

**UMFOLOZI MUNICIPALITY – KZ 281  
UMKHANDLU WASEMFOLOZI**



**2016/2017 PERFORMANCE PLAN**

**FOR**

**MR. J. V. NKOSI  
CHIEF FINANCIAL OFFICER**

**01 JULY 2016 - 30 JUNE 2017**

The annual management review on Key Performance Areas (KPA), Core Management Criteria (CMC) and Core Occupational Competencies (COC) agreed to in each manager’s performance agreement has to be completed.

The annual performance appraisal involves the assessment of the achievement of results of the KPA’s, CMC’s and COC’s in accordance with the five-point scale of (1-5).

**DETAILS OF THE DIRECTOR**

<b>Period under review</b>	2016/2017
<b>Surname</b>	Nkosi
<b>First Names</b>	Johannes V.
<b>Department</b>	Finance
<b>Race</b>	African
<b>Gender</b>	Male
<b>Employee Number</b>	KZ 281 228
<b>Date of Appointment</b>	15 July 2013

**PERFORMANCE PLAN**

**CHIEF FINANCIAL OFFICER  
MFOLOZI LOCAL MUNICIPALITY**

This plan defines the Council's expectations of the Chief Financial Officer in accordance with the 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 set out from time to time in the Municipality's Integrated Development Plan and other related documents.

There are 7 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Score card detailing key objectives and their related performance indicators, weightings and target dates
4. Information about the knowledge, skills and behaviours required to perform the job
5. Personal Development Plan
6. Consolidated score sheet ***see annexure A***
7. Link to reward ***see annexure B***

The period of this plan is from July 1, 2016 to July 30, 2017

Signed and accepted by the Chief Financial Officer: .....

Date: .....

Signed by the Municipal Manager: .....

Date: .....

## 1. Position Purpose

The Chief Financial Officer shall be responsible for the execution of Municipality's Finance Department's duties in compliance with relevant legislation and delegated authority applicable to the Municipality, including, but not limited to the following functions: Strategic Planning and Financial Management, providing financial advice to the Accounting Officer and Council, Budget Planning, Budget Implementation and Budget Review, Credit Control and Debt Collection, Supply Chain Management, Preparation of Annual Financial Statements and Financial Performance Reports to Treasury and Council.

## 2. PERFORMANCE REVIEW PROCEDURE

- 2.1. A formal performance review occurs once a year not later than **August** in relation to the Budget/SDBIP and IDP Review.
- 2.2. The Municipal Manager to request input from "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Municipal Manager for consideration. Customers are people who are able to comment on the Municipal Manager's performance since they have worked closely with him/her on some or all aspects of his/her job.
- 2.3. The Municipal Manager to prepare ratings of Director's performance against objectives as a result of his/her evidence and "customers" input.
- 2.4. The Municipal Manager to ask the Director to prepare for formal appraisal by rating him/herself against the agreed objectives.
- 2.5. The Municipal Manager and the Director to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the Municipal Manager score and allow him/her time to consider them before final agreement. In the event of a disagreement, the Municipal Manager has the final say with regard to the final score that will be submitted to Council.
- 2.6. Initially the scoring should be recorded on the scorecard and then transferred onto the consolidated score sheet.
- 2.7. Evaluating Performance
  - 2.7.1. The performance plan sets out
    - a. The standards and procedures for evaluating the Employee's performance and,
    - b. The intervals for the evaluation of the employee's performance.
  - 2.7.2. The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP/OPMS/SDBIP
  - 2.7.3. The Annual Performance appraisal will involve:
    - a. Assessment of the achievement of results as outlined in the performance plan
      - i. Each KPA should be assessed according to the extent 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
      - ii. An indicative rating on the five point scale should be provided for each KPA
      - iii. The Applicable assessment rating calculator must then be used to add scores and calculate a final CMC and COC scores
  - 2.7.4 Overall rating
    - a. An overall rating is calculated by using the applicable assessment –rating calculator. Such overall rating presents the outcome of the performance appraisal

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2.7.5 The assessment of the performance of the Employee will be based on the following rating scale for KPAs, CMCs and COCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

2.8 Performance Indicators that have been supplied, as evidence of achieving an objective should be marked alongside with a 3 - 5 according to the degree and standard of performance achieved.

2.9 Performance Indicators that have not been supplied, as evidence of achieving an objective should be marked alongside with a 2-1 according to the degree and standard of performance achieved.

