ensure approval of the Final 2021/22 IDP/Budget/PMS by council on 31 May	Submission of Departmental Information to the IDP Manager for the approval of the Final IDP/Budget/PMS	Date	2020/05/31	2021/05/31	Operational	n/a	n/a	2021/05/31	CFO	Dated proof of submission	
	PMS	To ensure Approval of the 2019/20 Annual Report by 30 January	Submission of departmental information on 2019/20 Annual Report to PMS by 30 November	Date	2019/11/30	2020/11/30	Operational	n/a	n/a	2020/11/30	n/a	CFO	Dated proof of submission to PMS
	PMS	To ensure approval of the Mid-Year report by 25 January	Submission of departmental information on Mid-Year	Date	2021/01/08	2021/01/08	Operational	n/a	n/a	2021/01/08	n/a	CFO	Dated proof of submission to PMS
	PMS	To ensure that S57 Managers sign the performance agreements within 30 days after adoption	Signing of performance agreements by Sec 57 Managers within 30 days after adoption	Date	Not Applicable	N/A	Operational	n/a	n/a	2020/07/31	n/a	CFO	Signed Performance Agreements for Sec 57 Managers
	PMS	To ensure quarterly assessments for S54 & 57 Managers is conducted within 30 days after the end of the quarter.	# of Individual performance assessments conducted for 2019/20 financial year by 30 June 2021	Number	1	1	Individual performance assessment for 2019/20 financial year by 30 June 2021	N/A	N/A	1	Individual performance conducted for Sec 57 Managers	CFO	Performance Assessments report

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Improved Governance and Organisational Excellence	Operation clean audit To attain Clean Audit by ensuring compliance to all governance; financial management and reporting requirements by 30 June 2021	% of internal audit issues resolved (# of Internal Audit issues resolved / # of issues raised)	Percentage (# of resolutions taken/ # of resolutions implemented)	70%	100% internal audit issues resolved	Operational	Operational	100% internal audit issues resolved	100% internal audit issues resolved	CFO	resolved AG issues and POE submitted
Improved Governance and Organisational Excellence	Operation clean audit To attain Clean Audit by ensuring compliance with all governance; financial management and reporting requirements by 30 June 2021	% of AG issues resolved (# of Auditor General issues resolved / # of issues raised)	Percentage (# of resolutions taken/ # of resolutions implemented).	65%	100% AG issues resolved	Operational	Operational	n/a	50% AG issues resolved	CFO	resolved AG issues and POE submitted
Improved Governance and Organisational Excellence	Risk management To ensure effective implementation of risk mitigations actions 30 June 2021	% of Risk issues resolved (# Risk issues implemented / resolved / # of risks identified)	Percentage (# of resolutions taken/ # of resolutions implemented).	67%	100% Risk issues resolved	Operational	Operational	25% Risk issues resolved	75% Risk issues resolved	CFO	Resolved Risk issues and POE submitted

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OUTCOME NINE (OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME)						
KPA 2 BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (10% weighting)						
Vote Nr	Strategic Objective	Programme	Measurable Objectives	Performance measures	Baseline	Annual Target (30/06/2021)
028	Improved Quality of Life	Customer Relations Management	To ensure that complaints are managed and monitored within a financial year	% of complaints resolved and attended to within 7 days of receipt	100%	100%
	Improved Governance and Organisational Excellence	Legal	To monitor the review of laws by laws and policies	# of By laws reviewed within the financial year	28	28 policies and 5 of By laws reviewed by 30 June 2020
					Operational	N/A
					N/A	N/A
					CFO	28 policies and 5 By-Laws
					CFO	Council approved policies and By-laws
					CFO	Council

KPA 3 : LOCAL ECONOMIC DEVELOPMENT													
KEY PERFORMANCE INDICATORS													
OUTCOME 9: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME													
Vote Nr	Municipal Programmes	Measurable Objectives	KPI Unit of measure	Key Performance measures/ Performance	Baseline / Status	Annual Target (30/06/2020)	Budget 2020/21	1st Quarter (1 Jul-30 Sept 2020)	2nd Quarter (1 Oct -31 Dec 2020)	3rd Quarter (1 Jan 31 Mar 2021)	4th Quarter (1 Apr- 3 Jun 2021)	Responsible Person	Evidence requires
Strategic Objective	Improved local economy	To ensure Promotion of local economy within the financial	# of SMME s supported through Supply Chain Management by 30 June 2021	Number	559 SMME s supported	120 SMME s supported	Operational	30 SMME s supported	30 SMME s supported	30 SMME s supported	CFO	Proof for SMME s supported	
	Improved Governance and Organisation	Local Excellence											

