



PERFORMANCE AGREEMENT

2021 – 2022

FINANCIAL YEAR

NIGEL DELO

**DIRECTOR: FINANCE SERVICES
(CHIEF FINANCE OFFICER)**

PERFORMANCE AGREEMENT



MADE AND ENTERED INTO BY AND BETWEEN

BLUE CRANE ROUTE MUNICIPALITY

Herein represented by **Thabiso Klaas**, in his duly authorised capacity as **The Municipal Manager** of BLUE CRANE ROUTE MUNICIPALITY

AND

NIGEL DELO

Hereinafter referred to as **EMPLOYEE** in his capacity as duly appointed as **CHIEF FINANCIAL OFFICER** of the municipality for the period of **01 July 2021 to 30 June 2022**

WHEREAS

- A. The Employer has entered into an Agreement of Employment with the Employee in terms of section 57(1)(b) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) as amended;
- B. Section 57(2)(a)(i) and (ii) of the amended Local Government: Municipal Systems Act, 2000, read with the Memorandum of Agreement of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement within sixty (60) days of assumption of duty, and renew it annually within one month after the beginning of each financial year of the municipality;
- C. The parties must 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 as defined in the municipal Integrated Development Plan; and
- D. The parties must ensure that there is compliance with Sections 57(4A), 57(4B), 57 (c) and 57(5) of the Local Government: Municipal Systems Act, 2000 as amended,

NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:

INTERPRETATION AND DEFINITIONS

- 1. In this Agreement, unless the context indicates otherwise—
 - (a) an expression, which denotes any gender, includes the other genders, a natural person includes an judicial person and vice versa, and the singular includes the plural and vice versa;
 - (b) clause headings are for convenience only and will not be used in its interpretation, and the following expressions bear the meanings assigned to them and cognate expressions bear corresponding meanings—

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“agreement” means this Performance Agreement and all the Appendices hereto;

“Employee” means NIGEL DELO ;

“KPA” means Key Performance Area;

“KPI” means Key Performance Indicator;

“KRA” means Key Responsible Area;

“MEC” means the Member of the Eastern Cape Executive Council responsible for local government;

“MFMA” means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);

“Municipality” means BLUE CRANE ROUTE MUNICIPALITY, established in terms of Structures Act;

“parties” means the Municipality and the Employee;

“performance management system” means a process used by the Municipality to evaluate organisational and its individual performance against the goals and objectives set out on the IDP.

“Regulations” means the Local Government: Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, promulgated in the Government Gazette as Regulation Notice 805 on 1 August 2006;

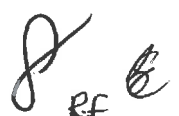
“Structures Act” means the Local Government: Municipal Structures Act, 2000 (Act No. 117 of 1998); and

“Systems Act” means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) as amended, and the Regulations promulgated in terms of the Act;

- (c) words and expressions defined in any sub-clause, for the purpose of the clause of which that sub-clause forms part, bear the meaning assigned to such words and expressions in that sub-clause; and
- (d) this agreement is governed by and construed in accordance with the laws of the Republic of South Africa.

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PURPOSE OF THIS AGREEMENT

2. The purpose of this Agreement is to –

- (a) comply with the provisions of Section 57(1)(b),(4A),(4B), (4C) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- (b) communicate the Employer's performance expectations and accountabilities to the Employee, by specifying objectives and targets as defined in the IDP;
- (c) specify accountabilities as set out in the Performance Plan, which must be in a format substantially compliant with Appendix "A";
- (d) monitor and measure performance against set targeted outputs;
- (e) use this Agreement and the Performance Plan as the basis for assessing the performance of the Employee and to establish whether the Employee has met the performance expectations applicable to the position; and
- (f) Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance.

COMMENCEMENT AND DURATION

- 3.(1) This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022, whereafter a new Agreement, Performance Plan and Personal Development Plan must be concluded between the parties for each of the following financial years or any portion thereof for the duration of the Agreement of Employment.
- (2) This Agreement will terminate on the termination of the Employee's employment for any reason whatsoever or when the Acting Appointment is terminated.
- (3) The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- (4) 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 must immediately be revised.
- (5) Any significant amendments or deviations must take cognisance of the requirements of sections 34 and 42 of the Systems Act, and regulation 4(5) of the Regulations.

