



# PERFORMANCE AGREEMENT

## 2014/2015

Greater Letaba Municipality herein represented by

GODFREY HENRY MODJADJI,

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

and

**TSAKANI GLORY MASHABA**

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.

- 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	25
Basic Service Delivery	15
Local Economic Development (LED)	10
Municipal Financial Viability and Management	25
Good Governance and Public Participation	25

- 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

- (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.

## 12. Dispute Resolution

- 12.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC.

## 13. General

- 13.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3. The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at MODJABISIKHOOF.....on this the 07 day of July... 2014

AS WITNESSES:

1.  \_\_\_\_\_


2.  \_\_\_\_\_

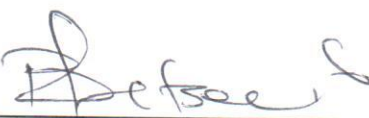


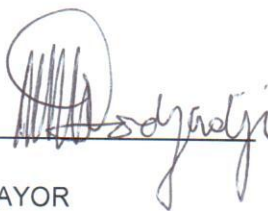
**TSAKANI GLORY MASHABA**

EMPLOYEE

AS WITNESSES:

1.  \_\_\_\_\_

2.  \_\_\_\_\_



MAYOR

**CLLR. GODFREY HENRY MODJADJI**



# Annexure A Performance Plan 2014/2015

## Greater Letaba Municipality



### PERFORMANCE PLAN

**Name: MASHABA TSAKANI GLORY**

**Position: Municipal Manager**

**Accountable to: Mayor - Cllr Modjadji G.H**

**Plan Period: 01.07.2014 – 30.06.2015**

**(Employment Contract supersede this performance plan)**

The *main parts* to this Performance Plan are:

1. Performance Plan Overview
2. Strategy Map
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 Municipal Transformation and Organisational Development
- 3.2 Infrastructure Development and Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

**4. Outcome 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

**6. Strategic Objectives**

The Key Performance Indicators are devised according to the IDP Institutional Outcomes to be achieved as depicted on the next page

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MM'S PROJECTS												
Vote Nr	Strategic Objective	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
	Improved Governance and Organisational Excellence	Property Services	5.5	Shredding machine for registry	8 000	01/07/2014	30/09/2014	Sourcing of quotations and appointment of service provider for supply	n/a	n/a	n/a	Reports and proof of payment
	Improved Governance and Organisational Excellence	Special Programmes	5.5	Youth desk activities	280 000	01/07/2014	30/06/2015	Develop youth desk activity program	Youth desk activities	Youth desk activities	Youth desk activities	Reports
	Improved Governance and Organisational Excellence	Special Programmes	5.5	Gender desk activities	200 000	01/07/2014	30/06/2015	Develop Gender desk activity program	Gender desk activities	Gender desk activities	Gender desk activities	Reports
	Improved Governance and Organisational Excellence	Special Programmes	5.5	Disability desk activities	100 000	01/07/2014	30/06/2015	Develop Disability desk activity program	Disability desk activities	Disability desk activities	Disability desk activities	Reports
	Improved Governance and Organisational Excellence	Special Programmes	5.5	HIV & AIDS Council activities	95 000	01/07/2014	30/06/2015	Develop HIV/AIDS Council activity program	HIV/AIDS Council activities	HIV/AIDS Council activities	HIV/AIDS Council activities	Reports
	Improved Governance and Organisational Excellence	Special Programmes	5.5	Youth empowerment projects	200 000	01/07/2014	30/06/2015	Youth empowerment	Youth empowerment	Youth empowerment	Youth empowerment	Reports

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PERFORMANCE PLAN  
PROJECTS  
2014/2015

