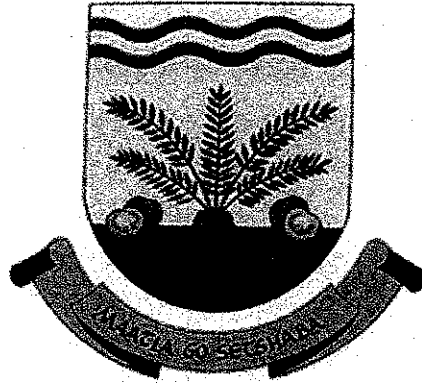




PERFORMANCE AGREEMENT

2017/2018

Greater Letaba Municipality herein represented by

DONALD MHANGWANA

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

and

LETSOALO MOSITADI BERTHA,
employee of the Municipality (hereinafter referred to as the
Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

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1. Introduction

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

2. Purpose of this Agreement

- 2.1 The purpose of this Agreement is to:
- 2.2 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered 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 March 2018** and will remain in force until **30 June 2018** **(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 Institutional Development and Transformation	30
Basic Service Delivery	10
Local Economic Development	10
Municipal Financial Viability and Management	10
Good Governance and Public Participation	40

- 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	15%
Programme and Project Management	10%
Financial Management	10%
Change Management	5%
Knowledge Management	5%
Service Delivery Innovation	10%
Problem Solving and Analysis	5%
People and Diversity Management	5%
Client Orientation and Customer Focus	10%
Communication	10%
Accountability and Ethical Conduct	15%
Total:	100

6. Evaluating Performance

6.1. The Performance Plan (Annexure A) to this Agreement sets out :

6.1.1. The standards and procedures for evaluating the Employee's performance.

6.1.2. The intervals for the evaluation of the Employee's performance.

6.2. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

6.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

6.5. The Annual performance appraisal will involve:

6.5.1. Assessment of the achievement of results as outlined in the Performance Plan.

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for

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higher scores. The panel members have a chance to ask questions regarding the final scores are converted to % Performance by making use of DPLG Performance Assessment Rating Calculator.

6.5.2. Assessment of the CCRs:

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

6.5.3. Overall rating:

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

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

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unsatisfactory Performance
Performance far exceeds the standard expected of an employee at this level.	Performance is significantly higher than the standard expected in the job.	Performance fully meets the standards expected in all areas of the job.	Performance is below the standard required for the job in key areas.	Performance does not meet the standard expected for the job.

6.7. For purposes of evaluating the annual performance of the 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 2017
- Second quarter : October – December 2017
- Third quarter : January – March 2018
- Fourth quarter : April – June 2018

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.

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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.

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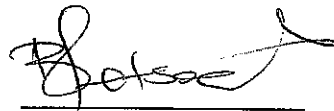
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3. The performance assessment results of the Director 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 aton this the..... day of 2018

AS WITNESSES:

1.

2.



EMPLOYEE

AS WITNESSES:

1.

2.


ACTING MUNICIPAL MANAGER



PERSONAL DEVELOPMENT PLAN 2017/2018

Greater Letaba Municipality herein represented by

DONALD MHANGWANA

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

and

LETSOALO MOSITADI BERTHA

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

WHEREBY IT IS AGREED AS FOLLOWS:

2017/2018

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1. Introduction

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

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

2. Competency Modelling

The purpose of this Agreement is to:

