

## **PERFORMANCE AGREEMENT**

**2017/2018**

Greater Letaba Municipality herein represented by

**DONALD MHANGWANA**

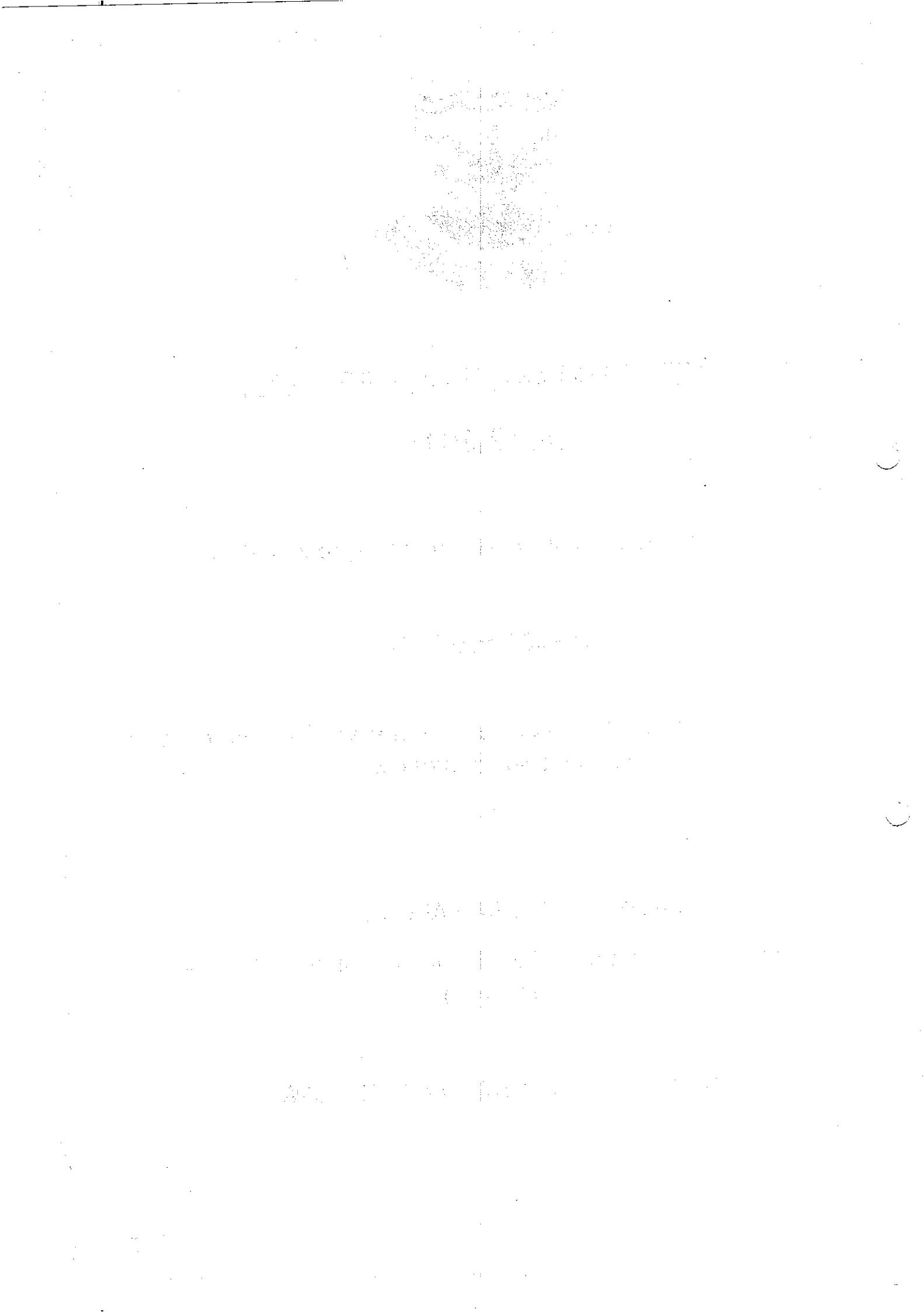
in his capacity as the Municipal Manager (hereinafter referred to as  
the Employer or Supervisor)

and

**MATIMBA EUGEN MALUNGANA**

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**

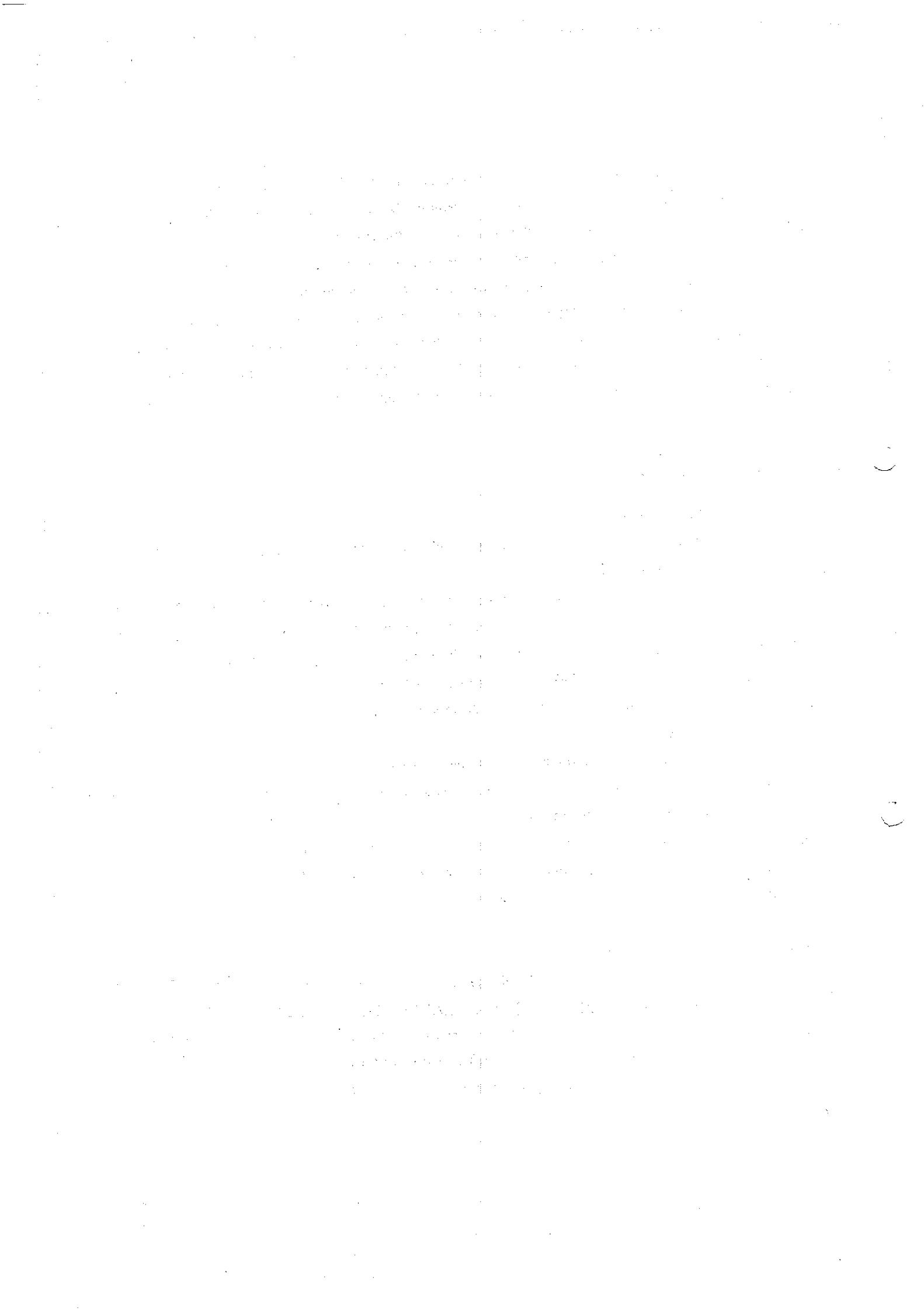
The purpose of this Agreement is to:

- 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 February 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

ME<sup>2</sup>  
D-n



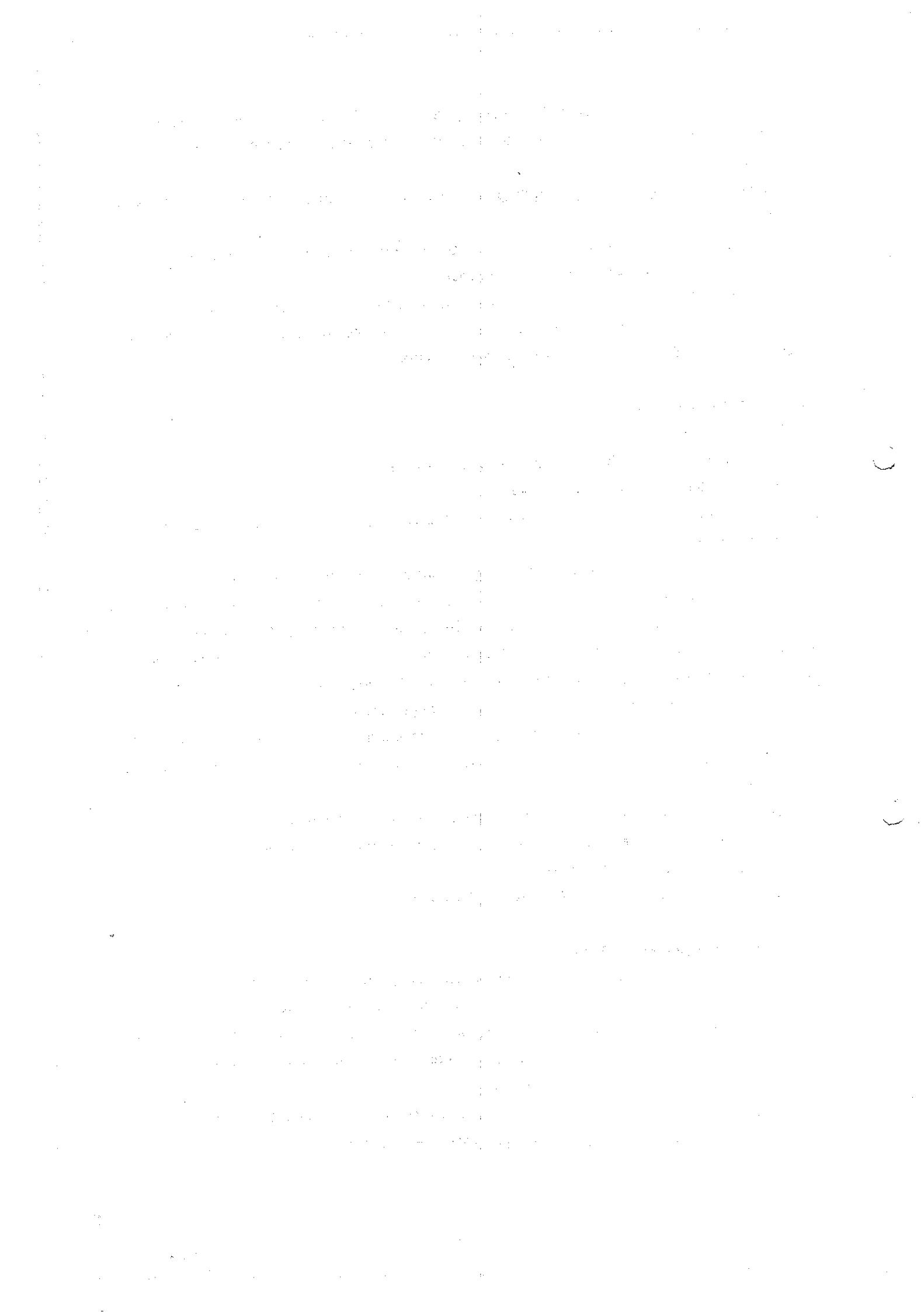
- 3.3 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract 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 elements follows:
  - 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**