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PERFORMANCE OBJECTIVES

- 4.(1) The Performance Plan must set out the—
- (a) the performance objectives and targets that must be met by the Employee; and
 - (b) the time frames within which those performance objectives and targets must be met.
- (2) The performance objectives and targets reflected in the Performance Plan must—
- (a) be set by the Employer in consultation with the Employee;
 - (b) be based on the Integrated Development Plan and Budget of the Employer; and
 - (c) include key objectives, performance indicators, target dates and weightings.
- (3) It is agreed that—
- (a) the key objectives must describe the main tasks that must be performed by the Employee;
 - (b) the key performance indicators provide the details of the evidence that must be provided to indicate that a key objective has been achieved;
 - (c) the target dates describe the timeframe in which the work must be achieved; and
 - (d) the weightings indicate the relative importance of the key objectives to each other.
- (4) The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

PERFORMANCE MANAGEMENT SYSTEM

- 5.(1) The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Municipality, and accepts that the purpose of the performance management system is to provide a comprehensive system, with specific performance standards, to assist Municipality to perform to the standards required.
- (2) The Employer must consult the Employee about the specific performance standards that are included in the performance management system that are applicable to the Employee.
- (3) The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas, including special projects relevant to the Employee's responsibilities, within the local government framework.
- (4) The Employee must be assessed on his or her performance in terms of the performance indicators identified in the attached Performance Plan and include—
- (a) the Key Performance Areas; and
 - (b) Core Managerial Competencies,
- with a weighting of 80:20 allocated to sub-clause (a) and (b) respectively.

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- (5) The Key Performance Areas will make up 80% of the Employee's assessment score, and will contain the following areas of which all of them are compulsory and weights must be allocated to each of them according to the scale of core and functional responsibilities:

Key Performance Areas (80% of Total)	Weighting
Municipal Financial Viability and Management	80%
Municipal Institutional Development and Transformation	10%
Good Governance and Public Participation	5%
Total	100%

- (6) The Core Management Criteria will make up the other 20% of the Employee's assessment score
- (7) The Core Competency Requirements are deemed to be most critical for the Employee's specific job and only ten (10) of them should be selected from the list below including the compulsory CMC s as agreed to between the Employer and Employee:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (20% of Total)		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability	✓	20%
Financial Management - COMPULSORY	✓	30%
Client Orientation and Customer Focus – COMPULSORY	✓	10%
People Management and Empowerment - COMPULSORY	✓	10%
CORE OCCUPATIONAL COMPETENCIES		
Interpretation of and implementation within the legislative and national policy frameworks	✓	10%
Competence in policy conceptualization, analysis and implementation	✓	20%
Total percentage	✓	100%

- (8) Final Assessment scores shall be given according to each Key Performance Area either by working out a mean or by giving one final score to each KPA.
- (9) Final Assessment scores shall be awarded according to each Core Managerial Competency either by working out a mean or by giving one final score to each CMC.

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

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EVALUATING PERFORMANCE

- 6.(1) The Performance Plan, attached hereto as Appendix "A", must set out the : -
 - (a) the standards and procedures for evaluating the Employee's performance; and
 - (b) the intervals for the evaluation of the Employee's performance.
- (2) Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage during the validity of the Agreement of Employment.
- (3) Personal growth and development needs identified during any performance review discussion, as well as the actions and time frames agreed to, must be documented in a Personal Development Plan, which must be in a format substantially compliant with Appendix "B".
- (4) The Employee's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan.
- (5) The annual performance appraisal must involve—
 - (a) an assessment of the achievement of results as outlined in the performance plan;
 - (b) an assessment of each Key Performance Area 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;
 - (c) a rating on the five-point scale for each Key Performance Area; and
 - (d) the use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area score.
- (6) The Core Management Criteria must be assessed—
 - (a) according to the extent to which the specified standards have been met;
 - (b) with an indicative rating on the five-point scale for each Criteria; and
 - (c) by using the applicable assessment rating calculator to add the scores and calculating a final score.