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

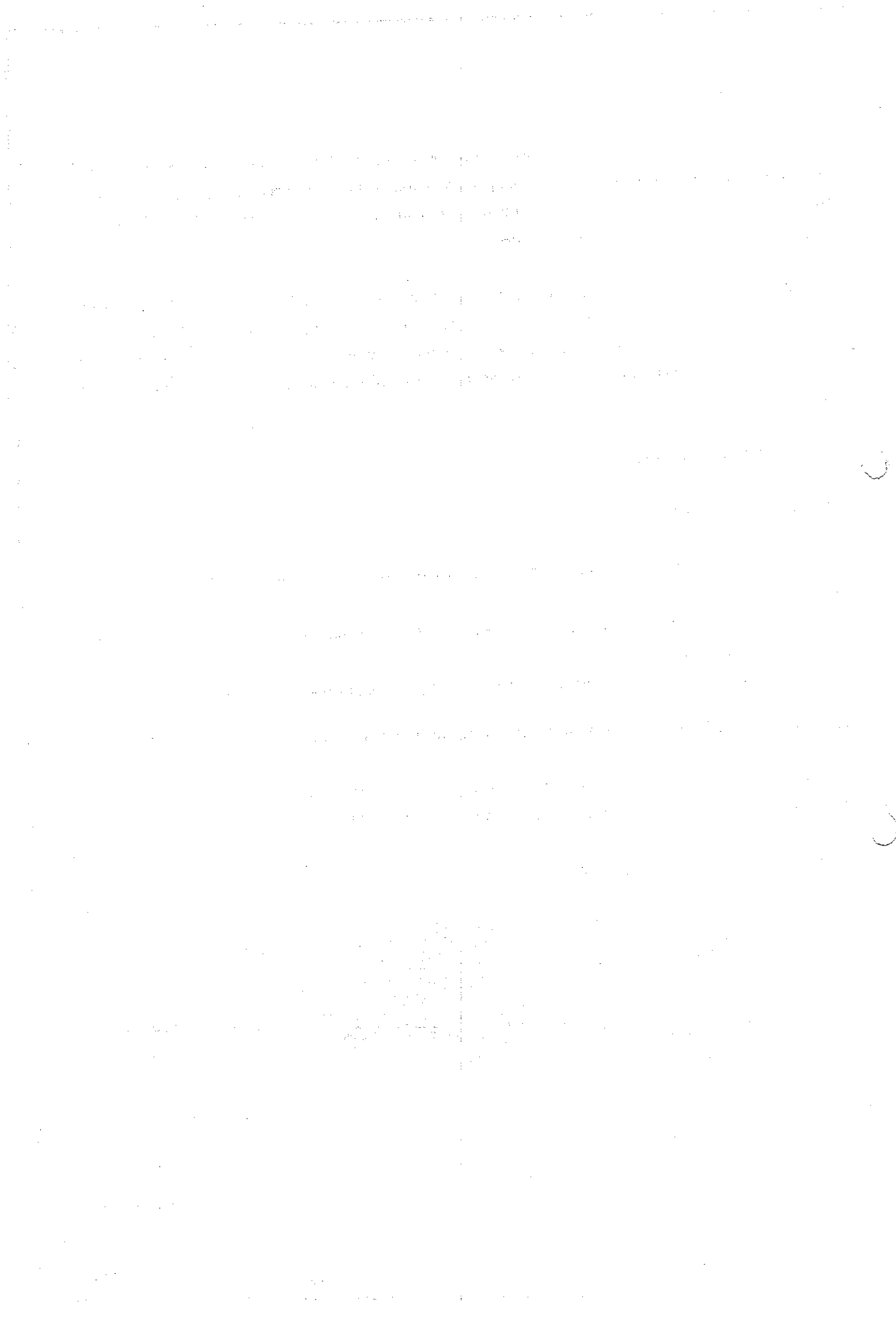
- Managerial competencies should express those competencies which are generic of all management positions.
- Occupational competence refers to competencies which are job/function specific.

3. Compiling the personal development plan attached as the appendix

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

3.1. Column 1: Skills/Performance GAP

1. Skills/Performance GAP	2. Outcomes Expected: Measurable indicators of skills and performance	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested time Frames	6. Work opportunity created to practice skill / development	7. Support Person
E.g.1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	3.Suggested training and / or development activity	4.Suggested mode of delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill / development	7.Support Person



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

Organisational needs

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

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

Individual training needs that are job / career related.

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

3.2. Column 2: Outcomes Expected

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

3.3. Column 3: Suggested training

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

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes.

4. Column 4 : Suggested mode of delivery

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

5. Column 5: Suggested Time Lines

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--	---	--	------------------------------	-------------------------	--	------------------

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

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

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

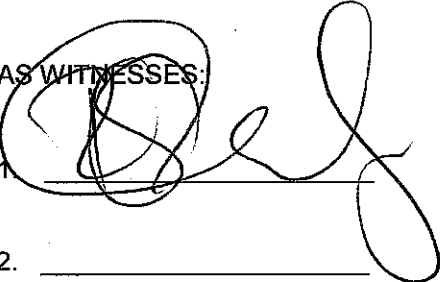
7. Column 7: Support Person

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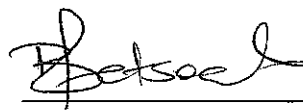
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

Thus done and signed aton this the..... day of 2018

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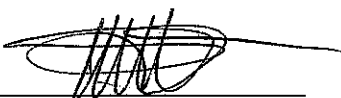
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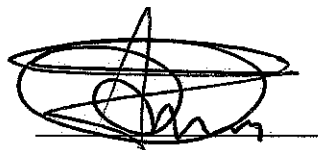


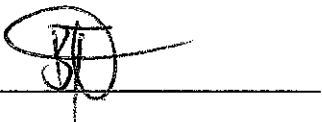
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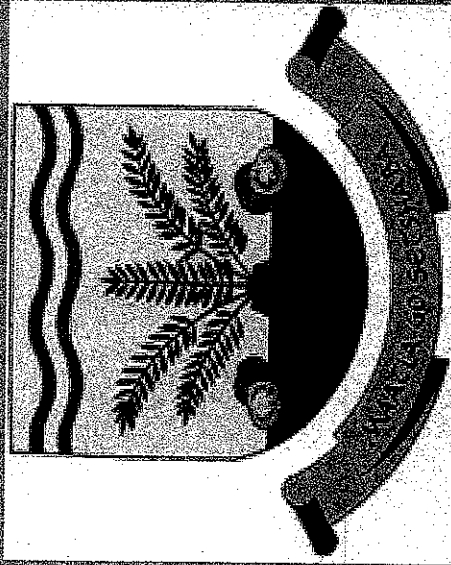
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Acting MUNICIPAL MANAGER

2. 