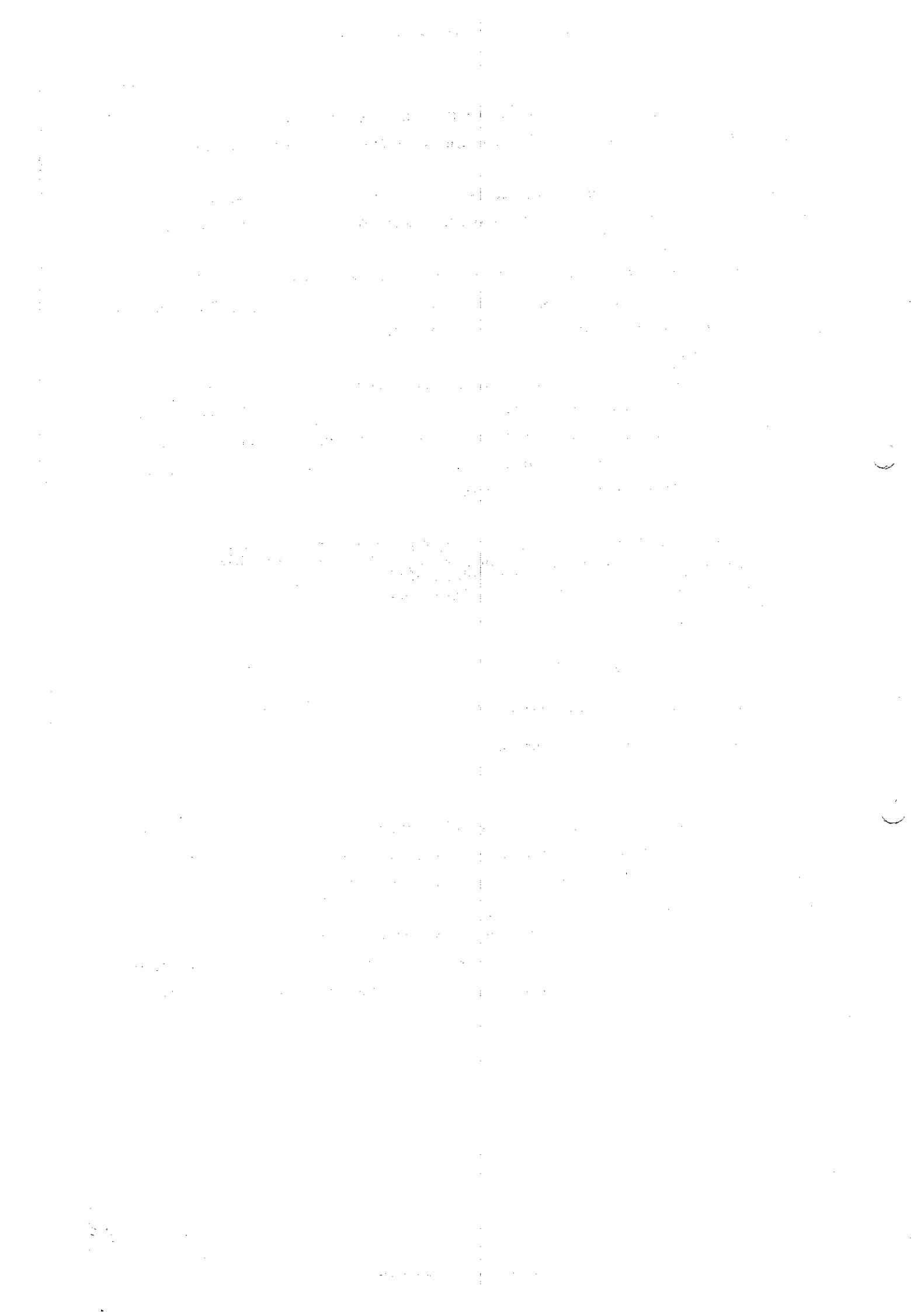
- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system 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	20
Basic Service Delivery and Infrastructure	40
Local Economic Development (LED)	10
Municipal Financial Viability and Management	20
Good Governance and Public Participation	10

- 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:



	Weightage
<b>Strategic Capability and Leadership</b>	<b>15</b>
<b>Programme and Project Management</b>	<b>10</b>
<b>Financial Management</b>	<b>10</b>
<b>Change Management</b>	<b>5</b>
<b>Knowledge Management</b>	<b>5</b>
<b>Service Delivery Innovation</b>	<b>10</b>
<b>Problem Solving and Analysis</b>	<b>5</b>
<b>People and Diversity Management</b>	<b>5</b>
<b>Client Orientation and Customer Focus</b>	<b>10</b>
<b>Communication</b>	<b>10</b>
<b>Accountability and Ethical Conduct</b>	<b>15</b>
<b>Total:</b>	<b>100</b>

## 6. Evaluating Performance

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

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

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

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

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

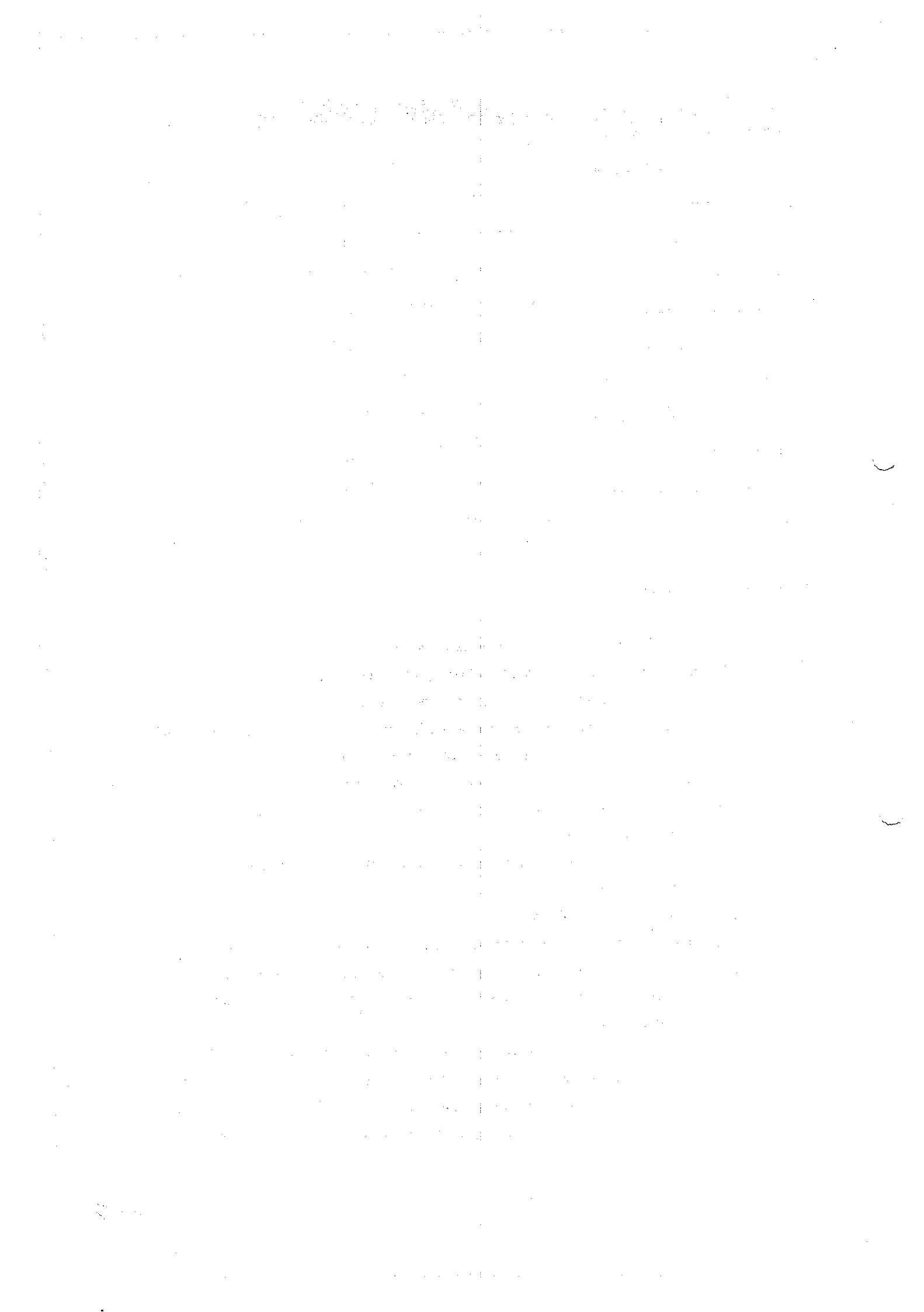
6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5. The Annual performance appraisal will involve:

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

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

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



chance to motivate for higher scores. The panel members have a chance to ask questions regarding

- (c) 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

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:

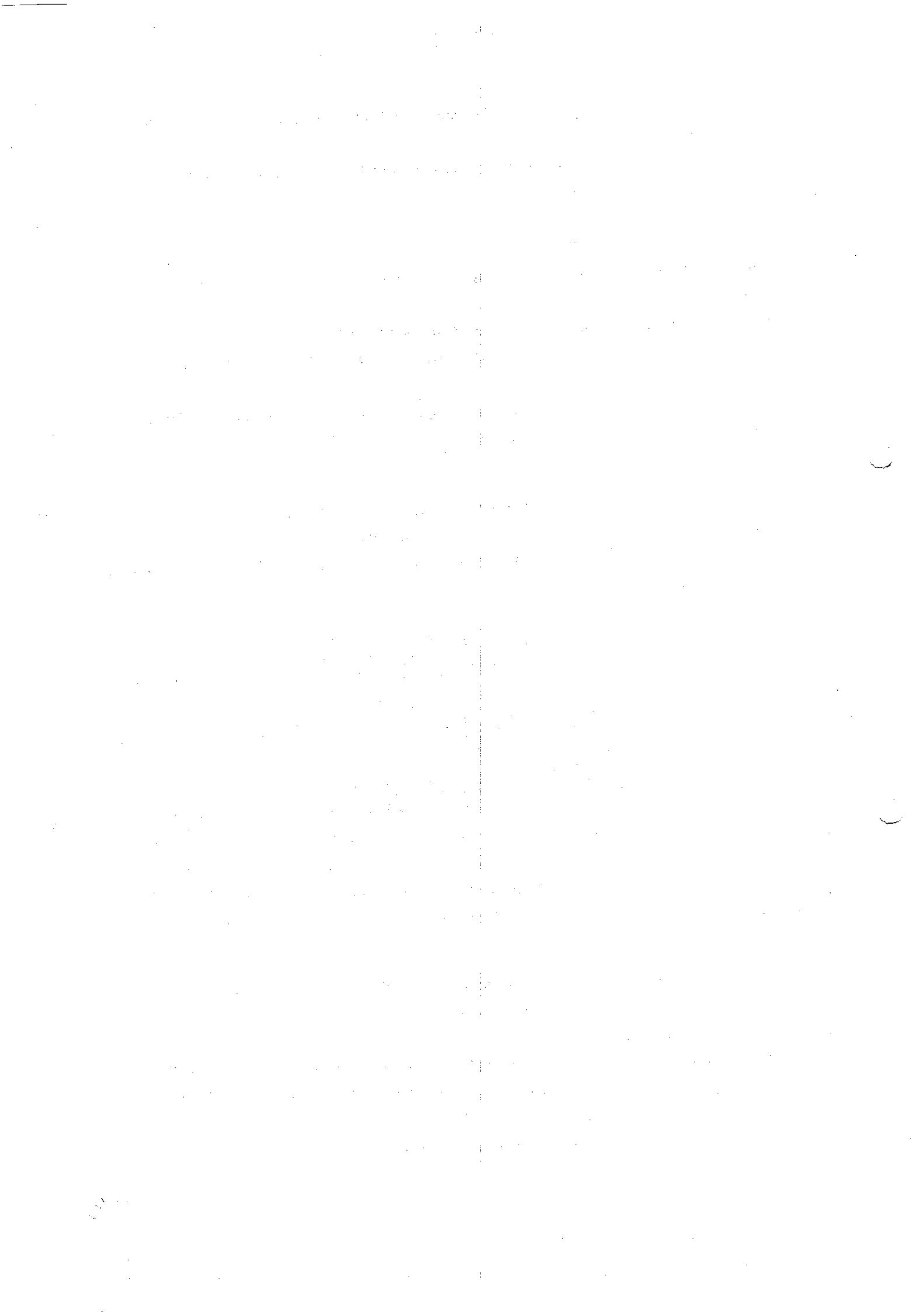
The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs				
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level.	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 Director Technical Services, an evaluation panel constituted of the following persons must be established –

- 6.7.1. Municipal Manager
- 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. Municipal manager from another municipality; and

6  
M.E

D - m



6.7.5. 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

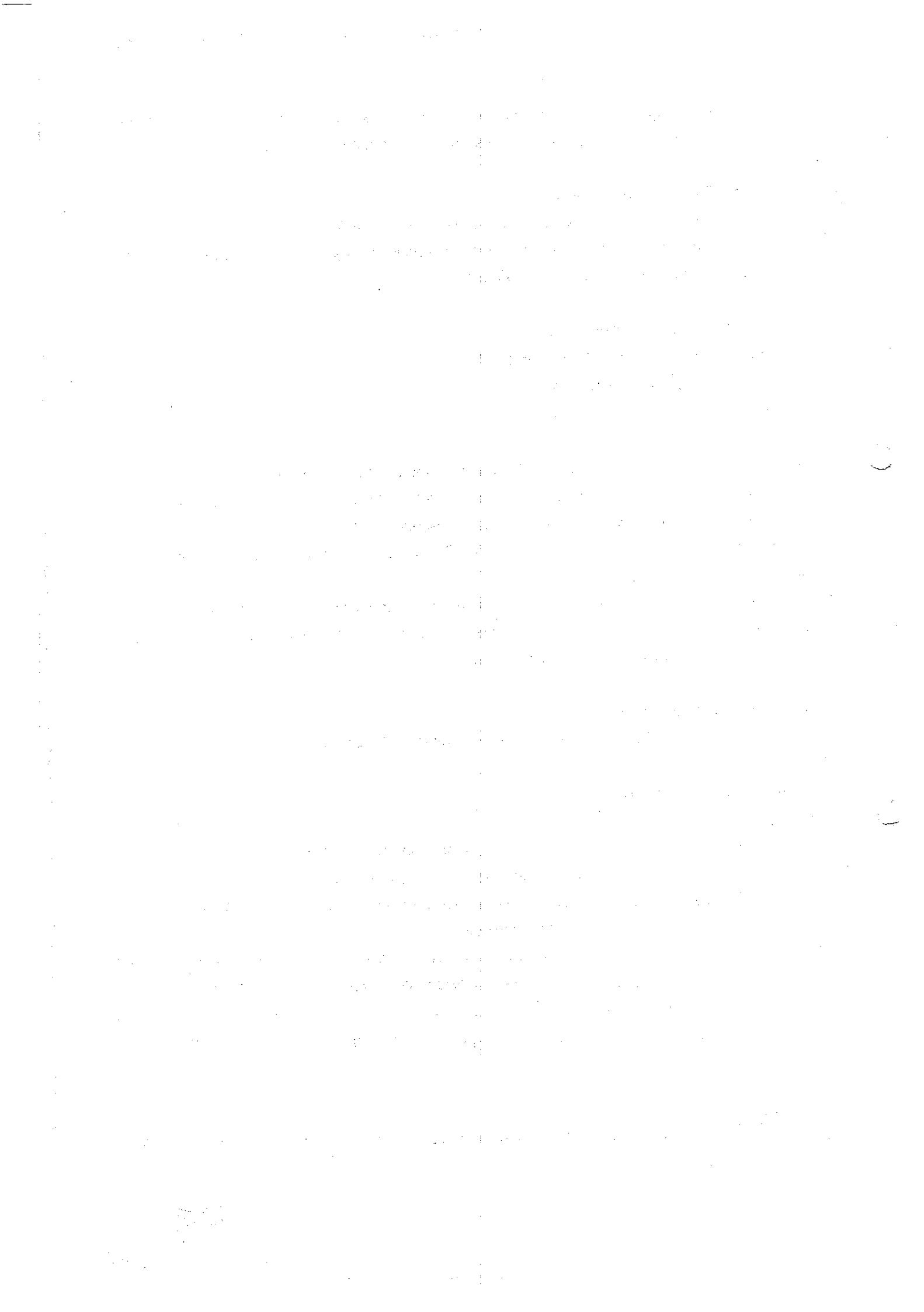
9.3. Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee

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
- 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:

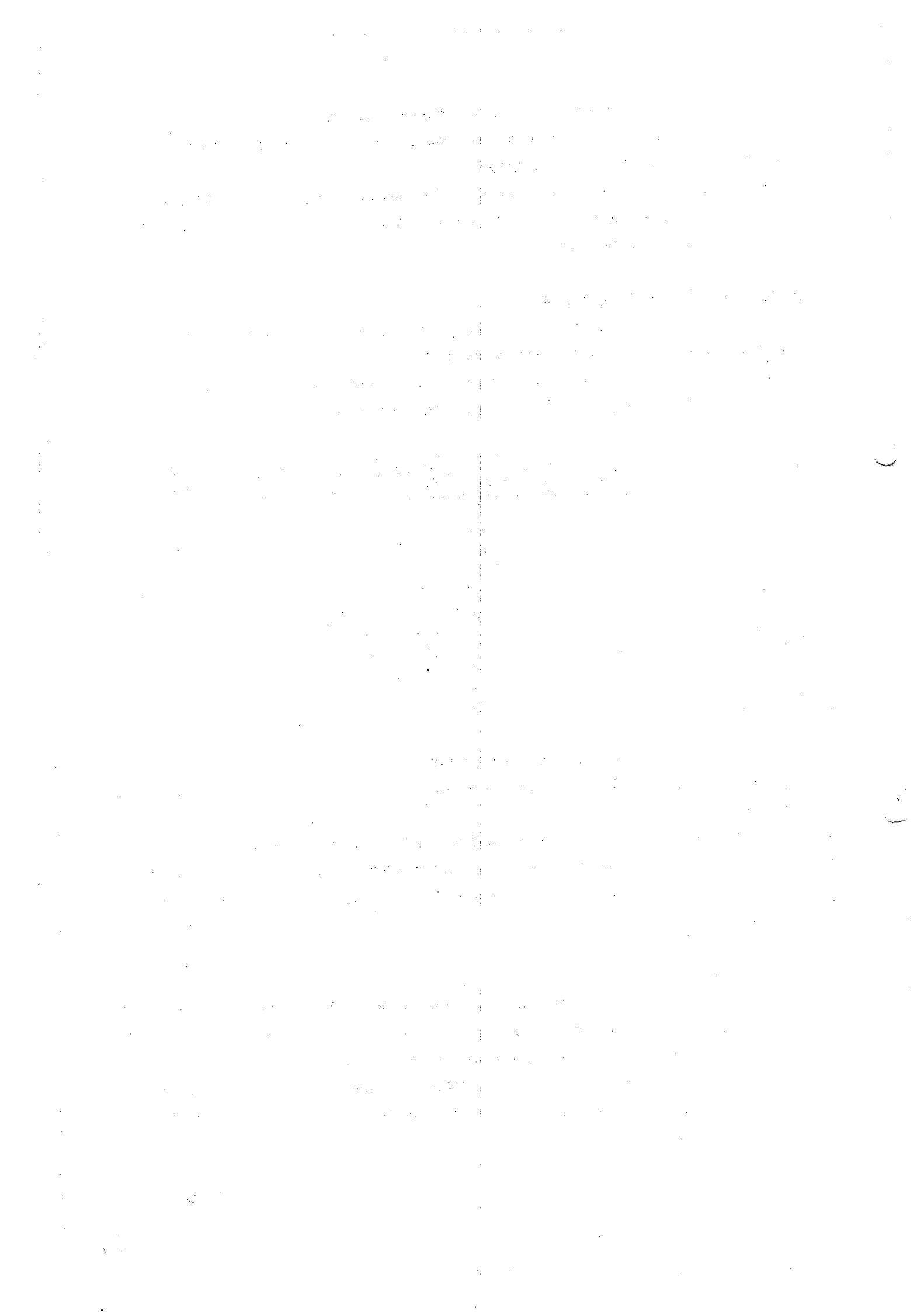
Performance Score Range		Performance Bonus (%)
130 - 133.8		5%
133.9 - 137.6		6%
137.7 - 141.4		7%
141.5 - 145.2		8%
145.3 - 149		9%
150 - 153.4		10%
153.5 - 156.8		11%
156.9 - 160.2		12%
160.2 - 163.6		13%
163.7 - 167		14%