2.10 The Assessment Panel should make its own notes during the formal review meeting and should assign a score in relation to the weighting assigned to a specific objective. E.g. should a specific objective have been assigned, a weighting of 2 points and the objective was achieved then the score allocated would be 2 the

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rating of the score would then be a 3. If the score was achieved for example before the expected time the score will then be a 4, If both the time and the targets were exceeded then the performance was far beyond the expected level of performance, i.e. it exceeded the expected level of performance then the employee would be awarded a 5 . However, should the objective not have been achieved at all or no satisfactory evidence is provided then a score of 1 would be allocated. Should only a portion of the evidence have been provided, or only a portion of the objective have been achieved, with no valid reason for non-achievement, then a part score would be allocated e.g. 1. It should be noted that many performance indicators do not allow for a partial score i.e. it either has or has not been achieved.

2.11 Only those items relevant for the review period in question should be scored.

2.12 Municipal Manager and the Director to prepare and agree on individual learning plan.

2.13 Municipal Manager and the Director to set new objectives, targets, performance indicators, weightings and dates etc. for the following financial year.

2.14 Completely unacceptable performance will be dealt with in terms of the incapacity procedure as outlined in the applicable Labour Legislation.

3. SCORECARD

KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT... (WEIGHT %)														
IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
	To ensure that the Municipality has well skilled competent, reliable and motivated employees and Cllrs	Number of Departmental meetings held by 30 June 2017	4 Departmental meetings by 30 June 2017	1 Departmental meeting held		1 Departmental meeting held		1 Departmental meeting held		1 Departmental meeting held				

KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY... (WEIGHT %)													
STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
			Q1		Q2		Q3		Q4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			

KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY... (WEIGHT %)														
IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
4.1	Financial viable and sustainable institution	Amount of own revenue collected by 30 June 2017	To collect own revenue of R13 000 000.00 by 30 June 2017	Revenue collection of R3 250 000.00		Revenue collection of R3 250 000.00		Revenue collection of R3 250 000.00		Revenue collection of R3 250 000.00				
4.2	Financial viable and sustainable institution	Percentage spent on Capital Budget by 30 June 2017	To spend 100% on capital budget by 30 June 2017	30%		25%		25%		20%				
4.2	Financial viable and sustainable institution	Percentage spent on Operational Budget by 30 June 2017	To spend 100% on Operational budget by 30 June 2017	25%		30%		25%		20%				
4.3	Financial viable and sustainable institution	Updated FAR by 31 August 2016	To update FAR by 31 August 2016	FAR updated		N/A		N/A		N/A				

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4.4	Financial viable and sustainable institution	Number of reports submitted to Council by 30 June 2017	Submission of 12 reports on creditors to Council by 30 June 2017	Submit 3 reports on creditors to council		Submit 3 reports on creditors to council		Submit 3 reports on creditors to council		Submit 3 reports on creditors to council				
4.6	Financial viable and sustainable institution	Number of reports submitted to council by 30 June 2017	Submission of 12 reports on bids awarded from the value of R 100 000,00 to council by 30 June 2017	Submit 3 reports on bids awarded from the value of R 100 000,00		Submit 3 reports on bids awarded from the value of R 100 000,00		Submit 3 reports on bids awarded from the value of R 100 000,00		Submit 3 reports on bids awarded from the value of R 100 000,00				
4.6	Financial viable and sustainable institution	Turnaround time for signing SLA after bid is awarded	Sign SLA/Contract within 21 Days after bid had been awarded by 30 June 2017	Sign SLA/Contract within 21 Days after bid had been awarded		Sign SLA/Contract within 21 Days after bid had been awarded		Sign SLA/Contract within 21 Days after bid had been awarded		Sign SLA/Contract within 21 Days after bid had been awarded				
4.6	Financial viable and sustainable institution	Number of reports submitted to council by 30 June 2017	Submission of 12 reports on irregular expenditure, Contract, Lease, Tender and Insurance Register to council by 30 June 2017	Submit 3 reports on irregular expenditure, Contract, Lease, Tender and Insurance Register		Submit 3 reports on irregular expenditure, Contract, Lease, Tender and Insurance Register		Submit 3 reports on irregular expenditure, Contract, Lease, Tender and Insurance Register		Submit 3 reports on irregular expenditure, Contract, Lease, Tender and Insurance Register				
4.7	Sound financial planning and reporting	AFS submitted to AG by 31 August 2016	Submission of AFS to AG by 31 August 2016	AFS submitted to AG		N/A		N/A		N/A				
4.8	Sound financial planning and reporting	Number of Section 71 Reports submitted to Provincial Treasury	Submit 12 Section 71 Reports to Provincial Treasury by the 10th day of every month	Submit 3 Section 71 reports to Provincial Treasury		Submit 3 Section 71 reports to Provincial Treasury		Submit 3 Section 71 reports to Provincial Treasury		Submit 3 Section 71 reports to Provincial Treasury				
4.9	Sound financial planning and reporting	Mid-term Budget Assessment Report approved by Council by 25 January 2017	Submission of Mid-term Budget Assessment Report to council to Approve by 25 January 2017	N/A		N/A		Mid-term Budget to be approved by council		N/A				
4.11	Sound financial planning and reporting	Annual Budget approved by council by 31 May 2017	2017/18 Annual Budget to be approved by Council by 31 May 2017	Budget process plan approved by Council		N/A		Draft budget submitted to Council		Annual Budget approved by Council				
4.11	Sound financial planning and	Adjustment Budget approved	Submission of Adjustment	N/A		N/A		Adjustment Budget		N/A				