Annexure A **Performance Plan** **Greater Letaba Municipality**



01-03-2018 to 30-06-2018

Name: Dr M.B Letsoalo
 Position: Director Corporate Services
 Accountable to: Municipal Manager
 Plan Period: 01/03/2018 - 30/06/2018
 (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 (KPIs), IDP Objectives, Performance Indicators (KPIs), Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Projects / Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

Annexure A

PERFORMANCE PLAN

1. Purpose

The performance plan defines the Council's expectations of the Corporate Services Director performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act.

2. Objects of Local Government

The following objects of local government will inform the Corporate Services 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
- 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

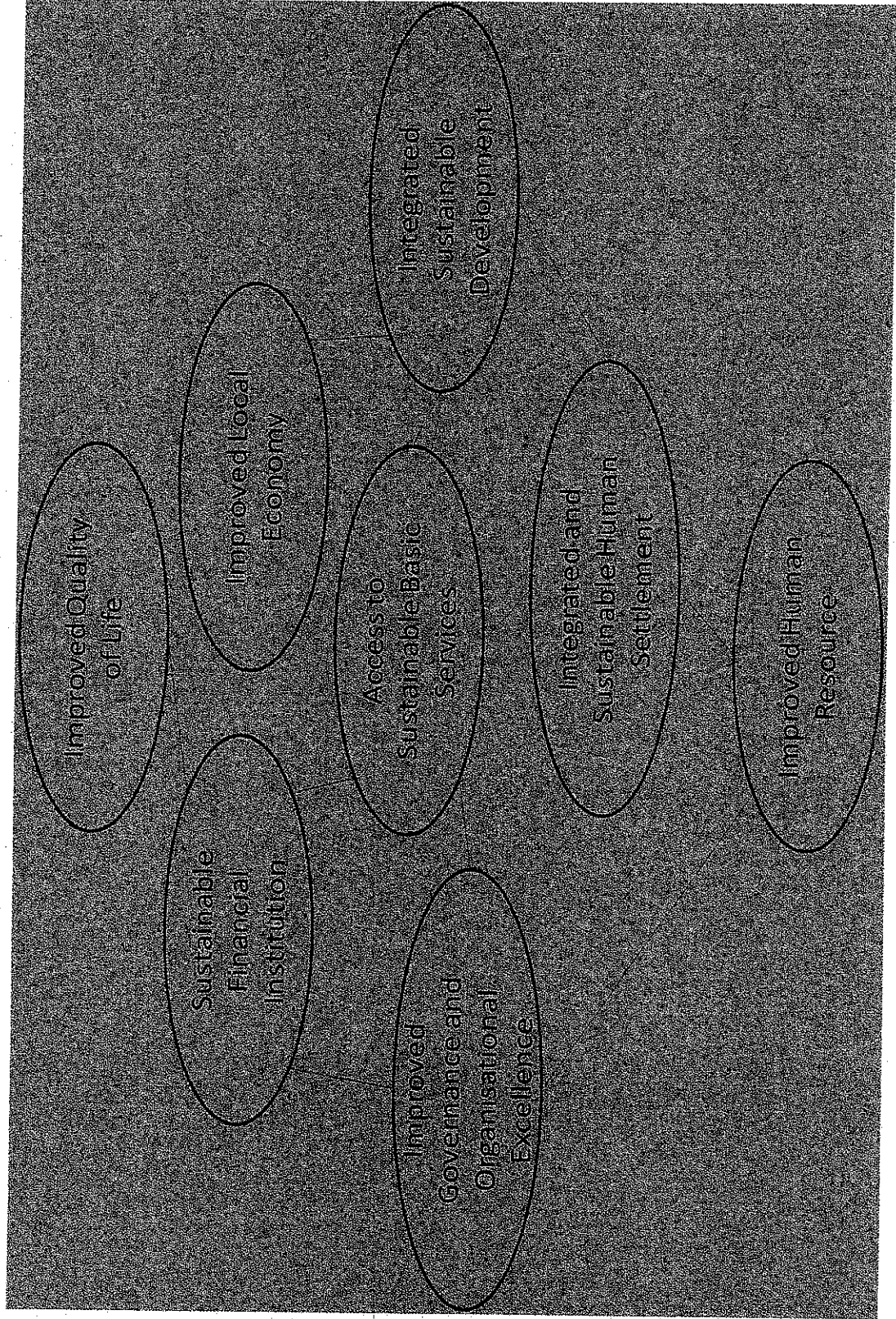
6. Strategic Objectives

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



STRATEGIC VISION	
"To be an outstanding agro-processing and eco-cultural tourism 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 • Ensuring a safe and healthy environment	
JOB PURPOSE	
Position Goal	
To become an employer of choice where best human capital can be attracted for customer orientated developmental local government; where innovative systems, processes, quality services and sound governance are practiced	
Position Purpose	
To lead and direct the Directorate in human resources, administrative and management of Information Communication Technology (ICT) systems for economic, efficient, effective and customer orientated services. To ensure that Council, Councillors and Ward Committees are supported in an effective and efficient manner	
The Director Corporate Services is accountable and responsible for amongst others:	
Ø The management of the Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, including management, discipline and development of staff	
Ø The administration and promulgation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation	
Ø Rendering of swift and accurate administrative services with internal customer orientation	
Ø The effective management and coordination of council	
Ø The rendering of effective and efficient Information Communication Technology services to the municipal officials	

CORPORATE SERVICES KEY PERFORMANCE INDICATORS											
KPM MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (40% WEIGHTING)											
OUTCOME NINE: OUTPUT 1: IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT OUTPUT 2: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES											
Vote/Nr	Strategic Objective	Municipal Programmes	Measurable Objectives	Key Performance Indicators/Indicator	Baseline / Status	Annual Target (2017/18)	Budget 2017/18	3rd Quarter (1 Jan - 31 Mar 2018)	4th Quarter (1 Apr - 30 Jun 2018)	Responsible Person	Evidence required