- 11.3. In the case of unacceptable performance, the Employer shall:
- 11.4. Provide systematic remedial or developmental support to assist the Employee to improve his performance
- 11.5. 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 a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

M.E  
P.M

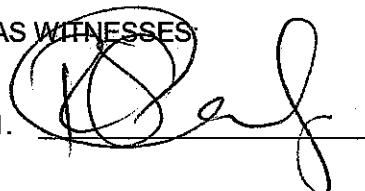


**13. General**

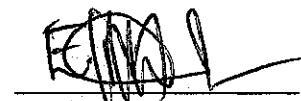
- 13.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer
- 13.2. Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or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

Thus done and signed at Modjadji Skof on this the 14 day of 08 2018

AS WITNESSES:

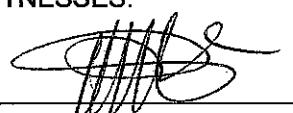
1. 

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

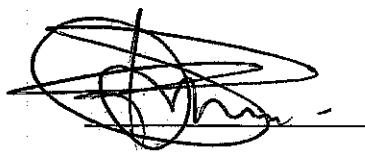
  
EMPLOYEE

**MATIMBA EUGEN MALUNGANA**

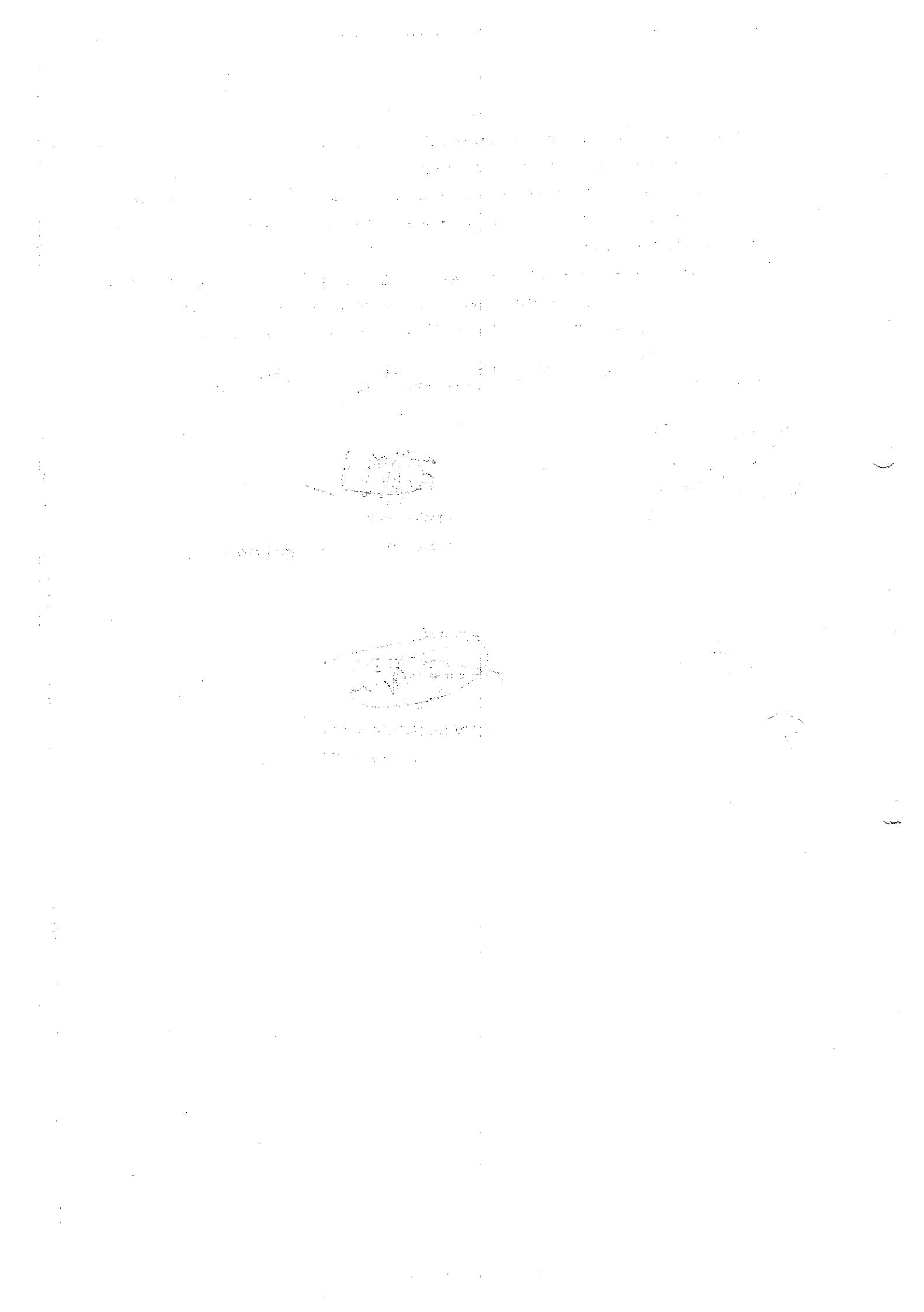
AS WITNESSES:

1. 

2. 

  
**DONALD MHANGWANA**

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

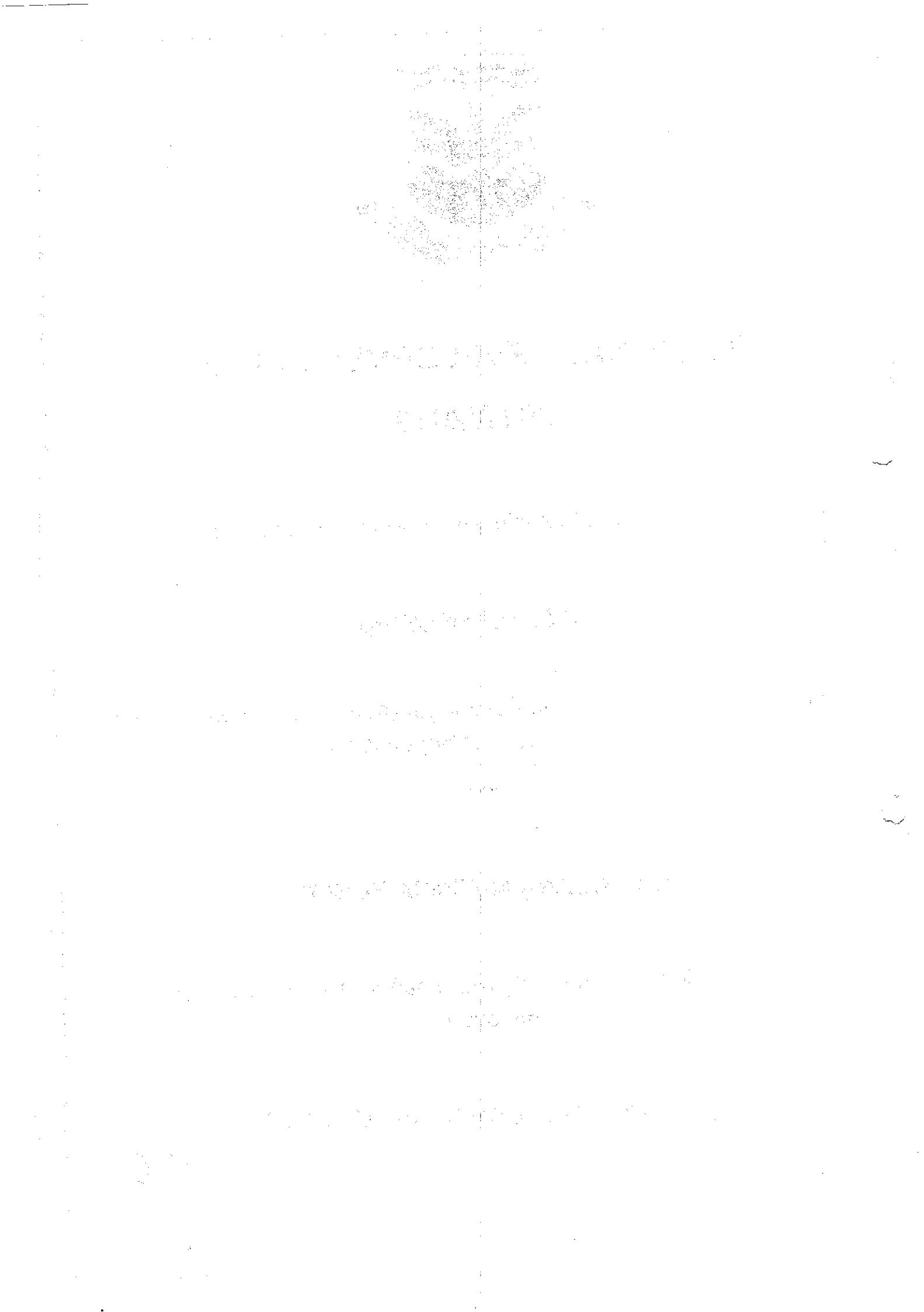
**MALUNGANA MATIMBA EUGEN**

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

**WHEREBY IT IS AGREED AS FOLLOWS:**

*M.E<sub>1</sub>*

*D.M*



## **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 therefore 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. Suggested Time Frames	2. Suggested mode of delivery	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

2  
M.E  
D.m



## \* Support area below:

Project Management Advanced	Enhance project management skills	Training	External	12 months	Career and knowledge advancement	Municipal Manager advancement

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
---	---	--	------------------------------	-------------------------	--	------------------

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
---	---	--	------------------------------	-------------------------	--	------------------

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

M.E 3

D. M



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
---	---	--	------------------------------	-------------------------	--	------------------

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
---	---	--	------------------------------	-------------------------	--	------------------

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).