MM'S PROJECTS												
Vote Nr	Strategic Objective	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
54	Improved Governance and Organisational Excellence	Communication	5.5	News letter	350 000	01/07/2014	30/06/2015	1	1	1	1	Published newsletters
54	Improved Governance and Organisational Excellence	Communication	5.5	Calendar and diaries	20 000	01/07/2014	30/09/2014	100%	n/a	n/a	n/a	Reports
54	Improved Governance and Organisational Excellence	MM	5.5	Council Vehicle for the speaker	700 000	01/09/2014	31/09/2014	Develop specifications and submit to SCM. Advertise and	Purchase and delivery	n/a	n/a	Advert and proof of payments. Reports
54	Improved Governance and Organisational Excellence	MM	5.5	2 x Gazebos	40 000	01/07/2014	30/09/2014	Sourcing of quotations and appointment of service provider for	n/a	n/a	n/a	Reports and proof of payment
	Improved Governance and Organisational Excellence	MM	5.5	Scanner	5 000	01/07/2014	30/09/2014	Sourcing of quotations and appointment of service provider for supply	n/a	n/a	n/a	Reports and proof of payment
	Improved Governance and Organisational Excellence	MM	5.5	Cooler box	5 000	01/07/2014	30/09/2014	Sourcing of quotations and appointment of service provider for supply	n/a	n/a	n/a	Reports and proof of payment
	Improved Governance and Organisational Excellence	Property Services	5.5	5x Aqua coolers	15 000	01/07/2014	30/09/2014	Sourcing of quotations and appointment of service provider for supply	n/a	n/a	n/a	Reports and proof of payment

PERFORMANCE PLAN

PROJECTS  
2014/2015

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**"To be an outstanding agro-processing and eco-cultural tourism hub"**



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[Signature]

## STRATEGIC VISION

To be an outstanding agro-processing and eco-cultural hub.

## STRATEGIC MISSION

To ensure an effective, efficient and economically viable municipality through: Provision of accountable, transparent and consultative government, Promotion of local economic development and poverty alleviation, Strengthening cooperative governance, Provision of sustainable and affordable services, and Ensuring a safe and healthy environment

## Position Goal

Develop a performance driven, innovative and best practiced competitive organisation that is financially sustainable, well resourced and accountable to the community, where quality of life, hope, pride and loyalty is created and confidence installed in sound governance

## Position Purpose

The Municipal Manager is required to lead, direct and manage a motivated and inspired Administration and account to the Municipal Council as Accounting Officer for long term Municipal sustainability to achieve a good creditor rating within the requirements of the relevant legislation and whereas the following sections within the department i.e. Youth, Disabled and Gender Desk, Communications and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communications and service delivery

## The Municipal Manager is accountable and responsible for amongst others:

- Ø The management of Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, includes management, discipline and development of staff
- Ø The formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality's Integrated Development Plan (IDP) and responsible to the needs of the local community
- Ø The implementation of the municipality's IDP and monitoring the progress with the implementation of the plan
- Ø The management and monitoring of Municipal services provided to local community in a sustainable and equitable manner
- Ø The administration and implementation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation and the rendering of legal advice, ensuring legislative requirements compliance
- Ø Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality
- Ø Rendering administrative and strategic support to the Mayor and other political structures in Council
- Ø Manage income and expenditure of the municipality to ensure sound financial management of Council