	Improved Governance and Organisational Excellence	Human Resource Management	To ensure that the reviewed organizational structure is approved by council by 31 May 2018	To approve the Organisational structure by 31 May 2018	30 May 18	Council Approved Organizational structure by 31 May 2018	Operational	N/A	Council Approved Organizational structure by 31 May 2018	Director Corp	Council Approved Organizational structure, Council Resolution
	Improved Governance and Organisational Excellence	Human Resource Management	Reducing the vacancy rate within the financial year	# of vacant positions to be filled by 30 June 2018	84 positions filled	53 Positions filled	Operational	N/A	10 positions filled	Director Corps	Appointment letters
	Improved Governance and Organisational Excellence	Human Resource Management	To approve leave days within 3 days of application during the financial year	Leave forms approved within 3 days of application	New Indicator	Approved within 3 days of application	Operational	Approval Within 3 days of application	Approval Within 3 days of application	Director Corps	Approved leave forms
	Improved Governance and Organisational Excellence	Human Resource Development	To review and implement Municipal Workplace Skills Plan within the financial year	Submission of Municipal works skills plan to LGSETA by 30 April 2018	30 04 2017	30 04 2018	Operational	n/a	30 04 2018	Director Corps	Dated proof of submission
	Improved Governance and Organisational Excellence	Performance management	To review Monthly performance by the department within the financial year	# of Departmental review meetings held per financial year	12 Departmental Meetings held per financial year	12 Departmental Meetings held per financial year	Operational	3 Departmental meetings held per quarter	3 Departmental meetings held per quarter	Director Corps	Agenda, Minutes & Attendance register
	Improved Governance and Organisational Excellence	Performance management	To review Monthly performance by the Portfolio Committee within the financial year	# of Portfolio review meetings held per financial year	12 Portfolio meetings held per financial year	12 Portfolio meetings held per financial year	Operational	1 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	Director Corps	Agenda, Minutes & Attendance register
	Improved Human Resources	OHS	To Manage and implement Occupational Health & Safety recommendations within the financial year	% of OHS committee recommendations implemented within a financial year	60% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	Operational	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	Director Corps	Implementation register