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Vote Strategic Nr	Municipal Programme	Measurable Objectives	Performance Indicator title	KPI Unit of measure	Baseline / Status	Annual Target (30/06/2020)	Budget 2020/21	1st Quarter (1 Jul-30 Sept 2020)	2nd Quarter (1 Oct-31 Dec 2020)	3rd Quarter (1 Jan 31 Mar 2021)	4th Quarter (1 Apr- 30 Jun 2021)	Responsible Person	Evidence required					
								KPA 4 MUNICIPAL FINANCIAL VIABILITY										
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY																		
Sustainable Financial Institution	Revenue	To ensure improvement in revenue collection within the financial year.	% of revenue collected within the financial year	Percentage (Revenue billed for the year)	59%	95%	Operational	95%	95%	95%	95%	CFO	Financial reports					
Sustainable Financial Institution	Revenue	To monitor debt collections within a financial year	% in debts collected within the financial year	Percentage (Debtors)	29%	60%	collected (# of debtors)	10%	15%	35%	60%	CFO	Financial reports					
Sustainable Financial Institution	Revenue	To monitor the implementation of municipal services within a financial year.	# of data cleansing performed (Meter services) within the financial year	Number	1 data cleansing	4	Operational	1	1	1	1	CFO	Financial reports					
Sustainable Financial Institution	Expenditure Management	Provision of free basic services within the financial year.	# of HH receiving free basic services within the financial year	Number	17/05	15/00	Operational	N/A	N/A	N/A	N/A	Updated Indigent register						
Sustainable Financial Institution	Budget and Reporting	To ensure that quarterly financial statements are prepared within 14 days after the end of each financial year.	# of quarterly financial statements submitted to Provincial Treasury	Number	4	4	Operational	1	1	1	1	CFO	Dated proof of submission Financial Statements					
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	Date	31-Mar-20	Approval of Draft 2020/21 Budget by Council on 31 March 2021	Operational	N/A	N/A	N/A	N/A	Approval of Final 2020/21 Budget by Council on 31 May 2021	CFO	Council approved Draft Budget, Council Resolution					
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with budget policies	Date	21 policies approved	Approval of 21 budget related policies by Council on 31 March 2021	Operational	N/A	N/A	N/A	N/A	Approval of 21 budget related policies by Council on 31 March 2021	CFO	Council Approved Budget related policies, Council Resolution					
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	Date	21 policies approved	Approval of 21 budget related policies by Council on 31 March 2021	Operational	N/A	N/A	N/A	N/A	Approval of 20/21 Adjustment budget in Council by 28 February 2021	CFO	Council approved adjustment budget, Council Resolution					
Sustainable Financial Institution	Budget and Reporting	To ensure Adjustment budget by 28 February each year	Date	28-Feb-20	Approval of 2020/21 Adjustment budget in Council by 28 February 2021	Operational	N/A	N/A	N/A	N/A	Approval of 2020/21 Adjustment budget in Council by 28 February 2021	CFO	Dated proof of submission of Unaudited AFS					
Sustainable Financial Institution	Budget and Reporting	To ensure annual financial statements by 31 August each year	Date	31-Aug-19	Submission of Unaudited Financial Statements by 31 August 2020	Operational	Submission of Unaudited Financial Statements by 31 August 2020	N/A	N/A	N/A	N/A	CFO						