Vote No	IDP Objective	Programme	% Programme Weighting	Institutional KPI	Baseline	MMS KPI				Evidence Required
						Annual Target 2014/2015	Quarterly Targets - End Sept 2014	Quarterly Targets - End Dec 2014	Quarterly Targets - End Mar 2015	
<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>										
22	Integrated Sustainable Development	IDP	5	Draft IDP, budget and PMS adopted by 31 March 2015	Adopted by 31 March 2014	n/a	n/a	n/a	Adopted by 31 March 2015	Draft IDP & Budget
22	Integrated Sustainable	IDP	5	IDP process plan adopted and implemented by 30 June 2015	Adopted by 29 May 2014	n/a	n/a	n/a	Adopted by 30 June 2015	IDP process plan Reports
22	Integrated Sustainable	IDP	5	% achievement of milestones on IDP/Budget/PMS process	100%	25%	50%	75%	100%	Reports
22	Integrated and Sustainable Human Settlement	Annual Report	5	Draft Annual Report adopted by Council on 12 December 2014	Draft Annual Report adopted by Council on 31 December 2013	n/a	Draft Annual Report adopted by Council on 12 December 2014	n/a	n/a	Reports
33	Improved Governance and Organisational Excellence	Annual Report	5	Final Annual Report approved by council on 31 January 2015	Final Annual Report approved by council on 31 January 2014	n/a	n/a	Final Annual Report approved by council on 31 January 2015	n/a	Reports
33	Improved Governance and Organisational Excellence	SDBIP	5	SDBIP approved by Mayor 28 days after adoption of the final Budget and IDP.	SDBIP approved after adoption of Budget and IDP	n/a	n/a	n/a	SDBIP approved by Mayor 28 days after adoption of budget/IDP/PMS	Final SDBIP signed
54	Improved Governance and Organisational Excellence	OPMS	5	# of Quarterly performance reports submitted to Council.	4	1	1	4	1	Reports
54	Improved Governance and Organisational Excellence	EPMS	5	# of S57 Managers with signed performance agreements within 30 days after adoption of the final SDBIP	3	5	n/a	5	n/a	Reports
54	Improved Governance and Organisational Excellence	Internal Audit	5	# of Internal Audit meetings held per quarter.	3	1	1	4	1	Reports
54	Improved Governance and Organisational Excellence	Risk	5	# of Risk Committee meetings held per quarter.	3	1	1	4	1	Reports
54	Improved Governance and Organisational Excellence	Internal Audit	5	# of performance audit reports issued per quarter.	3	1	1	4	1	Reports
54	Improved Governance and Organisational Excellence	Internal Audit	5	Approved internal audit plan and % of the IA plan implementation.	70%	25%	50%	100%	100%	Reports
54	Improved Governance and Organisational Excellence	Operation clean audit	5	% of internal audit issues resolved / # of issues raised	22%	50%	100%	12%	n/a	Reports
54	Improved Governance and Organisational Excellence	Operation clean audit	5	% of AG issues resolved / # of Auditor General issues resolved / # of issues raised	79%	n/a	n/a	100%	100%	Reports

MMS KPI											
Vote No	IDP Objective	Programme	% Programme 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
54	Improved Governance and Organisational Excellence	Risk management	5	% of Risk issues resolved / Risk issues implemented / resolved / # of risks identified	30%	100%	25%	50%	75%	100%	Reports
048	Improved Human Resources	Organogram	5	% of alignment of the organogram to the IDP and Budget	80%	100%	n/a	n/a	100%	n/a	Aligned organogramme
048	Improved Human Resources	Personnel Provisioning	5	% of budgeted critical posts filled(TAS)	90%	100%	25%	50%	75%	100%	Appointment letters for critical positions
048	Improved Human Resources	OHS	5	% of OHS committee recommendations implemented	n/a	100%	100%	100%	100%	100%	Implementation register
<b>KPA 2: Basic Service Delivery - (15% Weighting)</b>											
<b>(OUTCOME NINE - OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES)</b>											
071	Access to Sustainable Basic Services	MIG	50	% of MIG projects completed within timelines	83%	100%	100%	100%	100%	100%	Institutional performance Reports
	Access to Sustainable Basic Services	MIG	50	% of MIG projects monitored quarterly.	74%	100%	100%	100%	100%	100%	Monitoring Reports
	Access to Sustainable Basic Services	GLM	50	% of Own funded projects monitored quarterly.	74%	100%	100%	100%	100%	100%	Monitoring Reports
<b>KPA 3: Local Economic Development - (10% Weighting)</b>											
<b>OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME</b>											
	Creation of long term sustainable and integrated economic growth and rural development.	Local Economic Development	100	# of temporary jobs created through municipal LED and capital projects by 30 June 2015	855	855	239	411	584	890	job creation & EPWP reports
<b>KPA 4: Municipal Financial Viability and Management - (25% Weighting)</b>											
<b>OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY</b>											
50	Sustainable Financial Institution	Expenditure Management	16.66	% capital budget spent as approved by Council	42%	100%	25%	50%	75%	100%	Reports
048	Sustainable Financial Institution	Budget and Reporting	16.66	Approval of adjustment budget within time frame	100%	100%	100%	100%	100%	100%	Approved budget document
048	Sustainable Financial Institution	Budget and Reporting	16.66	Submission of Annual Financial Statements within time frame	100%	100%	100%	100%	100%	100%	Proof of submission
048	Sustainable Financial Institution	Supply Chain	16.66	Ensure functionality of SCM committees.	50%	100%	100%	100%	100%	100%	Appointment letters Minutes of meetings, meeting schedules
048	Sustainable Financial Institution	Supply Chain	16.66	% of tenders appointed within time frame as per the SDBIP	31%	100%	100%	100%	100%	100%	Monitoring Reports