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- (7) An overall rating is calculated by using the applicable assessment-rating calculator, Which represents the outcome of the performance appraisal, provided that the performance assessment of the Employee will be based on the following rating scale for both Key Performance Indicators and Core Management Criteria:

Level	Terminology	Description Rating
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	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.

- (8) The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27(4)(d), (e) and (f) of the Regulations.

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SCHEDULE FOR PERFORMANCE REVIEWS

- 7.(1) The performance of each Employee in relation to his or her performance agreement must be reviewed during—
- (a) July to September for the First quarter – 20 October 2021
 - (b) October to December for the Second Quarter – 31 January 2022
 - (c) January to March for the Third quarter – 13 April 2022
 - (d) April to June for the Fourth quarter – 28 July 2022

Provided that reviews in the first and third quarter may be verbal if performance is satisfactory.

- (2) The Employer must keep a record of all performance assessment meetings, and feedback must be based on the Employer's assessment of the Employee's performance.
- (3) The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented or amended, provided that the Employee must be consulted before any such change is made.
- (4) The work performance and performance review will not be confined and limited to the performance plan, any incidental work outside the performance plan shall be performed and evaluated accordingly.

OBLIGATIONS OF THE EMPLOYER

8. The Employer must—

- (a) create an enabling environment to facilitate effective performance by the Employee;
- (b) provide access to skills development and capacity building opportunities;
- (c) work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- (d) on the request of the Employee delegate such powers reasonably required by the Employee to enable him or her to meet the performance objectives and targets established in this Agreement; and
- (e) make available to the Employee such resources as the Employee may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in this Agreement.

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CONSULTATION

9. (1) The Employer agrees to consult the Employee timeously where the exercising of the powers will–
- (a) have a direct effect on the performance of any of the Employee's functions;
 - (b) commit the Employee to implement or to give effect to a decision made by the Employer; and
 - (c) have a substantial financial effect on the Employee.
- (2) The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-clause (1) above, as soon as is practicable to enable the Employee to take any necessary action without delay.

MANAGEMENT OF EVALUATION OUTCOMES

- 10.(1) The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- (2) A performance bonus of between 5% and 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance, as per regulation 32(2) of the Regulations.
- (3) In the case of unacceptable performance, the Employer–
- (a) must provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
 - (b) may, after appropriate performance counselling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.
- (4) The following formula shall be used to calculate total scores for awarding performance bonus: -
- i)
 - (a) $\text{Weight} \times \text{Final score per KPA} = V \times 80\% \text{ (for KPA)} = \text{score for each KPA}$
 - (b) Add up all KPA scores to get a total sum = W
 - ii)
 - (a) $\text{Weight} \times \text{Final score per CMC} = Y \times 20\% \text{ (for CMC)} = \text{score for each CCR}$
 - (b) Add up all CCR scores to get a total sum = Z
 - III) $W + Z = \text{Total score (percentage)}$

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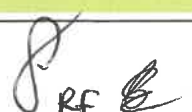
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- (5) The following formula shall be used to allocate the performance bonus after the total score has been calculated in accordance with section 10 (4) above:

FINAL SCORE	BONUS/REWARD
150 and above	10% to 14% of the annual total remuneration package
130 to 149%	5% to 9% of the annual total remuneration package
129% and below	Compulsory Performance Counselling

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(6) The above mentioned formula in subsection 5 shall be normalised as follows:-

RANGE	SCORE	% Bonus
150 AND ABOVE	164 and above	14
	163	13.705
	162	13.42
	161	13.135
	160	12.85
	159	12.565
	158	12.28
	157	11.995
	156	11.71
	155	11.425
	154	11.14
	153	10.855
	152	10.57
	151	10.285
	150	10