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Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	# of Sec 32 Register developed and updated	Number	12 Sec 32 register developed and updated by 30 June 2021	12	Operational	3	3	3	3	CFO	Dated proof of Sec 32 register
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	Council approved Finance by-laws within the financial year	Date	Not approved	Approval of 4 Finance by-laws by 31 May 2021.	Operational	N/A	N/A	n/a	Approval of Finance by-laws by 31 May 2021	CFO	Council approved finance by-laws, Council Decisions
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	# of Finance compliance report submitted to Treasuries & C-CHESTA	Number	12 Finance compliance report submitted	12	Operational	3	3	3	3	CFO	Financial reports
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	Submit monthly Sec 71 reports to Provincial treasury within 10 working days	Date	Submission of monthly Sec 71 reports to Provincial treasury within 10 working days by 30 June 2021	Operational	Within 10 working days	Within 10 working days	Within 10 working days	Within 10 working days	CFO	Dated proof of submission	
Sustainable Financial Institution	Supply Chain Management	To improve financial viability within the financial year	Appoint Supply Chain Committees	Date	SCM structures appointed by 30 July 2020	Appointment of Supply Chain Structures (Bid Specifications, Bid Evaluation and Bid Adjudication Committees) by 31 July 2020	Operational	N/A	N/A	N/A	CFO	Appointment Letters	
Sustainable Financial Institution	Supply Chain Management	To ensure payment of service providers within 30 days of the submission of invoices.	% invoices paid within 30 days of receipt from the service providers	Percentage	Payment of invoices within 30 days of receipt from the service provider	Payment of invoices within 30 days of receipt from the service provider	Operational	Within 30 days of receipt from the service provider	Within 30 days of receipt from the service provider	Within 30 days of receipt from the service provider	CFO	Dated proof of payment	
Sustainable Financial Institution	Assets Management	To ensure compliance with legislation within the financial year	# Assets verifications conducted in line with GRAP standards	Number	100% R 2 861 450	PMU Management Budget spent	Capital	15% R 429	35% R 1	70% R 2 003	100% R 2	CFO	Quarterly Assets verification reports
Sustainable Financial Institution	MIG	To effectively manage the financial affairs of the municipality within the financial year	% of PMU Management budget spent as approved by Council within the financial year	Percentage	100%	PMU Management Budget spent	Capital	15% R 429	217,50 PMU Management Budget spent	001 507,50 PMU Management Budget spent	861 450 PMU Management Budget spent	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% capital budget spent as approved by Council within the financial year	Percentage	56%	100% R 49 294 401	Capital Budget spent	15% R 7 394	160,15 Capital Budget spent	253 040,40 Capital Budget spent	294 401,00 Capital Budget spent	CFO	Financial reports

Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	Percentage	100%	100% R 402 534 443.36 Operational Budget spent	Operational	15% R 60 380 166.50 Capital Budget spent	75% R 140 887 055.18 Capital Budget spent	100% R 281 534 443.36 Operational Budget spent	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	% MIG budget spent as approved by Council within the financial year	Percentage	100%	100% R 57 229 000 MIG expenditure	Capital	15% R 8 584 350.00 MIG expenditure	35% R 20 030 150.00 MIG expenditure	70% R 40 060 300.00 MIG expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	Percentage	0%	100% R 10 000 000.00 INEP expenditure	Capital	15% R1 500 000.00 INEP expenditure	35% R3 500 000.00 INEP expenditure	70% R7 000 000.00 INEP expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	% INEP Budget spent as approved by Council within financial year	Percentage	0%	100% R 2 145 000 FMG expenditure	Operational	15% R21 750 FMG Expenditure	35% R 750 500 FMG Expenditure	100% R 2 145 000 FMG Expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	Percentage	100% FMG expenditure	100% R 2 125 288.63 EPWVP expenditure	Operational	15% R 318 793.29 EPWVP expenditure	35% R 743 851.02 EPWVP expenditure	70% R 1 487 660.04 EPWVP expenditure	TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	% EPWVP budget spent as approved by Council within the financial year	Percentage	100%	100% R 1 150 064.52 FBS expenditure	Operational	15% R 172 509.68 FBS expenditure	35% R 402 552.58 FBS expenditure	70% R 805 045.16 FBS expenditure	CFO	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	Percentage	100%	100% R 1 150 064.52 FBS expenditure	Operational	15% R 60 509.68 FBS expenditure	35% R 402 552.58 FBS expenditure	70% R 805 045.16 FBS expenditure	CFO	Financial reports

KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (40% WEIGHTING)

OUTCOME 9 (OUTPUT 5): DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY

OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)														
Vote Nr	Strategic Objective	Programmes	Measurable Objectives	Performance measures	KPI Unit measure	Baseline	Annual Target (30/06/2021)	Budget 2020/21	1st Quarter (1 Jul-30 Sept 2020)	2nd Quarter (1 Oct-31 Dec 2020)	3rd Quarter (1 Jan 31 Mar 2021)	4th Quarter (1 Apr- 30 Jun 2021)	Responsible Person	Evidence required
									1	1	1	1		
	Improved Governance and Organisational Excellence	Council	To ensure functionality of Committee within the financial	# of Council Meetings held per quarter	Number	11	4	Operational	1	1	1	1	CFO	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Council	To ensure functionality of EXCO committee within the financial	# of EXCO meetings held per quarter.	Number	12	4	Operational	1	1	1	1	CFO	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Human resource management	To ensure functionality of Municipal LLF within the financial year	# of LLF meetings attended per financial year	Number	14	12	Operational	3	3	3	3	CFO	attended register
	Improved Governance and Organisational Excellence	Human resource management	To ensure functionality of Municipal LLF within the financial year	% implementation of LLF resolutions	Percentage (# of resolutions taken/ # of resolutions implemented)	100%	100	Operational	100%	100%	100%	100%	CFO	Updated resolution register