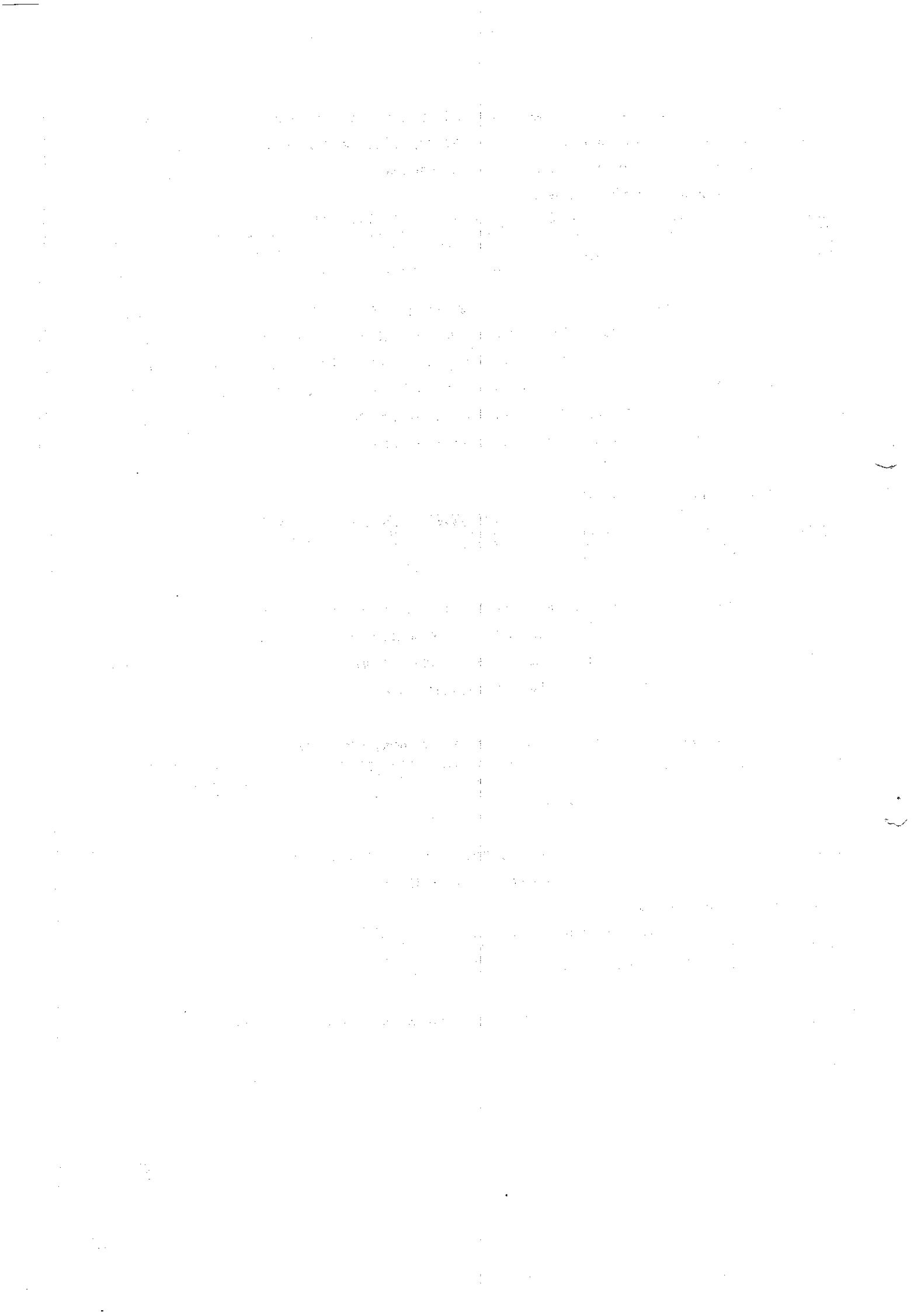
#### 7. Column 7: Support Person

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
---	---	--	------------------------------	-------------------------	--	------------------

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

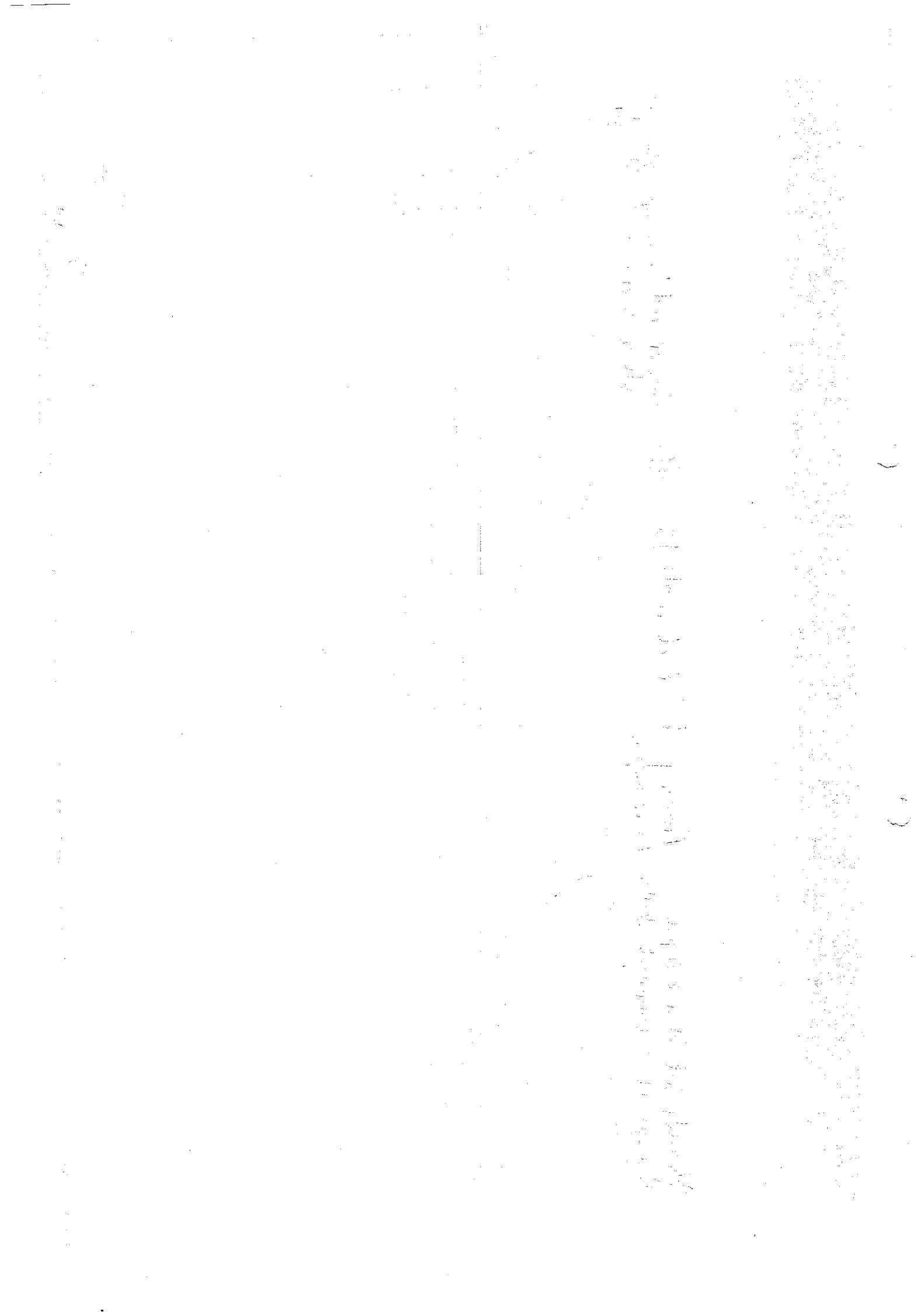
ME  
4

D. M



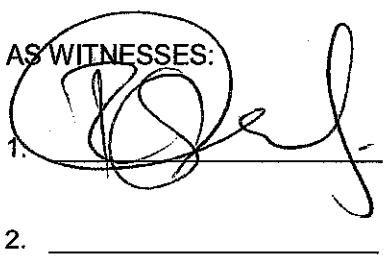
1. Objectives		2. Target audience		3. Suggested training and / or development activity		4. Suggested mode of delivery		5. Suggested Time Frames		6. Work opportunity created to practice skill /development		7. Support Person	
E.g.1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames												
Advanced project Management	Finance project Management skills	Training and Workshops	External	12 months	Career and knowledge advancement	Municipal Manager							

M.E  
D.W



Thus done and signed at ..... Modesto, CA on this the 14 day of October 2018

AS WITNESSES:

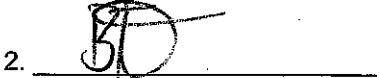
1. 