Improved Governance and Organisational Excellence	PMS	To compile quarterly performance reports within 5 days in the new quarter	Submission of Performance information to PMS within 5 days of receipt	New Indicator	Submission of performance information within 5 days in the new quarter	Operational	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Director Corps	Dated proof of submission
Integrated and Sustainable Human Settlement	IDP	To ensure approval of the Draft IDP/Budget/PMS by 31 March 2018	Submission of Departmental Information to the IDP Manager for the approval of the Draft IDP/Budget/PMS	31 03 2017	31 03 2018		n/a	n/a	Director Corps	Dated proof of submission
Improved Governance and Organisational Excellence	IDP	To ensure approval of the Final 2018/19 IDP/Budget/PMS by council on 31 May 2018	Submission of Departmental Information to the IDP Manager for the approval of the Final IDP/Budget/PMS	31 05 2017	31 05 2018	Operational	n/a	31 05 2018	Director Corps	Dated proof of submission
Improved Human Resources	Capacity building and Training	To ensure implementation of WSP within a financial year	% training conducted according to WSP/SDP	100%	100% n	Operational	75%	100%	Director Corps	Training reports
Improved Governance and Organisational Excellence	PMS	To ensure approval of the Mid-Year report by 25 January 2018	Submission of departmental information by the 05th of January 2018	New Indicator	05 01 2017	Operational	05 01 2018	n/a	Director Corps	Dated proof of submission PMS
Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30 June 2018	% of internal audit issues resolved / # of internal Audit issues resolved / # of issues raised	85%	100% Internal audit issues resolved	Operational	100% Internal audit issues resolved	100% Internal audit issues resolved	Director Corps	resolved AG issues and POE submitted
Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance with all governance, financial management and reporting requirements by 30 June 2018	% of AG issues resolved / # of Auditor General issues resolved / # of issues raised	90%	100% AG issues resolved	Operational	50% AG issues resolved	100% AG issues resolved	Director Corps	resolved AG issues and POE submitted
Improved Governance and Organisational Excellence	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2018	% of Risk issues resolved / # Risk issues implemented / resolved / # of risks identified	85% Risk issues resolved	100% Risk issues resolved	Operational	75% Risk issues resolved	100% Risk issues resolved	Director Corps	Resolved Risk issues and POE submitted

OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES; OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

Vote No	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline	Annual Target (30/06/2018)	Budget 2017/18	3rd Quarter (1st Jan-31 Mar 2018)	4th Quarter (1st Apr-30 Jun 2018)	Responsible Person	Evidence required
028	Improved Quality of Life	Customer Relations Management	To ensure that complaints are managed and monitored within a financial year	% of complaints resolved and attended to within 7 days of receipt	100%	100%	Operational	100%	100%	Director Corp	Updated Complaints register
046	Improved Governance and Organisational Excellence	Customer Relations Management	To promote transparency and openness within a financial year	# of Council meetings advertised per quarter	4 council meetings advertised	4 Council meetings advertised	Operational	1 council meeting advertised	1 council meeting advertised	Director Corp	Newspaper notices
KPA 4 MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (FOR WEIGHING) OUTPUT 3: ADMINISTRATIVE AND FINANCIAL CAPABILITY											
Vote No	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline	Annual Target (30/06/2018)	Budget 2017/18	3rd Quarter (1st Jan-31 Mar 2018)	4th Quarter (1st Apr-30 Jun 2018)	Responsible Person	Evidence required
046	Sustainable Financial Institution	Capacity building and Training	To manage spending on allocated budget for WSP	% of budget spent as per WSP	100%	100%	100%	75%	100%	Director Corps	Finance reports
	Sustainable Financial Institution	Expenditure Management	To Manage allocated Capital Budget within the financial year	% of Capital Budget spent as approved by the Council	91,770%	100%	Operational	75%	100%	Director Corps	Finance reports / Payment certificates
	Sustainable Financial Institution	Expenditure Management	To Manage Operational Budget within the financial year	% of Operational Budget spent as approved by the Council	68,80%	100%	Operational	75%	100%	Director Corps	Finance reports / Payment certificates
	Sustainable Financial Institution	Expenditure Management	To Manage overtime within the financial year	% of overtime funds spent not budgeted for	0%	0%	Operational	0%	0%	Director Corps	Finance reports / Payment certificates
KPA 3 GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (FOR WEIGHING) OUTCOME 3: OUTREACH, GREEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 3: ADMINISTRATIVE AND FINANCIAL CAPABILITY											
Vote No	Strategic Objective	Programmes	Measurable Objectives	Performance measures	Baseline	Annual Target (30/06/2018)	Budget 2017/18	3rd Quarter (1st Jan-31 Mar 2018)	4th Quarter (1st Apr-30 Jun 2018)	Responsible Person	Evidence required
	Improved Governance and Organisational Excellence	Council	To ensure functionality of Council committee within the financial year.	# of Council Meetings held per quarter	11 Council meetings held per financial year	4 Council meetings held per year	Operational	1 Council Meeting held per quarter	1 Council Meeting held per quarter	Director Corps	Agenda, Minutes & attendance register

