



# PERFORMANCE AGREEMENT 2014/2015

Greater Letaba Municipality herein represented by

TSAKANI GLORY MASHABA

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

and

**MANKGABE MOTJATJI FLORAH**

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

WHEREBY IT IS AGREED AS FOLLOWS:

## 1. Introduction

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). 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 into 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 2014** and will remain in force until **30 June 2015 (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.



- 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.



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- 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	20
Basic Service Delivery	5
Local Economic Development (LED)	0
Municipal Financial Viability and Management	60
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:

	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	√	5
Planning and Organising	√	10
Analysis and Innovation	√	10
Communication	√	10
Knowledge and Information Management	√	10
Results and Quality Focus	√	10
<b>Total:</b>		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:

<b>The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:</b>				
<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Outstanding Performance</b>	<b>Performance Significantly Above Expectations</b>	<b>Fully Effective</b>	<b>Not Fully Effective</b>	<b>Unacceptable Performance</b>
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 municipal manager, 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 2014
- Second quarter : October – December 2014
- Third quarter : January – March 2015
- Fourth quarter : April – June 2015

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 as the case may be. 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 **Chief Financial Officer** 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 Modjadji skloj on this the 10 day of July 2014

AS WITNESSES:

- 1. [Signature]
- 2. M. M. M. M. M.

[Signature]  
EMPLOYEE  
**MANKGABE MOTJATJI FLORAH**

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]

[Signature]  
TSAKANI GLORY MASHABA  
MUNICIPAL MANAGER

[Signature] [Signature]

## Annexure A Performance Plan 2014/2015

The main parts to this Performance Plan are:

### Greater Letaba Municipality



#### **PERFORMANCE PLAN**

Name: **MANKGABE MOTJATJI FLORAH**

Position: **Chief Financial Officer**

Accountable to: **Municipal Manager**

Plan Period: **01.07.2014 – 30.06.2015**  
(Employment Contract supersedes this performance plan)

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, Programmes, 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

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# Annexure A

## PERFORMANCE PLAN

### **1. Purpose**

The performance plan defines the Council's expectations of the Municipal Manager'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 Infrastructure Development and Planning Director'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 (KPA's) 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

KPA's	STRATEGIC OBJECTIVES 2014/2015
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 promotes 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**

"A Municipality where environmental sustainability, tourism and agriculture thrive for economic growth"

**STRATEGIC MISSION**

"A democratic and accountable municipality that ensures the provision of services through sound environmental management practices, local economic development and community participation"

**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:**

- ∅ The management of Municipality's financial accounting functions to ensure unqualified audit reports
- ∅ The compilation and control of the municipality's budget to effect no budget variance
- ∅ To manage cash receipts and disbursement to facilitate non-utilisation of bank overdrafts
- ∅ The management of the payroll and ensuring timeous and accurate payment of personnel salaries and allowances
- ∅ The administration of the municipal finances to ensure cash is available for projects and operations
- ∅ Ensuring daily banking of cash received
- ∅ Management of investment to earn above national average interest on surplus funds
- ∅ Determination of tariffs and taxes and ensuring budgeted costs are recovered
- ∅ Timely development and submission of financial statements to ensure positive financial results
- ∅ Alignment of the budget, Integrated Development Plan and Performance Management System
- ∅ Manage income and expenditure of the municipality to ensure sound financial management of Council
- ∅ The effective management and coordination of Information Technology of the municipality, in so far as software as well as hardware requirements are concerned