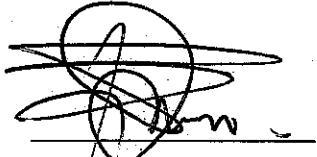
2. \_\_\_\_\_

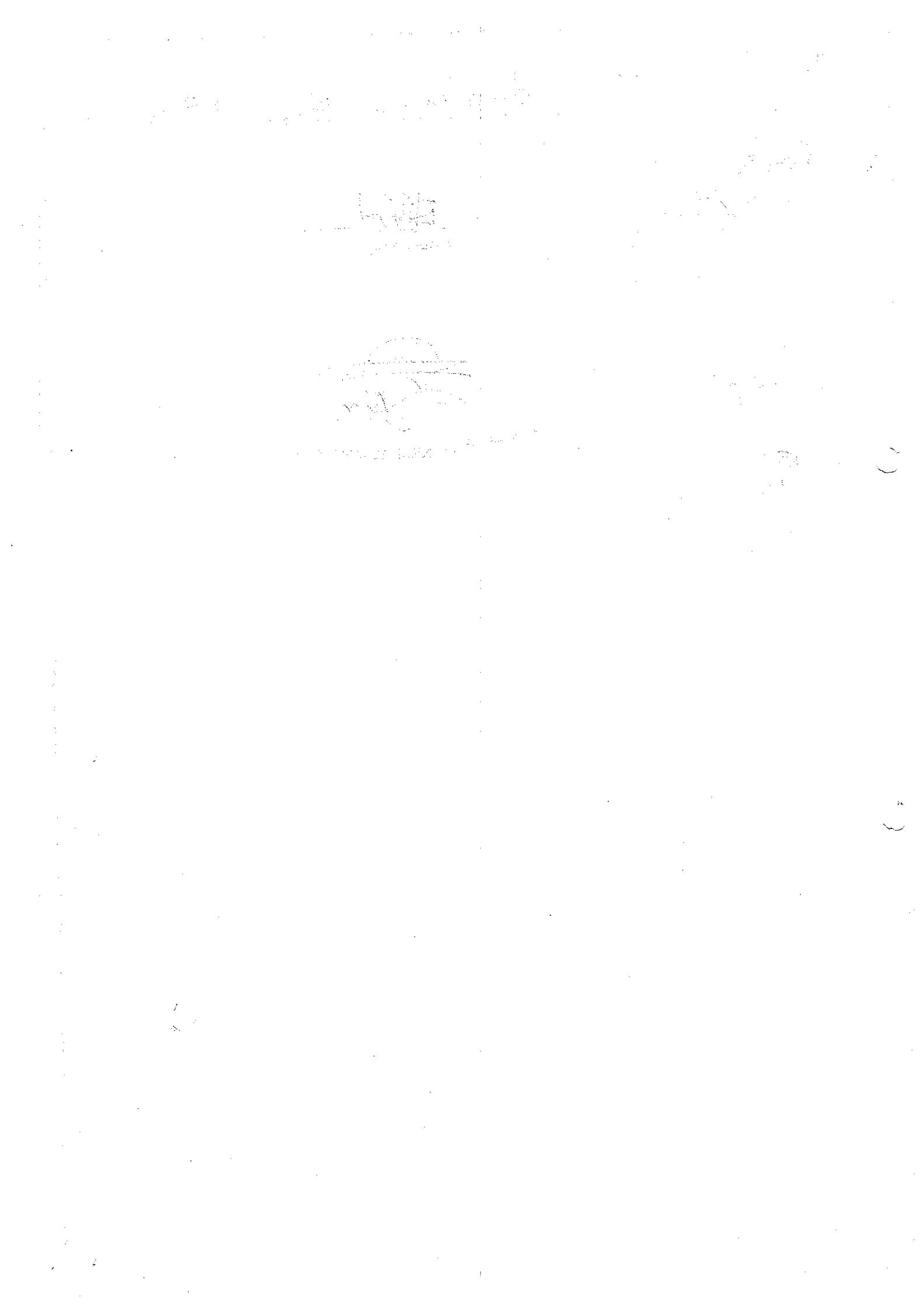
 EMPLOYEE

AS WITNESSES:

1. 

2. 

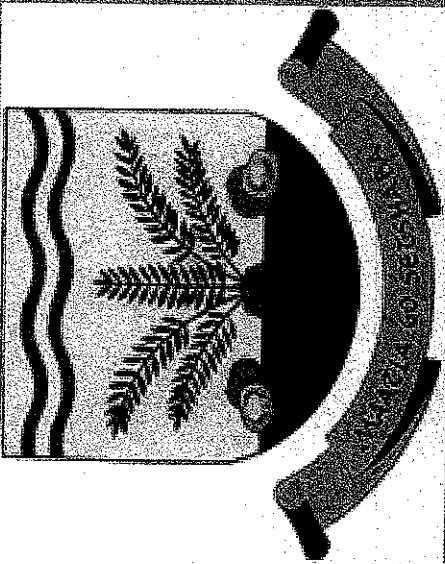
 ACTING MUNICIPAL MANAGER



# Annexure A

## Performance Plan

### Greater Letaba Municipality

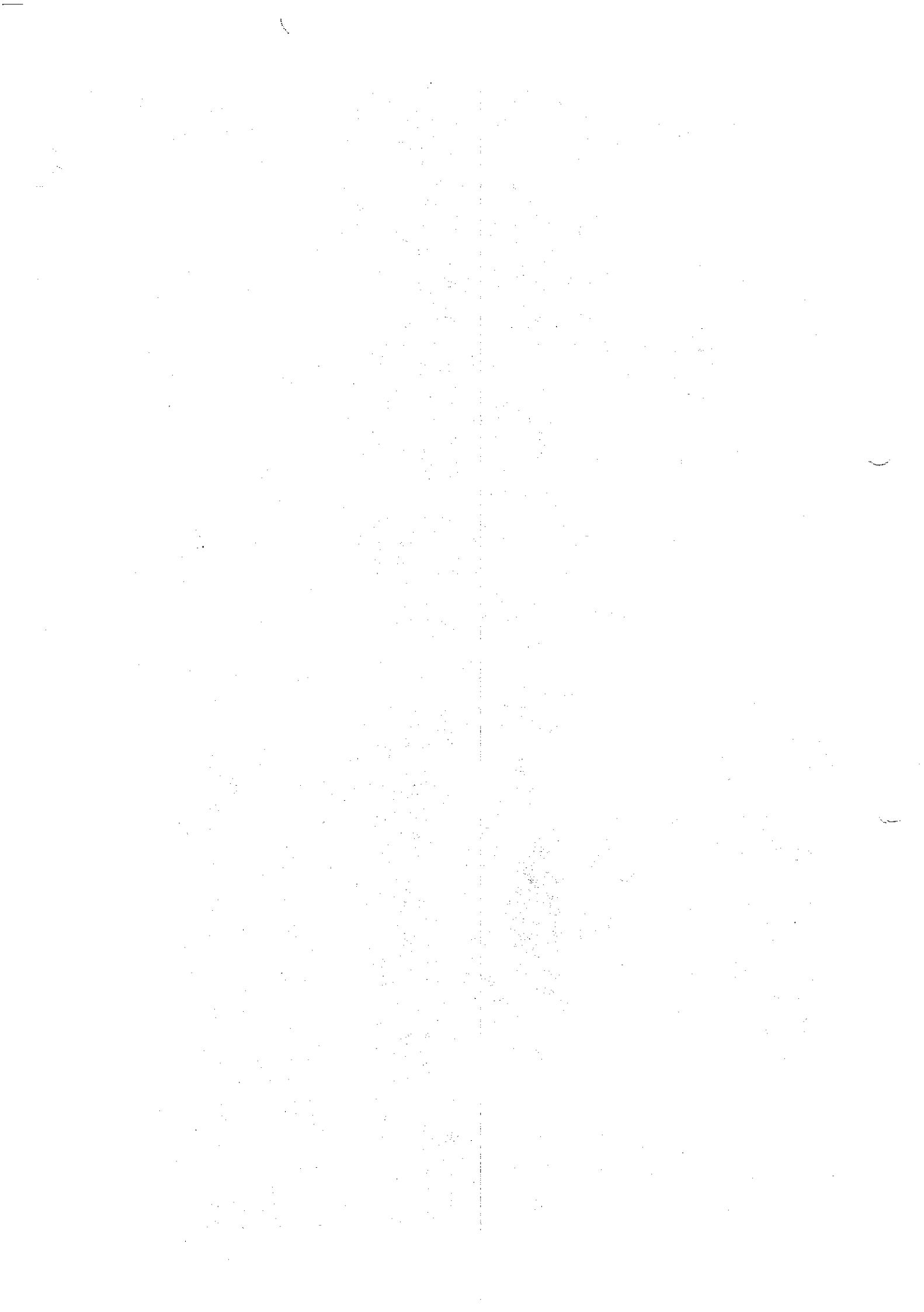


01-02-2018 to 30-06-2018

The main parts to this Performance plan are:

1. Performance Plan Overview
2. Strategy Map
3. A statement about the purpose of the Position / Performance Standard
4. A detailed Statement of Key Performance Areas (KPI's), IDP Objectives, Performance Indicators (KPI's), Targets (quantify) evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Initiatives / Outcomes / Outputs
6. Deliverables Evidence required
7. Competences
8. Approval of Personnel Performance Plan
9. Summary Scorecard
10. Assessment Process

Name: M.E. Malungane  
Position: Director Technical Services  
Accountable to: Municipal Manager  
Plan Period: 01/02/2018 - 30/06/2018  
(Employment Contract superseded this performance plan)



# Annexure A

# PERFORMANCE PLAN

## **1. Purpose**

The performance plan defines the Council's expectations of the Technical 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 Technical 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 (KPIAs) 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