	Improved Governance and Organisational Excellence	To ensure public involvement in the IDP review	# of IDP/Budget/PMS REP Forum meetings held within the financial year	Number	IDP/Budget/PMS REP Forum meetings attended	5	Operational	1	1	1	2	CFO	Agenda & Attendance register
	Improved Governance and Organisational Excellence	To ensure public involvement in the IDP review within a financial year	# of IDP/Budget/PMS Steering Committee meetings within the	Number	IDP/Budget/PMS Steering Committee meetings attended	5	Operational	1	1	1	2	CFO	Agenda & Attendance register
	Improved Governance and Organisational Excellence	To ensure public involvement in the Mayoral Imbizo within the financial	# of Mayoral Imbzios attended per quarter	Number	# of Mayoral Imbzios attended per quarter	5	Operational	1	1	1	1	CFO	Attendance register
	Improved Governance and Organisational Excellence	To ensure functionality of Audit committee within a financial year	# of Audit Committee meetings held within the financial year	Number (Accumulative)	Audit Committee meetings held within the financial year	6	Operational	1	1	1	1	CFO	Agenda, Minutes & Attendance register
	Improved Governance and Organisational Excellence	To ensure functionality of Audit committee within a financial year	% of Audit and Performance Audit Committees resolutions implemented within the financial year	Percentage	Audit and Performance Audit Committees resolutions implemented within the financial year	New	Operational	100%	100%	100%	100%	CFO	Audit Committee resolutions register
	Risk	To ensure functionality of Risk committee within the financial year	# of Risk Committee meetings attended per financial year	Number	Risk Committee meetings attended per financial year	2	Operational	1	1	1	1	CFO	Attendance register

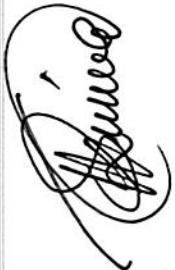
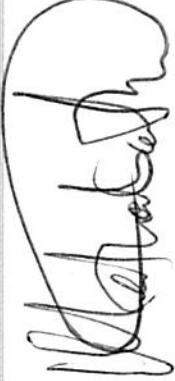
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Summary Scorecard							
Key Performance Areas	Position Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
Spatial Rational			100				
Institutional Development and Transformation		0					
Infrastructure Development and Basic Services		20					
Local Economic Development (LED)		5					
Financial Viability		0					
Public Participation and Good Governance		60					
		15					
		100					
Competencies							
Strategic Capability and Leadership		10					
Programme and Project Management		10					
Financial Management		10					
Change Leadership		5					
Governance Leadership		5					
People Management		5					
Moral Competence	✓	5					
Planning and Organising	✓	10					
Analysis and Innovation	✓	10					
Communication	✓	10					
Knowledge and Information Management	✓	10					
Results and Quality Focus	✓	10					
Total		100					
Overall Rating =							

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCS:					
5	4	3	2	1	
Outstanding Performance		Performance Significantly Above Expectations		Not Fully Effective	
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 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 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 expected for the job. The review/assessment indicates that the employee has achieved below 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 half the 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.	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.

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Performance Assessment Process							
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.							
1. Performance Assessment:							
1.1. Formal assessment between employee and employer will take place a least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.							
1.2. Progress against the targets will be captured in preparation for the assessments.							
1.3. Scores of 1-5 will be calculated based upon the progress against targets.							
1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.							
1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.							
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.							
3. The process for determining Employee ratings are as follows:							
3.1. The employee to motivate for higher ratings where applicable.							
3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.							
3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.							
3.4. The panel scores are averaged to derive at a total score per KPI / CCR. Overall scores are calculated by taking weightings into account where applicable.							
3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.							
4. The five point rating scale referred to in regulation 805 correspond as follows:							
Rating: 1 2 3 4 5							
% Score: 0-66 67-99 100-132 133-166 167							
5. The assessment rating calculator is used to calculate the overall % score for performance.							
6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.							
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; width: 50%;">% Rating Over Performance</th> <th style="text-align: center; width: 50%;">% Bonus</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">130-149%</td> <td style="text-align: center;">5.9%</td> </tr> <tr> <td style="text-align: center;">150% and above</td> <td style="text-align: center;">10-14%</td> </tr> </tbody> </table>		% Rating Over Performance	% Bonus	130-149%	5.9%	150% and above	10-14%
% Rating Over Performance	% Bonus						
130-149%	5.9%						
150% and above	10-14%						
8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.							
9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessment/s.							
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.							

Approval of the Personal Performance Plan	
Undertaking of the employer / superior	Undertaking of the employee
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 workshops 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.	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 to this plan.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee:
	
DATE: 30-02-2020	DATE: 30/02/2020