RANGE	SCORE	% Bonus
Between 130 and 149	149	9
	148	8.6
	147	8.4
	146	8.2
	145	8
	144	7.8
	143	7.6
	142	7.4
	141	7.2
	140	7
	139	6.8
	138	6.6
	137	6.4
	136	6.2
	135	6
	134	5.8
	133	5.6
	132	5.4
	131	5.2
	130	5

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SUB-STANDARD / POOR PERFORMANCE MANAGEMENT

11. (a) All endeavours shall be made to provide support in the form of guidance, training and counselling to the employee when displaying signs of sub-standard performance.
- (b) The employee shall be given adequate period ranging from four months to six months to improve performance.
- (c) Unequivocal performance targets with a succinct action plan shall be drawn up for the employee with clear results to be achieved.
- (d) The time needed for an employee to improve his/ her performance shall be dictated by the nature and level of the job.

DISPUTE RESOLUTION

- 12.(1) Any disputes about the nature or content of the Employee's Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and or salary increment in the agreement, must be mediated by –
 - (a) The Mayor, within thirty days of receipt of a formal dispute from the Employee, whose decision shall be final and binding to both parties
- (2) Any disputes about the outcome of the Employee's performance evaluation, must be mediated by–
 - (a) A member of the municipal Council, provided that such Councillor was not part of the evaluation panel contemplated in regulation 27(4)(e) of the Regulations, within thirty days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

GENERAL

- 13.(1) The Employer must make the contents of this Agreement and the outcome of any review conducted in terms of the Performance Plan available to the public as contemplated in section 46 of the Systems Act.
- (2) Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his or her Agreement of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- (3) The performance assessment results of the Municipal Manager must be submitted to the Member of the Executive Council responsible for local government in the Eastern Cape as well as the National Minister responsible for local government, within fourteen days after the conclusion of the assessment.
- (4) The employee is required to complete the Financial Disclosure Form as per Item 5 of the Code of Conduct for municipal staff members which is attached to this agreement as Appendix "C".

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SIGNED AT SOMERSET EAST ON THIS ...30..... DAY OF JULY 2021



AS WITNESSES:

1. 
2. 



SIGNATURE OF THE EMPLOYER REPRESENTATIVE

AS WITNESSES:

1. 
2. 



SIGNATURE OF THE EMPLOYEE

APPENDIX A

PERFORMANCE PLAN 2021/2022

Entered into by and between

Blue Crane Route Municipality

and

Nigel Delo

1. Purpose



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

2. Key responsibilities

The following objects of local government will inform the **Chief Finance Officer** performance against set performance indicators:

- 2.1 Provide democratic and accountable government.
- 2.2 Ensure sound governance within the municipality.
- 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.


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3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and Transformation.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation
- 3.6 Spatial Development

4. Key Performance Objectives and Indicators, for the Chief Finance Officer

The provisions and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Local Government: Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Manager, 2006 (Regulation No. R805, dated 1 August 2006)
- 4.2 Regulation No. 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001) dated 24 August 2001
- 4.3 Municipal Finance Management Act, 2003,
- 4.4 Municipal Structures Act, 1998, in particular but not limited to Section 29 and 50
- 4.5 Blue Crane Route Municipality Delegation of powers, particularly, powers delegated to Chief Finance Officer
- 4.6 Municipal Systems Act, 2000, in particular, but not limited to, Chapter 6, 7 sections 66 and 71, Schedule 2

Signed and accepted by :

 N.E. Dew

Job title:

CFO / Director finance

Date:

30 / 7 / 2021

Signed by the Municipal Manager on behalf of the Blue Crane Route Municipality


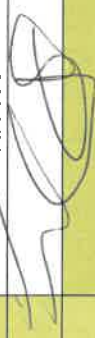
Municipal Manager:



Date:

30 / 07 / 2021

Performance Plan

MR NIGEL DELO – CFO					
Employee Name & Surname	Nigel Delo	Authorised signature on behalf of the Employer		Date	30 July 2021
Job Title	Chief Financial Officer				
Employee Number		Signature by the Employee		Date	30 July 2021
Department	Budget and Treasury Office	Year under review	2021/22		