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MMS KPI											
Vote No	IDP Objective	Programme	%Programme 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
048	Sustainable Financial Institution	Revenue Management	16.66	% of Revenue collection (R-value) revenue collected / R-value billed (revenue)	73%	73%	25%	40%	55%	76%	Financial statements
<b>KPA 5: Good Governance and Public Participation - (25% Weighting)</b>											
<b>OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)</b>											
54	Improved Governance and Organisational Excellence	Ward Committee	3.33	# of ward committee programmes evaluated per month.	29	29	29	29	29	29	Reports
54	Improved Governance and Organisational Excellence	Ward Committee	3.33	% of complaints attended per month (# of community complaints received/ # of complaints attended to).	83%	100%	100%	100%	100%	100%	Reports
54	Improved Governance and Organisational Excellence	Local Imbizos	3.33	# of local imbizos held by the Mayor by 30 June 2015.	2	4	1	1	1	1	Reports
54	Improved Governance and Organisational Excellence	Local Imbizos	3.33	# of people who attend events	100%	100%	100%	100%	100%	100%	Reports
54	Improved Governance and Organisational Excellence	Traditional Leaders	3.33	# traditional leaders invited to take part in council meetings and activities.	10	10	10	10	10	10	Reports
54	Improved Governance and Organisational Excellence	Communication	3.33	# of articles issued to the media quarterly.	2	4	1	1	1	1	Reports
54	Improved Governance and Organisational Excellence	Communication	3.33	# of newsletters issued quarterly.	1	4	1	1	1	1	Reports
54	Improved Governance and Organisational Excellence	Legal	3.33	% appointed service providers with Service Level Agreement (# of service providers appointed/# of service providers with service level agreement)	100%	100%	100%	100%	100%	100%	Reports
048	Improved Governance and Organisational Excellence	Forums	3.33	% of implementation of IDP/Budget /SDBIP Rep Forum Resolutions within 14 days of receiving minutes	70%	100%	100%	100%	100%	100%	Reports on implementation

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MMS KPI											
Vote No	IDP Objective	Programme	%Programme 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
048	Improved Governance and Organisational Excellence	IGR	3.33	% of attendance of Provincial and District IGR Forum	90%	100%	100%	100%	100%	100%	Attendance register, minutes
048	Improved Governance and Organisational Excellence	IGR	3.33	% of IGR Resolutions Implemented	100%	100%	100%	100%	100%	100%	Reports on implementation
048	Improved Governance and Organisational Excellence	Municipal Managers Forum	3.33	% of attendance of Municipal Managers Forum and resolutions implemented	100%	100%	100%	100%	100%	100%	Reports on implementation
048	Improved Governance and Organisational Excellence	Municipal Managers Forum	3.33	% of Municipal Managers Forum resolutions implemented	100%	100%	100%	100%	100%	100%	Reports on implementation
048	Improved Governance and Organisational Excellence	EXCO	3.33	# of EXCO meetings held per quarter	12	12	4	4	4	4	Reports on implementation
048	Improved Governance and Organisational Excellence	Council Management	3.33	# of Council meetings held per quarter	12	12	4	4	4	4	Reports on implementation
048	Improved Governance and Organisational Excellence	Council Management	3.33	% of Council resolutions implemented within 14 days of receipt	100%	100%	100%	100%	100%	100%	Council resolutions register
048	Improved Governance and Organisational Excellence	Izimbizo	3.33	% of issues raised during the Local Izimbizo resolved (# of issues raised / # of issues resolved)	83%	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence	Izimbizo	3.33	% of issues raised during the Provincial Izimbizo resolved (# of issues raised / # of issues resolved)	80%	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence	Izimbizo	3.33	% of issues raised during the Presidential Izimbizo resolved (# of issues raised / # of issues resolved)	80%	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence	Customer Relations Management	3.33	# of complaints acknowledged to within 7 working days of receipt / # complaints received as %	100%	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence	Customer Relations Management	3.33	% of complaints from the Presidential & Premier's hotlines addressed/handled	100%	100%	100%	100%	100%	100%	Register, reports
048	Improved Governance and Organisational Excellence	Auditing	3.33	% of quarterly institutional performance reports audited	75%	100%	100%	100%	100%	100%	Audited performance reports
048	Improved Governance and Organisational Excellence	Auditing	3.33	# of assets audit conducted (Risk Management issue)	3	4	1	1	1	1	Quarterly Audit report
048	Improved Governance and Organisational Excellence	Fraud and anti-corruption	3.33	# of cases reported / cases successfully dealt with as %	n/a	100%	100%	100%	100%	100%	Reports