Improved Governance and Organisational Excellence	Council	To ensure functionality of EXCO committee within the financial year.	# of EXCO meetings held per quarter.	11 EXCO Meetings held per financial year	4 EXCO Meetings held per financial year	Operational	1 EXCO Meeting held per quarter	1 EXCO Meeting held per quarter	Director Corps	Agenda, Minutes & attendance register
Improved Human Resources	Council	To Ensure functionality of Council within the financial year	% of Council resolutions implemented within 14 days of receiving Council Initiatives.	100%	100%	Operational	100%	100%	Director Corps	Implementation in register
Improved Governance and Organisational Excellence	Policy and By-laws	Implementation of HR policies within the financial year	% new employees undergone policy induction workshop	100%	100%	Operational	100%	100%	Director Corps	Attendance registers
Improved Governance and Organisational Excellence	ICT	To manage and monitor information management within the financial year	# of backups done per quarter (risk management issue)	12 Backup done per financial year	6 Backups done per financial year	Operational	3 Backups done per quarter	3 Backups done per quarter	Director Corps	ICT Reports
Improved Governance and Organisational Excellence	ICT	To manage and monitor information management within the financial year	% uptime of internet services	98%	98%	Operational	98%	98%	Director Corps	ICT Reports
Improved Governance and Organisational Excellence	ICT	To manage and monitor information management within the financial year	% Server uptime	98%	98%	Operational	98%	98%	Director Corps	ICT Reports
Improved Governance and Organisational Excellence	MPAC	To ensure functionality of Council committee within the financial year.	Addressing MPAC queries within 5 days of receipt	New Indicator	100%	Operational	100%	100%	Director Corps	Updated resolution register
Improved Governance and Organisational Excellence	Human resource management	To ensure functionality of Municipal LLF within the financial year	# of LLF meetings attended per financial year	13 LLF meetings held per financial year	12 LLF meetings held per financial year	Operational	3 LLF meetings attended per quarter	3 LLF meetings attended per quarter	Director Corps	attended register
Improved Governance and Organisational Excellence	Human resource management	To ensure functionality of Municipal LLF within the financial year	% in implementation of LLF resolutions	80%	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	Operational	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	100% resolutions implemented (# of resolutions taken/of resolutions implemented)	Director Corps	Updated resolution register

Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the IDP/Budget/PMS review within the financial year	# of IDP/Budget/ PMS Steering Committee meetings held per quarter	IDP/Budget/PM S Steering Committee meetings attended per financial year	5	IDP/Budget/PM S Steering Committee meetings attended per financial year	5	Operational	1 IDP/Budget/PM S Steering Committee meeting attended per quarter	2 IDP/Budget/PM S Steering Committee meeting attended per quarter	Director Corps	Attendance register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the Mayoral Imbizo within the financial year	# of Mayoral Imbizos attended per quarter	4 Mayoral Imbizos attended per financial year	4	4 Mayoral Imbizos attended per financial year	4	Operational	1 Mayoral Imbizo attended per quarter	1 Mayoral Imbizo attended per quarter	Director Corps	Attendance register
Improved Governance and Organisational Excellence	Public Participation	To ensure customer satisfaction on municipal affairs within the financial year	% of issues raised during Imbizo s resolved / # of issues raised/ # of issues resolved	100 % of issues resolved	100	100 % of issues resolved	100	Operational	100 % of issues resolved	100 % of issues resolved	Director Corps	proof of resolutions implemented
Improved Governance and Organisational Excellence	Internal Audit	To ensure functionality of Audit committee within the financial year.	# of Audit Committee meetings attended per financial year	6 Audit Committee meetings attended	6	4 Audit Committee meetings attended	4	Operational	1 Audit Committee meeting attended	1 Audit Committee meeting attended	Director Corps	Attendance register
Improved Governance and Organisational Excellence	Risk	To ensure functionality of Risk committee within the financial year.	# of Risk Committee meetings attended per financial year	2 Risk Committee meetings attended	2	4 Risk Committee meetings attended per financial year	4	Operational	1 Risk Committee meeting attended per quarter	1 Risk Committee meeting attended per quarter	Director Corps	Attendance register
Improved Governance and Organisational Excellence	Internal Audit	To conduct quarterly assessment on municipal performance information within the financial year	# of performance audit meeting attended per quarter	6 Performance Audit meetings attended per financial year	6	4 Performance Audit meetings attended per financial year	4	Operational	1 Performance Audit meeting attended per quarter	1 Performance Audit meeting attended per quarter	Director Corps	Attendance register
Improved Governance and Organisational Excellence	Risk management	To ensure functionality of Risk committee within the financial year.	Submission of risk reports to Risk Officer within 5 days after the end each quarter	New Indicator		Submission within 5 days after the end of each quarter		Operational	Submission within 5 days after the end of each quarter	Submission within 5 days after the end of each quarter	Director Corps	Agenda, Minutes & Attendance register
Improved Governance and Organisational Excellence	Internal Audit	To ensure functionality of Internal Audit committee within the financial year.	Submission of Audit Committee reports within 5 days of request during the financial year	New Indicator		Submission of Audit Committee reports within 5 days of request		Operational	Submission of Audit Committee reports within 5 days of request	Submission of Audit Committee reports within 5 days of request	Director Corps	Agenda, Minutes & Attendance register