KPA	KPA Weight	Strategic Objective	Programme / Project	Project Weight	Employee's Activities	Key Performance Indicator	Baseline	Annual target and Timeframe	Quarter 1	MOV	Quarter 2	MOV	Quarter 3	MOV	Quarter 4	MOV
Municipal Financial Viability and Management	85 %	To ensure that the municipality is financially viable to sustain short, medium, and long-term obligations to be able to provide services to the community in a sustained manner by 2022.	Revenue Management	5%	Review revenue enhancement plan	No of revenue enhancement plan reviewed	Draft Revenue enhancement plan	1 revenue enhancement plan reviewed	N/A	N/A	1 revenue enhancement plan reviewed	Reviewed Revenue enhancement plan	N/A	N/A	N/A	N/A
		To ensure compliance with MFMA and DORA regulations pertaining to reporting by 2022	Financial Management & Reporting	10%	Monitoring compliance with MFMA & DORA check lists	Number of Section 71 (YR) reports submitted to NT, Council by the 10th of each month	12 x section 71 reports for 2020/21	12 section 71 (YR) reports submitted to NT, Council by the 10th of each month	3 section 71 (YR) reports submitted to NT, Council	section 71 reports	3 section 71 (YR) reports submitted to NT, Council	section 71 reports	3 section 71 (YR) reports submitted to NT, Council	section 71 reports	3 section 71 (YR) reports submitted to NT, Council	section 71 reports

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	10%	Monitoring compliance with MFMA & DORA check lists	% of capital budget spent on capital projects, and % of operational budget spent, measured as the total actual year to date capital expenditure / total approved capital budget x 100 for capital; measured as the total actual year to date operational expenditure / total approved operational budget	2020/21 capital budget expenditure, 2020/21 operational budget	100 % of capital budget spent on capital projects, measured as the total actual year to date capital expenditure / total approved capital budget x 100; 100 % of operational budget spent	10% (Capital); 25% (Operational)	Section 71 Reports Capital budget spent on capital projects, measured as the total actual year to date capital expenditure / total approved capital budget x 100; Operational budget spent	40% (Capital); 50% (Operational)	Section 71 Reports capital budget spent on capital projects, measured as the total actual year to date capital expenditure / total approved capital budget x 100; Operational budget spent	60% (Capital); 75% (Operational)	Section 71 Reports capital budget spent on capital projects, measured as the total actual year to date capital expenditure / total approved capital budget x 100; Operational budget spent	100% (Capital); 100% (Operational)	capital budget spent on capital projects, measured as the total actual year to date capital expenditure / total approved capital budget x 100; Operational budget spent
	5%	Monitoring compliance with MFMA & DORA check lists	Sound financial management by maintaining an acceptable liquidity ratio	2019/20 AFS	1:0.92 or greater = liquidity ratio	1:0.92	Liquidity ratio	N/a	N/a	N/a	N/a	N/a	N/a
	10%	Monitoring compliance with MFMA & DORA check lists	Number of unqualified audit reports	2019/20 unqualified audit report	1 unqualified audit reports	N/A	N/A	1 unqualified audit reports	unqualified audit report	N/a	N/a	N/a	N/a
	5%	Maintain GRAP compliant asset register	Number of GRAP Compliant Asset Register maintained	GRAP Compliant Asset Register	1 GRAP Compliant Asset Register maintained	N/A	N/A	1 GRAP Compliant Asset Register maintained	GRAP Compliant Asset Register maintained	N/A	N/A	N/A	N/A
To ensure that the municipality's assets are safeguarded against theft and misuse by 2022	Asset Management												