Vote No	IDP Objective	Programme	%Program me Weighting	Institutional KPI	Baseline	Annual Target 2014 / 2015	Quarterly Targets - End Sept 2014	Quarterly Targets - End Dec 2014	Quarterly Targets - End Mar 2015	Quarterly Targets - End June 2015	Evidence Required
<b>KPA 1 : Municipal Transformation and Organisational Development - (20% Weighting)</b>											
<b>OUTCOME NINE (OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT, OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)</b>											
50	Improved Quality of Life	Indigent Management	11.11	% of Indigent applications registered (# of applications received/# of indigent applications processed)	2388	2450	612	612	613	613	Indigent applications, Indigent Register
042	Improved Governance and Organisational Excellence	OPMS	11.11	Quarterly performance information completed and submitted to performance management office within one week of new quarter	n/a	4	1	1	1	1	Dated quarterly calculators
042	Improved Governance and Organisational Excellence	OPMS	11.11	# of reports submitted to Audit Committee within 14 days of request.	4	4	1	1	1	1	Audit reports
042	Improved Governance and Organisational Excellence	OPMS	11.11	Ensure submission of relevant information to Corporate / Legal Services for development of SLAs within 7 days after appointment of the service provider.	100%	100%	100%	100%	100%	100%	Reports
042	Improved Governance and Organisational Excellence	OPMS	11.11	# of reports submitted to the Accounting Officer on monitoring implementation and compliance to SLAs / Contracts by service providers including contract period	n/a	12	3	3	3	3	Reports
042	Improved Governance and Organisational	Asset Management	11.11	% of assets and liabilities registered	100%	100%	100%	100%	100%	100%	Reports Updated Asset and liability register
042	Improved Governance and Organisational	Procurement	11.11	% of adherence to procurement plan	31%	100%	100%	100%	100%	100%	Reports
042	Improved Human Resources	OHS	11.11	% of OHS committee recommendations implemented within 14 days of receipt	n/a	100%	100%	100%	100%	100%	Implementation register
<b>KPA 2 BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (5% weighting)</b>											
<b>OUTCOME NINE (OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME)</b>											
043	Access to Sustainable Basic Services	Capital Projects	50	% of Capital projects completed within timelines	42%	100%	100%	100%	100%	100%	Institutional Performance Reports
043	Access to Sustainable Basic Services	MIG	50	% of Capital projects monitored quarterly.	74%	100%	100%	100%	100%	100%	Monitoring Reports
<b>KPA 4 MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (60% weighting)</b>											
<b>OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY</b>											
50	Sustainable Financial Institution	Budget and Reporting	6.66	# of quarterly financial statements and submitted to the relevant authorities	4	4	1 financial statement (100%)	1 financial statement (100%)	1 financial statement (100%)	1 financial statement (100%)	Reports
50	Sustainable Financial Institution	Supply Chain Management	6.66	% of payments of service providers made within 30 days (# of invoices received / # of invoices paid.	90%	100%	100%	100%	100%	100%	Reports
50	Sustainable Financial Institution	Expenditure Management	6.66	% MIG expenditure	83%	100%	25%	50%	75%	100%	Reports
50	Sustainable Financial Institution	Expenditure Management	6.66	% FMG expenditure	74%	100%	25%	50%	75%	100%	Reports
50	Sustainable Financial	Expenditure Management	6.66	% MSIG expenditure	86%	100%	25%	50%	75%	100%	Reports





028	Sustainable Financial Institution	Expenditure Management	6.66	% of capital budget spent as approved by the Council	42%	100%	25%	50%	75%	100%	Financial statements
028	Sustainable Financial Institution	Expenditure Management	6.66	% of operational budget spent as approved by the Council	100%	100%	25%	50%	75%	100%	Financial statements
028	Sustainable Financial Institution	Expenditure Management	6.66	% of overtime spent not budgeted for	0%	0%	0%	0%	0%	0%	Financial statements
028	Sustainable Financial Institution	Expenditure Management	6.66	% of variance on departmental inventory list	0%	0%	0%	0%	0%	0%	Reports
029	Sustainable Financial Institution	Budget and Reporting	6.66	% of adherence to budget time table	100%	100%	100%	100%	100%	100%	Reports
029	Sustainable Financial Institution	Expenditure Management	6.66	% of fruitless, wasteful and irregular expenditure recorded within 14 days of the incidents	100%	100%	100%	100%	100%	100%	Reports
029	Sustainable Financial Institution	Expenditure Management	6.66	# of reports of undercollection, shortfalls in budget, overspending and overdrafts within 21 days	12	12	4	4	4	4	Reports
030	Sustainable Financial Institution	Expenditure Management	6.66	# of quarterly financial statements and submitted to the relevant authorities	4	4	1 financial statement (100%)	1 financial statement (100%)	1 financial statement (100%)	1 financial statement (100%)	Reports
029	Sustainable Financial Institution	Expenditure Management	6.66	% of monthly revenue collected / revenue billed	78%	100%	100%	100%	100%	100%	Reports
<b>KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (15% weighting)</b> <b>OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)</b>											
028	Improved Governance and Organisational Excellence	Council	3.8	% of attendance of Council meetings	100%	100%	100%	100%	100%	100%	Agenda, minutes, attendance register
028	Improved Governance and Organisational Excellence	EXCO	3.8	% of attendance of EXCO meetings	100%	100%	100%	100%	100%	100%	Agenda, minutes, attendance register
029	Improved Governance and Organisational Excellence	Rep Forum	3.8	% of Budget Rep Forum Resolutions implemented within 14 days of receipt of the minutes	100%	100%	100%	100%	100%	100%	Report
029	Improved Governance and Organisational Excellence	Council Management	3.8	% Council resolutions related to directorate implemented	100%	100%	100%	100%	100%	100%	Report
029	Improved Governance and Organisational Excellence	Customer Relations Management	3.8	% of complaints attended to and addressed within 7 working days of receipt.	100%	100%	100%	100%	100%	100%	Complaints register
028	Improved Governance and Organisational Excellence	Auditing	3.8	% of audit queries addressed in terms of audit action plan	70%	100%	n/a	n/a	n/a	100%	Reports
028	Improved Governance and Organisational Excellence	EXCO	3.8	# of Directorate meetings facilitated	12	12	4	4	4	4	Agenda, minutes, attendance register
028	Improved Governance and Organisational Excellence	EXCO	3.8	# of attendance of Internal Audit Committee meetings	10	12	4	4	4	4	Agenda, minutes, attendance register
028	Improved Governance and Organisational Excellence	Auditing	3.8	% of Internal audit recommendations implemented within 14 days of receipt	22%	100%	100%	100%	100%	100%	Reports