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	reporting	by Council by 25 January 2017	Budget to Council for approval by the 25th of January 2017					approved by Council						
4.11	Sound financial planning and reporting	Number of reports submitted to Finance Portfolio Committee by 30 June 2017	Submission of 12 cash flows report to Finance Portfolio Committee by 30 June 2017	Submit 3 cash flow report to Finance Portfolio		Submit 3 cash flow report to Finance Portfolio		Submit 3 cash flow report to Finance Portfolio		Submit 3 cash flow report to Finance Portfolio				

**KEY PERFORMANCE AREA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION... (WEIGHT %)**

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
			Q1		Q2		Q3		Q4				
			Target	Actual	Target	Actual	Target	Actual	Target	Actual			

**KEY PERFORMANCE AREA 6: CROSS CUTTING... (WEIGHT %)**

IDP REF. NO.	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	2016/2017 FY								Comments	Own Rating (1-5)	Rating by Panel Member (1-5)
				Q1		Q2		Q3		Q4				
				Target	Actual	Target	Actual	Target	Actual	Target	Actual			
6.3	Ensure participation on OSS Initiatives	Number of WTT reports submitted to Local Task Team	Submit 12 WTT reports to Local Task Team by 30 June 2017	3 WTT reports submitted to LTT		3 WTT reports submitted to LTT		3 WTT reports submitted to LTT		3 WTT reports submitted to LTT				
6.3	Ensure participation on OSS Initiatives	Number of LTT reports submitted to Council	Submit 4 LTT reports to Council by 30 June 2017	1 LTT report submitted to Council		1 LTT report submitted to Council		1 LTT report submitted to Council		1 LTT report submitted to Council				

**4. KNOWLEDGE, SKILLS AND BEHAVIOUR REQUIREMENTS**

**4.1. Core Management Criteria (CMC)**

CORE MANAGEMENT CRITERIA (CMC)	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	RATING (1-5)
			OWN	PANEL MEMBER
1. Strategic Capability & Leadership				
2. Programme & Project Management				
<b>3. Financial Management (Compulsory)</b>				
4. Change Management				
5. Knowledge Management				
6. Service Delivery Innovation				
7. Problem Solving & Analysis				
<b>8. People Management &amp; Empowerment (Compulsory)</b>				
<b>9. Client Orientation &amp; Customer Focus (Compulsory)</b>				
10. Communication				
11. Honesty & Integrity				
<b>SUB-TOTAL</b>				

**4.2. Core Occupational Competency (COC)**

CORE OCCUPATIONAL COMPETENCY	WEIGHT %	MILESTONES/COMMENTS	RATING (1-5)	
			OWN	PANEL MEMBER
1. Competence in Self-Management				
2. Interpretation of and implementation within the legislation and national policy framework				
3. Knowledge of developmental local government				
4. Knowledge of Performance Management & Reporting				
5. Knowledge of global & South African specific political, social and economic contexts				
6. Competency on policy conceptualisation, analysis and implementation				
7. Knowledge of more than one functional municipal fields/discipline				
8. Skills in mediation				
9. Skills in governance				
10. Competence as required by other national line sector departments				
11. Exceptional and dynamic creativity to improve the functioning of the municipality				
<b>TOTAL</b>	<b>100%</b>			

**5. PERSONAL DEVELOPMENT PLAN**

Area to be developed	Type of intervention	Target date	Performance Review for PDP		
			Progress	Barriers	Actions to Overcome Barriers

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