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		5%	Disposal of assets	% of redundant assets disposed, measured as the total actual year to date number of assets sold / total number of redundant assets approved by Council x 100	Asset Register: 2020,21	100% of redundant assets disposed, measured as the total actual year to date number of assets sold / total number of redundant assets approved by Council x 100	N/A	N/A	n/a	N/A	50% of redundant assets disposed, measured as the total actual year to date number of assets sold / total number of redundant assets approved by Council x 100	redundant assets disposed, measured as the total actual year to date number of assets sold / total number of redundant assets approved by Council x 100	100% of redundant assets disposed, measured as the total actual year to date number of assets sold / total number of redundant assets approved by Council x 100	redundant assets disposed, measured as the total actual year to date number of assets sold / total number of redundant assets approved by Council x 100
To ensure compliance with the requirements of the MfMA Act by 2022	Expenditure Management	5%	Payment of creditors within 30 days of submission of valid invoice	% of creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	Register of disputes and / or payment agreements. Date stamp for invoices received	100 % of creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	100% of creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	100% of creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	100% of creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	100% of creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100	creditors paid within 30 days of submission of valid invoice, measured as the total number of invoices paid within 30 days / total number of invoices received x 100
To build and strengthen the administrative and institutional capability of the municipality by 2022.	By implementing audit turnaround strategy	5%	Monitor implementation of audit Turnaround Plan	Number of reports analysed and corrected in pursuit of clean audit	4	4 reports analysed and corrected in pursuit of clean audit	1 report analysed and corrected in pursuit of clean audit	Progress Report	1 report analysed and corrected in pursuit of clean audit	Progress Report	1 report analysed and corrected in pursuit of clean audit	Progress report	1 report analysed and corrected in pursuit of clean audit	Progress Report

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APPENDIX B

PERSONAL DEVELOPMENT PLAN
2021/22

Incumbent	Nigel Delo
Employee No.	13054
Job Title	Director: Finance Services (CFO)
Report to	Municipal Manager

- What are the competencies required for this job (refer to competency profile of job description)?
 - Degree in Finance.
 - Competency Certificate in Financial Management
 - 5 years Managerial Experience
 - Drivers Licence
 - Computer Literacy
- What competencies from the above list, does the job holder already possess?

A; B; C; D & E
- What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.)

None
- Actions/Training interventions to address the gaps/needs
None
- Indicate the competencies required for future career progression/development
Advanced Labour Law
- Actions/Training interventions to address future progression
Continuous GRAP, MFMA and Tax Law Updates

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7. Comments/Remarks of the Incumbent

None

8. Comments/Remarks of the supervisor

None

Agreed upon

Signature:



Supervisor:

Thabo Klaas

Date:

30/07/2021

Signature:



Incumbent:

NIGEL DELO / CFO

Date:

30/07/2021

APPENDIX C

FINANCIAL DISCLOSURE FORM
2021/2022

I, the undersigned (surname and initials) **Delo N.B** of **Jacobs Lane 3 Somerset East 5850** (Postal address) and (Residential address) same as above

employed as **Chief Financial Officer** at **Blue Crane Route Municipality** hereby certify that the following information is complete and correct to the best of my knowledge:

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

See information sheet: Note (1)

No	Number of shares/ extent of financial interest	Nature	Nominal value	Name of Company or entity
1.	Not applicable			

2. Directorships and Partnerships

See information sheet: Note (2)

No	Name of Corporate entity, partnership or firm	Type of business	Amount of Remuneration or Income
1.	Not Applicable		

3. Remunerated work outside the Municipality (As sanctioned by Council)

See information sheet: Note (3)

No	Name of Employer	Type of business	Amount of Remuneration or Income
1.	Not Applicabe		

Council sanction confirmed:

Signature of Mayor: _____ Date: _____

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4. Consultancies and retainerships

See information sheet: Note (4)

No	Name of client	Nature	Type of business activity	Value of benefits received
1	Not Applicable			

5. Sponsorships

See information sheet: Note (5)

No	Source of sponsorship	Description of sponsorship	Value of sponsorship
1	Not Applicable		

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

See information sheet: Note (6)

No	Description	Value	Source
1.	Not Applicable		

7. Land and property

See information sheet: Note (7)

No	Description	Extent	Area	Value
1	House	1244 square meter	Jacobs Lane 3 Somerset East	R 624 000


SIGNATURE OF EMPLOYEE

DATE: 30-7-2021

PLACE: Somerset East


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OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer YES

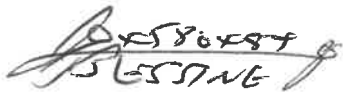
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer NO

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer YES

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.