028	Improved Governance and Organisational Excellence	EXCO	3.8	% of attendance of Risk Committee meetings	100%	100%	100%	100%	100%	100%	Agenda, minutes, attendance register
028	Improved Governance and Organisational Excellence	Risk register	3.8	% of risks addressed related to the directorate as per risk register.	30%	100%	100%	100%	100%	100%	Reports
028	Improved Governance and Organisational Excellence	CFO's Forum	3.8	% of District CFO's Forum attended	100%	100%	100%	100%	100%	100%	Attendance register Forum meeting schedule
028	Improved Governance and Organisational Excellence	CFO's Forum	3.8	% of CFO's Forum Resolutions Implemented	100%	100%	100%	100%	100%	100%	Minutes Reports
028	Improved Governance and Organisational Excellence	Audit Committee	3.8	# of Audit Committee meetings attended	3	4	1	1	1	1	Attendance register
028	Improved Governance and Organisational Excellence	Audit Committee	3.8	% of Audit Committee resolutions implemented	22%	100%	100%	100%	100%	100%	Reports / Implementation Register
028	Improved Governance and Organisational Excellence	Portfolio Committees	3.8	% of Finance Portfolio Committee meetings attended and recommendations referred to EXCO	100%	100%	100%	100%	100%	100%	Minutes for Finance portfolio & EXCO minutes
028	Improved Governance and Organisational Excellence	EXCO	3.8	% of items to EXCO 7 days before the date of the meeting	100%	100%	100%	100%	100%	100%	Registers
028	Improved Governance and Organisational Excellence	Performance Reports	3.8	# of monthly, quarterly, mid-term and annual performance reports submitted to the Accounting Officer within 7 days after the end of the Quarter	12	12	4	4	4	4	Registers
028	Improved Governance and Organisational Excellence	Bid Committee	3.8	% of Bid Committee meetings attended	80%	100%	100%	100%	100%	100%	Registers Meeting schedules
028	Improved Governance and Organisational Excellence	Local Imbizos	3.8	% of issues addressed as raised during local imbizos	100%	100%	100%	100%	100%	100%	Reports
028	Improved Governance and Organisational Excellence	Delegations	3.8	Review of delegation of powers related to the directorate by 31 March 2015	1	1	n/a	n/a	n/a	1	Delegation document
028	Improved Governance and Organisational Excellence	Website	3.8	% of documents submitted to Corporates Services for placement on the website within 5 days after approval	80%	100%	100%	100%	100%	100%	Reports