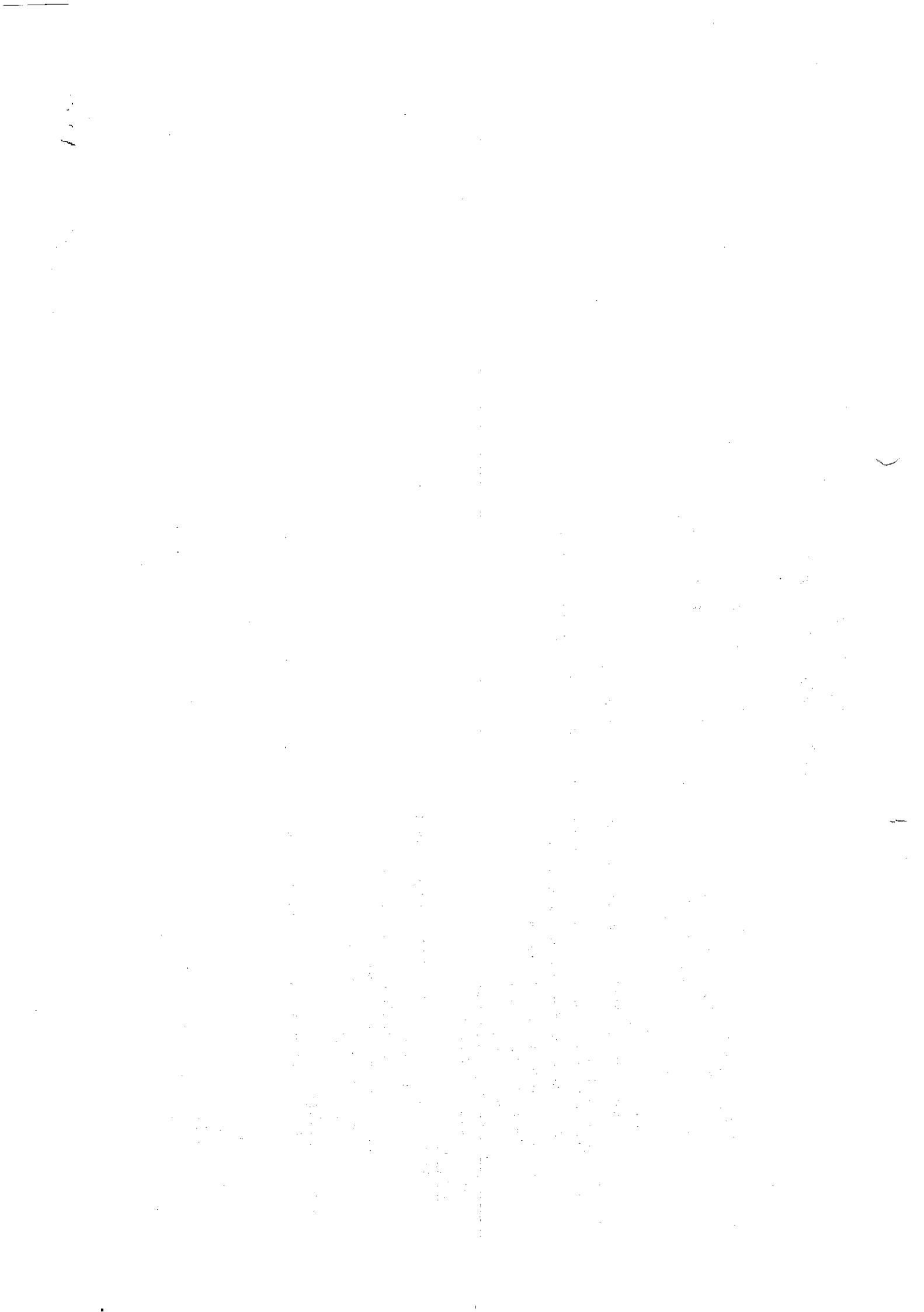
## **5. BSC Perspectives**

The BSC Methodology was used for the development of the Performance Management System and the Perspectives will be indicated as:

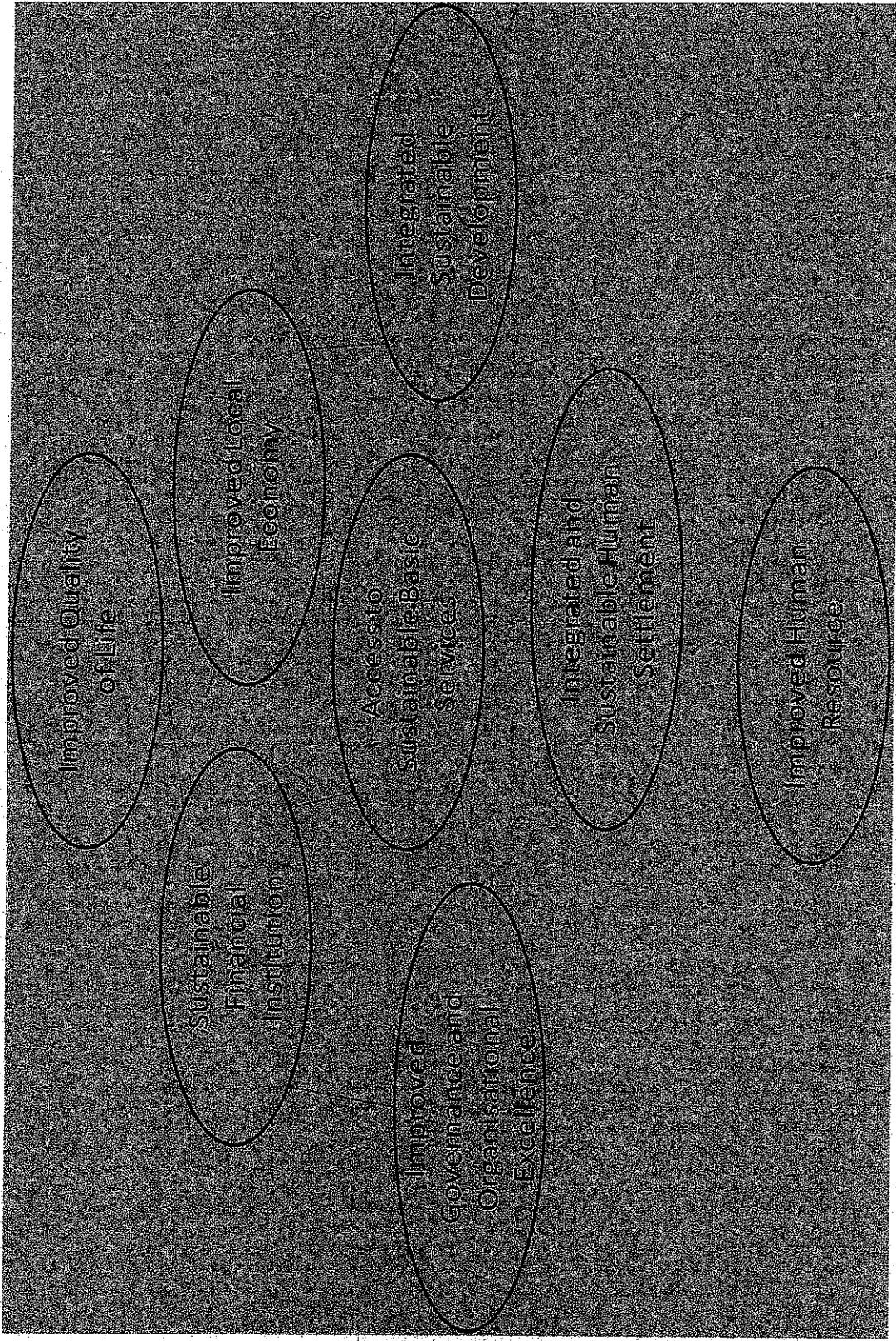
- 5.1 Community
- 5.2 Financial
- 5.3 Institutional Processes
- 5.4 Learning and Growth

## **6. Strategic Objectives**

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

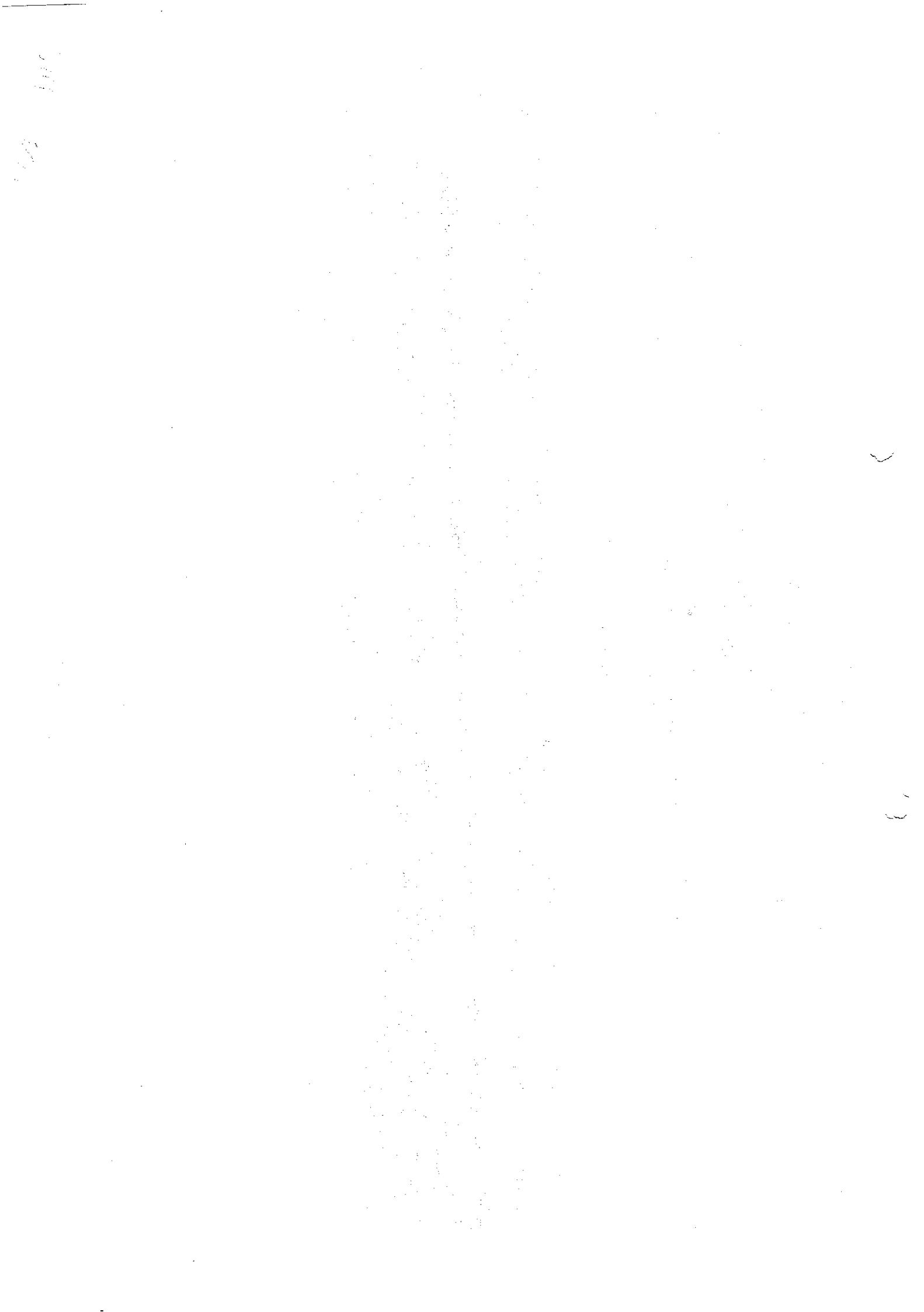


## **"To be an outlet/center for eco-processing and eco-cultural tourism hub"**





<b>STRATEGIC VISION</b>	To be an outstanding agro-processing and eco-cultural economic tourism hub
<b>STRATEGIC MISSION</b>	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
<b>JOB PURPOSE</b>	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
<b>Position Goal</b>	
<b>Position Purpose</b>	<p>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.</p> <p>The Director Corporate Services is accountable and responsible for amongst others:</p> <ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Ø Rendering of swift and accurate administrative services with internal customer orientation</li> <li>Ø The effective management and coordination of council</li> <li>Ø The rendering of effective and efficient Information Communication Technology services to the municipal officials</li> </ul>