J. S. S. S. S.

Commissioner of Oath /Justice of the Peace

Full first names and surname: JOSEPH BENJAMIN LESTER (Block letters)

Designation (rank): WARRANT OFFICER Ex Officio Republic of South Africa

Street address of institution: GREEN AVENUE ROAD
SOMERSET EAST

Date: 2021/07/30

Place: SOMERSET EAST

SOUTH AFRICAN POLICE SERVICE
COMMUNITY SERVICE CENTRE
2021 -07- 30
SOMERSET EAST
EASTERN CAPE


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INFORMATION SHEET FOR THE GENERIC FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the Financial Disclosure form (Annexure A):

NOTE 1: Shares and other financial interests

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognised by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2: Directorships and partnerships

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3: Remunerated work outside the Municipality (As sanctioned by Council)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service:

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

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Remuneration means the receipt of benefits in cash or kind, and work means rendering a service for which the person receives remuneration.

NOTE 4: Consultancies and retainerships

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainerhip of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

NOTE 5: Sponsorships

Designated employees are required to disclose the following details with regard to sponsorships:

- The source of the sponsorship;
- The description of the sponsorship; and
- The value of the sponsorship.

NOTE 6: Gifts and hospitality from a source other than a family member
Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350.00;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350.00 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantages that they received from any source e.g. any discount prices or rates that are not available to the general public. All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7: Land and Property

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Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- **A description of the land or property;**
- **The extent of the land or property;**
- **The area in which it is situated; and**
- **The value of the**


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BLUE CRANE ROUTE Strategic Risk Register - 2021/22

Legend:
11-25 Extreme
14-20 High
10-15 Medium
06-10 Low



Unrelated & Irrelevant

Risk No	RPA	Strategic Objective Name	Risk Category	Risk Name	With Limitations	Root Causes	Consequences	Impact Rating	Estimated Rating	Unrated Risk	Current controls	Perceived Control Effectiveness	Risk Level	Source of Risk	Responsible Department	Responsible Person	Start Date	End Date
B001	Financial	To ensure that the municipality is financially able to sustain itself, provide services to the community and meet its obligations to the community by 2022.	Financial Sustainability	1. Inability to sustain services due to the municipality's financial position.	1. Failure to meet income demands. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Critical	5	25	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Satisfactory	High	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Budget and Treasury	CFO	01/04/2021	30/06/2021
B002	Financial	To ensure that the municipality is financially able to sustain itself, provide services to the community and meet its obligations to the community by 2022.	Financial Sustainability	1. Inability to sustain services due to the municipality's financial position.	1. Failure to meet income demands. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Major	4	20	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Satisfactory	High	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Budget and Treasury	CFO	01/04/2021	30/06/2021
B003	Financial	To ensure that the municipality is financially able to sustain itself, provide services to the community and meet its obligations to the community by 2022.	Financial Sustainability	1. Inability to sustain services due to the municipality's financial position.	1. Failure to meet income demands. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Major	4	20	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Unsatisfactory	High	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Budget and Treasury	CFO	01/04/2021	30/06/2021
B004	Financial	To ensure that the municipality is financially able to sustain itself, provide services to the community and meet its obligations to the community by 2022.	Financial Sustainability	1. Inability to sustain services due to the municipality's financial position.	1. Failure to meet income demands. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Major	4	20	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Satisfactory	High	1. Inability to sustain services due to the municipality's financial position. 2. Failure to meet income demands. 3. High unemployment rate. 4. Unemployment rate. 5. Unemployment rate.	Budget and Treasury	CFO	01/04/2021	30/06/2021

N.B. Delo
30/11/2021
Date
CFO

Approved by:
30/11/2021
Date
CFO

Handwritten signature/initials

Handwritten signature/initials