FINANCE'S PROJECTS

KPA 5 MUNICIPAL FINANCIAL VIABILITY (60% weighting)											
OUTCOME NINE OUTCOME NINE (OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)											
Strategic Objective: To improve financial management systems to enhance revenue base											
Vote Nr	Programme	% Programme Weighting	Project Name	Total Budget 2014/2015	Planned start date	Planned completion date	Quarterly milestones - End Sept 2014	Quarterly milestones - End Dec 2014	Quarterly milestones - End Mar 2015	Quarterly milestones - End June 2015	Portfolio of Evidence
50	Budget and Treasury	10	GPS system and training	80 000.00	01/07/2014	31/03/2015	Tender advertisement for supply, delivery and training	Appointment of service provider to supply, instal and conduct training	Physical verification of municipal infrastructure assets and completion	n/a	Report
50	Budget and Treasury	10	Security glass at Serwamokgope sub office	8 000.00	01/07/2014	30/09/2014	Request quotations for procurement, appoint service provider, supply and installation of security glass	n/a	n/a	n/a	Acknowledgement form
50	Budget and Treasury	10	New tanks, pumps and shades	550 000.00	01/07/2014	31/03/2015	Tender advertisement and appointment.	Conduct environmental impact assessment	Supply and installation of new tanks, pumps and shades	n/a	Report
54	Property Services	10	Concrete Mixer	20 000	01/07/2014	30/09/2014	Develop, submit specifications to SCM and	n/a	n/a	n/a	Reports
52	Electricity Distribution	10	Tools and equipment	200 000	01/07/2014	30/09/2014	Develop, submit specifications to SCM and	n/a	n/a	n/a	Appointment letter
50	Indigent Management	10	Updating of Indigent Register	Operational	01/07/2014	30/06/2015	Collection of information on indigent households	Collection of information on indigent households	Collection of information on indigent households	Collection of information on indigent households and	Acknowledgement form treasury
50	Revenue Management	10	Revenue Enhancement Strategy	Operational	01/07/2014	30/06/2015	Review and adoption of Draft Revenue Enhancement Strategy	Implementation of the adopted Revenue Enhancement Strategy	Implementation of the adopted Revenue Enhancement Strategy	Implementation of the adopted Revenue Enhancement Strategy	Acknowledgement letter signed by treasury OR Courier receipt
50	Revenue Management	10	Data cleansing	Operational	01/07/2014	30/06/2015	Update households information on billing system	Approval by Council	Implement ceased database	Implement ceased database	Council resolution
50	Asset Management	10	Unbundling of Infrastructure Assets to update the asset register	Operational	01/07/2014	30/06/2015	Tender advertisement	Appointment of professional service provider for unbundling of municipal assets and updating of GRAP compliant asset register	Continuation of Unbundling of new municipal assets and updating of GRAP compliant asset register	Completion of compilation of GRAP compliant asset register	Reports
50	Asset Management	10	Valuation Roll	Operational	01/07/2014	30/06/2015	Conduct assessment of supplementary valuation roll.	Conduct assessment of supplementary valuation roll.	Complete assessment of supplementary valuation roll	Approval of valuation roll by Council	Quarterly MFMA Implementation and monitoring check list
KPA 6: GOOD GOVERNANCE : 15%											
OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)											
Vote Nr	Programme	% Programme Weighting	Project Name	Total Budget 2014/2015	Planned start date	Planned completion date	Quarterly milestones - End Sept 2014	Quarterly milestones - End Dec 2014	Quarterly milestones - End Mar 2015	Quarterly milestones - End June 2015	Portfolio of Evidence
	IDP/Budget	16.66	IDP/Budget	Operational	01/07/2014	30/08/2015	Draft Budget process plan Public participation	Approved budget process plan	N/A	N/A	Council resolution
	IDP/Budget	16.66	IDP/Budget	Operational	01/07/2014	30/06/2015	1 IDP rep forums attended	N/A	N/A	1 IDP rep forums attended	Attendance register
	IDP/Budget	16.66	IDP/Budget	Operational	01/07/2014	30/06/2015	N/A	N/A	4 cluster Public Participation	2 cluster Public Participation	Attendance register
	Submission of Monthly Audit Report as per Audit plan	16.66	Submission of Monthly Audit Report as per Audit plan	Operational	01/07/2014	30/06/2015	Submission of progress audit report	Submission of progress audit report	Submission of progress audit report	Submission of progress audit report	Audit progress reports

Competencies						
	Definitions	Weighting	2nd Quarter	4th Quarter	Total Score	Comment
Strategic Direction and Leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.	10%				
Programme and Project Management	Able to understand programme and project management methodology: plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.	10%				
Financial Management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further, to ensure that all financial transactions are managed in an ethical manner.	10%				
Change Leadership	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.	5%				
Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships.	5%				
Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government.	5%				
People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.	5%				
Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence.	5%				
Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure quality of service delivery and build efficient contingency plans to manage risk.	10%				
Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	10%				
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcomes.	10%				
Results and Quality Focus	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed the expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	10%				
<b>Section Total:</b>		<b>100%</b>				

\* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations



**Approval of the Personal Performance Plan**

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 workshopping 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.

**Undertaking of the employer / superior**

**Undertaking of the employee**

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

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 herby 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:

2014/07/10

DATE:

2014 / 07 / 10



Summary Scorecard						
Position Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>		100				
Spatial Rational		0				
Institutional Development and Transformation		20				
Infrastructure Development and Basic Services		5				
Local Economic Development (LED)		0				
Financial Viability		60				
Public Participation and Good Governance		15				
		100				
<b>Competencies</b>						
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				
<b>Total</b>		100				
<b>Overall Rating =</b>						



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
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

**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 at 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 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 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:

% 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.