<b>Competencies</b>		
<b>Definitions</b>	<b>Weighting</b>	
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>
<i>* These Competencies are dependent on final promulgation of the Guidelines in terms of the Regulations</i>		

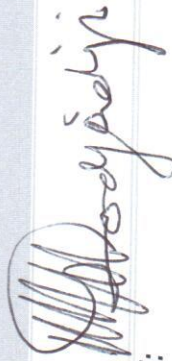
## Approval of the Personal Performance Plan

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 workshoping 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

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.

Signed and accepted by the Supervisor on behalf of Council:



DATE: 7 July 2014

### Undertaking of the employee

I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.

Signed and accepted by the Employee:



DATE: 07/07/2014

### Summary Scorecard

Position Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>		100				
Municipal Transformation and Organisational Development		25				
Basic Service Delivery		15				
Local Economic Development(LED)		10				
Municipal Financial Viability and Management		25				
Good Governance and Public Participation		25				
<b>Competencies</b>		100				
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>		<b>100</b>				
<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 Outstanding Performance	4 Performance Significantly Above Expectations	3 Fully Effective	2 Not Fully Effective	1 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 almost all of the 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>

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## Performance Assessment Process

- The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.
1. Performance Assessment:
    - 1.1. Formal assessment between employee and employer will take place a least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
    - 1.2. Progress against the targets will be captured in preparation for the assessments.
    - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
    - 1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.
    - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
  2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
  3. The process for determining Employee ratings are as follows:
    - 3.1. The employee to motivate for higher ratings where applicable.
    - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
    - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
    - 3.4. The panel scores are averaged to derive at a total score per KPI /CCR. Overall scores are calculated by taking weightings into account where applicable.
  - 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
  4. The five point rating scale referred to in regulation 805 correspond as follows:
 

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
  5. The assessment rating calculator is used to calculate the overall % score for performance.
  6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
  7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% 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.

MM'S PROJECTS												
Vote Nr	Strategic Objective	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
<b>KPA 1 : Municipal Transformation and Organisational Development - (25% 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>												
54	Improved Governance and Organisational Excellence	Risk Management	100	Risk assessment: OHS	9000	01/07/2014	30/06/2015	1	1	1	1	Reports
<b>KPA 5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION : 25%</b>												
<b>OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY</b>												
<b>PROJECTS</b>												
54	Improved Governance and Organisational Excellence	Good Governance	5.5	Communication and event management	100 000	01/07/2014	30/06/2015	Manage events and 25% of the budget spent	Manage events and 50% of the budget spent	Manage events and 75% of the budget spent	Manage events and 100% of the budget spent	Reports
54	Improved Governance and Organisational Excellence	Good Governance	5.5	Municipal Mayor's excellent award	200 000	01/01/2015	31/03/2015	n/a	n/a	Excellence award ceremony	n/a	Reports
54	Improved Governance and Organisational Excellence	Batho Pele	5.5	Batho Pele strategies	R 30 798	01/10/2014	12/12/2014	n/a	n/a	Organise and celebrate Batho Pele event	n/a	Advert and proof of payments, appointment letters
54	Improved Governance and Organisational Excellence	Bursary Scheme	5.5	Bursary scheme council	R2 000 000	01/07/2014	30/06/2015	Payment of costs	Advertise for applications and pay costs- Payment of costs	Adjudication of all applications and payments of costs	Payment of costs	Advert and proof of payments and reports
54	Improved Governance and Organisational Excellence	Humanitarian	5.5	Humanitarian Aid	100 000	01/07/2014	30/06/2015	25%	50%	75%	100%	Reports

PERFORMANCE PLAN  
PROJECTS  
2014/2015

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