Improved Governance and Organisational Excellence	Internal Audit	To ensure functionality of Internal Audit committee within the financial year.	% in Implementation of Audit Committee resolutions	New Indicator	100% Implementation	Operational	100% Implementation	100% Implementation	Director Corps	Updated resolution register
Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance with all governance; financial management and reporting requirements by 30 June 2018	% of Internal audit issues resolved / # of issues raised	65%	100% Internal audit issues resolve	Operational	75% Internal audit issues resolve	100% Internal audit issues resolve	Director Corps	Proof of issues resolved
Improved Governance and Organisational Excellence	Operation clean audit	To attain Clean Audit by ensuring compliance with all governance; financial management and reporting requirements by 30 June 2018	% in addressing Audit queries (2016/17) / # of issues resolved / # of issues raised	95%	100%	Operational	50% AG issues resolved	100% AG issues resolved	Director Corps	Proof of queries resolved
Improved Governance and Organisational Excellence	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2018	% of Risk issues resolved / # Risk issues implemented / resolved / # of risks identified	85%	100% Risk issues resolved	Operational	75% Risk issues resolved	100% Risk issues resolved	Director Corps	Updated Risk register
Improved Governance and Organisational Excellence	Internal Audit	To ensure timely response to Internal Audit and Auditor General queries within the financial year.	% in Addressing Internal Audit an Auditor General queries within a financial year	90%	100% of Internal audit and Auditor General queries addressed	Operational	75% of Internal audit and Auditor General queries addressed	100% of Internal audit and Auditor General queries addressed	Director Corps	Implemented Resolution register

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Region	Strategic Objective	Programme	Measurable Objective/Performance Indicator	Project Name	Start Date	Completion date	Project Owner	Source of funding	Budget	Adjusted Budget	3rd Q Target	4th Q Target	Evidence required
Head office	Improved Governance and Organisational Excellence	Property Services	To Purchase & deliver Office Furniture by 30 June 2018	Office Furniture	01/07/2017	30/06/2018	Director Corps	GLM	50 000	1 850 000	Appointment of service provider	Office Furniture purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase and deliver 2 Mobile Overhead projector by 30 June 2018	Mobile Overhead Projector (2)	01/07/2017	30/06/2018	Director Corps	GLM	40 000	40 000	Appointment of service provider	2 Mobile Overhead Projectors purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase & deliver 3 Overhead Projectors by 30 June 2018	Overhead Projectors (Ceiling)	01/10/2017	30/06/2018	Director Corps	GLM	0	100 000	Tender Advertisement, SCM processes Finalised	Appointment of service provider and Overhead projectors purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase and deliver 20 Laptops by 30 June 2018	Laptops (20)	01/10/2017	30/06/2018	Director Corps	GLM	0	500 000	Tender Advertisement, SCM processes Finalised	Appointment of service provider and 20 Laptops purchased and delivered	Payment Certificate and delivery note

Head office	Improved Governance and Organisational Excellence	Information Technology	To Purchase and deliver 30 Desktop by 30 June 2018	Desktop PC (20)	01/07/2017	30/06/2018	Director Corps	GLM	200 000	500 000	Appointment of service provider	20 Desktops purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To install UPS by 30 June 2018	Uninterrupted Power Supply (UPS)	01/07/2017	30/06/2018	Director Corps	GLM	150 000	126 000	Appointment of service provider	UPS purchased and installed	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase SAFE-data Centre ICT tool kit by 30 June 2018	SAFE - Data Centre ICT Tool Box Kit	01/07/2017	30/06/2018	Director Corps	GLM	100 000	100 000	Appointment of service provider	SAFE-Data Centre ICT Tool Box kit purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase and deliver 1 Scanner (High volume) for registry by 30 June 2018	Scanner 1 - High Volume Registry System	01/07/2017	30/06/2018	Director Corps	GLM	150 000	150 000	Appointment of service provider	1 Scanner high volume purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To Purchase and install Civil Designer software by 30 June 2018	Civil designer Software (Allcad Software)	01/07/2017	30/06/2018	Director Corps	GLM	150 000	150 000	Appointment of service provider	Civil Designer Software purchased and installed	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase & deliver 1 Portable Notetaker by 30 June 2018	Portable Notetaker	01/07/2017	30/06/2018	Director Corps	GLM	120 000	120 000	Appointment of service provider	Portable Notetaker purchased and delivered	Payment Certificate and delivery note

Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase and install ICT call system software by 30 June 2018	ICT Call System software	01/07/2017	30/06/2018	Director Corps	GLM	400 000	400 000	Appointment of service provider	ICT Call System Software purchased and installed	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase and install fire proof server room door by 30 June 2018	Fire proof server room door	01/07/2017	30/06/2018	Director Corps	GLM	100 000	100 000	Appointment of service provider	Fire proof server room door purchased and installed	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase & deliver 3 Overhead projectors by 30 June 2018	3 Overhead projector (Mokwakwalla & Senwamokgope)	01/07/2017	30/06/2018	Director Corps	GLM	20 000	20 000	Appointment of service provider	3 Overhead projectors purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase and install 2 Airconditioners for server by 30 June 2018	Airconditioner (2 Server room)	01/07/2017	30/06/2018	Director Corps	GLM	25 000	25 000	Project commences	2 Air Conditioners purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Information Technology	To purchase and deliver blade Server Units by 30 June 2018	Blade Server Units	01/07/2017	30/06/2018	Director Corps	GLM	300 000	300 000	Appointment of service provider	Blade Server Units purchased and delivered	Payment Certificate and delivery note

Head office	Improved Governance and Organisational Excellence	Property Services	To purchase and install 4 air conditioners for Senwamokgopane by 30 June 2018	Air Conditioners (4) (Senwamokgopane sub office)	01/07/2017	30/06/2018	Director Corps	GLM	50 000	50 000	Appointment of service provider	4 Air Conditioners purchased and installed	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase & deliver 2 Mobile filling units by 30 June 2018	Mobile Filling Unit (2)	01/07/2017	30/06/2018	Director Corps	GLM	100 000	100 000	Appointment of service provider	2 Mobile Filling Unit purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase and erect counter and security burglar for registry by 30 June 2018	Counter and security burglar (registry)	01/07/2017	30/06/2018	Director Corps	GLM	15 000	15 000	Appointment of service provider	Counter and security burglar Slip printers purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase & deliver 5 Aqua coolers by 30 June 2018	Aqua cooler (5)	01/07/2017	30/06/2018	Director Corps	GLM	50 000	42 800	Appointment of service provider	5 Aqua Coolers purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase & deliver 2 shredding machines by 30 June 2018	Shredding machine (2) (Corporate & Kgapane sub office)	01/07/2017	30/06/2018	Director Corps	GLM	50 000	50 000	Appointment of service provider	2 Shredding machines purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase and install Blinds for windows by 30 June 2018	Blinds for windows	01/07/2017	30/06/2018	Director Corps	GLM	50 000	48 000	Appointment of service provider	Blinds for windows purchased and delivered	Payment Certificate and delivery note

Head office	Improved Governance and Organisational Excellence	Property Services	To purchase 4 Batho Pele Banners by 30 June 2018	Banners Batho Pele (4)	01/07/2017	30/06/2018	Director Corps	GLM	15 000	15 000	Appointment of service provider	4 Banners purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase 8 Steel cabinets by 30 June 2018	Steel cabinets (8) (Sub offices, MM & Corps)	01/07/2017	30/06/2018	Director Corps	GLM	25 000	25 000	Appointment of service provider	8 Steel cabinets purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To erect Sliding steel gate at Kgapane sub-office by 30 June 2018	Sliding steel gate (Kgapane sub-office)	01/07/2017	30/06/2018	Director Corps	GLM	20 000	30 000	Appointment of service provider	Sliding steel gate purchased and erected	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase 1 Picture Camera by 30 June 2018	Picture Camera	01/07/2017	30/06/2018	Director Corps	GLM	15 000	15 000	Appointment of service provider	1 Picture Camera purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase 6 Notice Boards by 30 June 2018	Notice boards	01/10/2017	30/06/2018	Director Corps	GLM	0	132 300	Appointment of service provider	6 Notice board purchased and delivered	Payment Certificate and delivery note

Competencies

	Definitions	Weighting
Strategic Capability and Leadership	Must be able to provide vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	10%
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.	10%
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	5%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	10,0%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	10%
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	10%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively in order to put the spirit of customer service (Batho Pele) into practice	10,0%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	10%
Accountability and Ethical Conduct	Must be able to display and build the highest standard of ethical and moral conduct in order to promote confidence and trust in the municipality	10%
Section Total:		100%
* 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 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.

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 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:

DATE:



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 8(5) 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 assessments.
 10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

The assessment of the performance of the Employee will be based on the following				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. 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.	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.	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.	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.	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.

Summary Scorecard		
Position/Outcomes/Outputs	Assess	Weighting
Key Performance Areas		100
Municipal Institutional Development and Transformation		80
Basic Service Delivery		5
Local Economic Development		0
Municipal Financial Viability and Management		10
Good Governance and Public Participation		5
Competencies		100
Strategic Capability and Leadership		10%
Programme and Project Management		10%
Financial Management		10%
Change Management		5%
Knowledge Management		5%
Service Delivery Innovation		10%
Problem Solving and Analysis		10%
People and Diversity Management		10%
Client Orientation and Customer Focus		10%
Communication		10%
Accountability and Ethical Conduct		10%
Overall Rating =		