Strategic Objective	Measurable Objectives	Key Performance Indicator	Baseline/Status	Annual Targets	Budget 2017/18	Budget 2018/19	Indicators/Targets	Responsible Person	Enhanced requirements
Improved Governance and Organisational Excellence	Human Resource Management	To approve leave days within 3 days of application during the financial year	New Indicator	Approved within 3 days of application	Operations	Approval Within 3 days of application	Approval Within 3 days of application	Director TECH	Approved leave forms
Improved Governance and Organisational Excellence	Performance management	To review Monthly performance by the department within the financial year	# of Departmental Meetings held per financial year	12 Departmental Meetings held per financial year	Operations	Departmental meetings held per quarter	3 Departmental meetings held per quarter	Director TECH	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	Operations	12 Portfolio meetings held per quarter	1 Portfolio meetings held per quarter	Director TECH	Agenda, Minutes & Attendance register
Improved Governance and Organisational Excellence	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	Operations	100% of OHS Committee recommendations implemented per quarter	100% of OHS Committee recommendations implemented per quarter	Director TECH	Implementation register
Improved Human Resources	PMS	To Compile quarterly performance reports within 5 days in the new quarter	Submission of Performance information to PMS	Submission of performance information within 5 days in the new quarter	Operations	Submission of Performance information to PMS within 5 days of receipt	Submission of Performance information to PMS within 5 days of receipt	Director TECH	Dated proof of submission
Improved Governance and Organisational Excellence	PMS	To ensure approval of the Mid-Year report by 25 January 2018	Submission of departmental information on Mid-Year report to PMS by the 05th of January 2018	05/01/2018	Operations	05/01/2018	05/01/2018	Director TECH	Dated proof of submission PMS
Improved Governance and Organisational Excellence									

M.E  
M 15 6

Improved Governance and Organisational Excellence	PMS	To ensure that S54 & 56 Managers sign the Performance Agreements by Senior Managers within 30 days after adoption of the final SDDBIP.	N/A	Performance Agreements signed by Senior Managers within 30 days after the appointment	N/A	Signed Performance Agreements for Sec 54 & 56 Managers	Director TECH	Performance Assessment report
	PMS	To ensure quarterly assessments for S54 & 56 Managers is conducted within 30 days after the end of the quarter.	New Indicator	# of individual performance assessments conducted for Sec 54 & 56 Managers by 30 June 2018	1	Individual performance conducted for Sec 54 & 56 Managers	N/A	Individual performance conducted for Sec 54 & 56 Managers
	Internal Audit	To develop annual year internal audit plan and implement by 30 June 2018	Approved audit	plan and % of the IA plan implementation.	65%	100% IA plan implementation	Director TECH	100% IA plan implementation
Improved Governance and Organisational Excellence	Internal Audit	To attain Clean audit by ensuring compliance to all governance; financial management and reporting requirements by 30 June 2018	Operation	Clean audit issues resolved (# of Internal Audit issues resolved / # of issues raised)	65%	100% internal audit issues resolved	Director TECH	100% internal audit issues resolved
Improved Governance and Organisational Excellence	Operation	To attain Clean audit by ensuring compliance with all governance; financial management and reporting requirements by 30 June 2018	Operation	AG issues resolved (# of Auditor General issues resolved / # of issues raised)	90%	100% AG issues resolved	Director TECH	100% AG issues resolved

M.E  
D 157

OUTCOME NINE: OUTR1.2 IMPROVING ACCESS TO BASIC SERVICES OUTPUT 3 IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME							
Value No.	Strategic Objective	Programme	Measurable Objectives	Performance Measures	Baseline	Actual	Reported Progress
	Access to Sustainable Basic Services	Electricity	To ensure provision of electricity services	# of HH with access to electricity by 30 June 2018	56905 HH accessed electricity	56905 HH with access to electricity	N/A
	Access to Sustainable Basic Services	Electricity	To ensure reduction of electricity losses within a financial year	% of electricity losses reduced as per regulation by 30 June 2018	1	% of electricity losses reduced : # of electricity losses / % of electricity supplied	Operation
	Access to Infrastructure	Infrastructure	To monitor the development of municipal infrastructure and implement ure plan by 30 July 2018	Development of municipal infrastructure and implementation of municipal infrastructure plan within a financial year	30 July 2017	Approved Municipal Infrastructure Plan by 30 July 2018	Approved Municipal Infrastructure Plan

STRATEGIC OBJECTIVE		KPI/UNIQUE ADMINISTRATIVE INDICATOR		TARGET VALUE		INDICATED STATUS		INDICATED FINANCIAL OUTCOME		SUPPORTING PERSON	
Vote N.	Programme	Measurable Objectives	KPI/Unique Adminstrative Indicators	Target Value	Actual Value	Target Status	Actual Status	Target Financial Outcome	Actual Financial Outcome	Supporting Person	
Sustainable Financial Institution	MIG	To effectively manage the financial affairs of the municipality within the financial year	% of PMU Management budget spent within the financial year	Percentage	New	100% R 2 823 000 PMU Management Budget spent	Capital	70% R 1 976 000 PMU Management Budget spent	100% R 2 823 000 PMU Management Budget spent	Director TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% capital budget spent as approved by Council by 30 June 2018	Percentage	100%	100% R 116 834 318 Capital Budget spent	Capital	75% Capital Budget spent	100% R 116 834 318 Capital Budget spent	Director TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% Operational (and maintenance) budget spent as approved by Council by 30 June 2018	Percentage	New	100% R 223 430 364 Operational Budget spent	Operational	75% R 156 430 255 Capital Budget spent	100% R 223 430 364 Operational Budget spent	Director TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% MIG expenditure by 30 June 2018	Percentage	100%	100% R 56 460 000 MIG expenditure	Capital	70% R 39 522 000 MIG expenditure	100% R 56 460 000 MIG expenditure	Director TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% INEP expenditure by 30 June 2018	Percentage	0%	100% R 5 983 000 INEP expenditure	Capital	70% R 4 188 100 INEP expenditure	100% R 5 983 000 INEP expenditure	Director TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% EPWP expenditure by 30 June 2018	Percentage	100%	100% R 1 521 000 EPWP expenditure	Operational	70% R 1 064 700 EPWP expenditure	100% R 1 521 000 EPWP expenditure	Director TECH	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year									

Strategic Objective		Programme		Measurable Outcomes		Measurable Performance Indicators		Budgeted Amount (Rands)		Actual Amount (Rands)		Budgeted Amount (Rands)		Actual Amount (Rands)	
Obj N.	NP Objectives	Programmes	Outcomes	Measureables	Objectives	Indicators	Target	Actual	Actual %	Budgeted	Actual	Actual %	Budgeted	Actual	Actual %
Sustainable Financial Institution	MIG	To effectively manage the financial affairs of the municipality within the financial year	% of PMU Management budget spent within the financial year	Percentage	New	100% R 2 823 000 PMU Management Budget spent	Capital	70% R 1 976 000 PMU Management Budget spent	100% R 2 823 000 PMU Management Budget spent	Capital	100% R 1 976 000 PMU Management Budget spent	Capital	100% R 2 823 000 PMU Management Budget spent	Capital	100% R 2 823 000 PMU Management Budget spent
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% Capital budget spent as approved by Council by 30 June 2018	Percentage	100%	100% R 116 834 318 Capital Budget spent	Capital	75% Capital Budget spent	100% R 116 834 318 Capital Budget spent	Capital	100% R 116 834 318 Capital Budget spent	Capital	100% R 116 834 318 Capital Budget spent	Capital	100% R 116 834 318 Capital Budget spent
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% Operational and maintenance budget spent as approved by Council by 30 June 2018	Percentage	New	100% R 223 430 364 Operational Budget spent	Operational	75% R 156 401 255 Capital Budget spent	100% R 223 430 364 Operational Budget spent	Operational	100% R 223 430 364 Operational Budget spent	Operational	100% R 223 430 364 Operational Budget spent	Operational	100% R 223 430 364 Operational Budget spent
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% MIG expenditure by 30 June 2018	Percentage	100%	100% R 56 460 000 MIG expenditure	Capital	77% R 522 000 MIG expenditure	100% R 56 460 000 MIG expenditure	Capital	100% R 56 460 000 MIG expenditure	Capital	100% R 56 460 000 MIG expenditure	Capital	100% R 56 460 000 MIG expenditure
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% INEP expenditure by 30 June 2018	Percentage	0%	100% R 5 983 000 INEP expenditure	Capital	70% R 4 168 100 INEP expenditure	100% R 5 983 000 INEP expenditure	Capital	100% R 5 983 000 INEP expenditure	Capital	100% R 5 983 000 INEP expenditure	Capital	100% R 5 983 000 INEP expenditure
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% EPWP expenditure by 30 June 2018	Percentage	100%	100% R 1 521 000 EPWP expenditure	Operational	70% R 1 064 700 EPWP expenditure	100% R 1 521 000 EPWP expenditure	Operational	100% R 1 521 000 EPWP expenditure	Operational	100% R 1 521 000 EPWP expenditure	Operational	100% R 1 521 000 EPWP expenditure

M.E.S

Dm M.E

KRA 2017 LOCAL ECONOMIC DEVELOPMENT INDICATORS						
Vote Strategic Objective No.	Municipal Programme	Measurable Objectives	Current Status		Budget Year	Indicators
			Key Performance Indicators	Business Status		
1	Improved Governance and Organisational Excellence	To ensure improved local economy within the financial	# of jobs created through own municipal funded Capital Projects by 30 June 2018	1127 jobs created	2017/18 01/06/2018	150 Jobs created
2	Integrated Sustainable Development	To ensure improved local economy within the financial	# of EPWP reports compiled and submitted to Council by 30 June 2018	12 EPWP reports generated	2017/18 01/06/2018	12 EPWP reports generated

OUTCOME OF OUTCOMES DIFFERENT END GOALS IN THE NEW COMMITTEE MODEL									
Strategic Objective	Programme	Measuring Objectives	Performance Measure Indicator	Baseline	Budget 2017/18	Mid Quarter 1 (April - June 2018)	Mid Quarter 2 (July - Sept 2018)	Reported by Person	Evidence required
Improved Governance and Organisational Excellence	Council	To ensure functionality of Council committee within the financial year.	# of Council meetings attended by 30 June 2018	Number	12 Council meetings attended	4 Council meetings attended	1 Council meetings attended	Director TECH	Agenda, Minutes & attendance register
Improved Governance and Organisational Excellence	Council	To ensure functionality of EXCO committee within the financial year.	# of EXCO meetings attended by 30 June 2018	Number	12 EXCO meetings attended	4 EXCO meetings attended	1 EXCO meetings attended	Director TECH	Agenda, Minutes & attendance register
Improved Governance and Organisational Excellence	Labour Relations	To ensure functionality of Municipality within the financial year	% implementation of LLF resolutions by 30 June 2018/# of resolutions taken/ # of resolutions implemented)	Percentage	1 100% resolutions implemented (# of resolutions taken/ # of resolutions implemented)	1 100% resolutions implemented (# of resolutions taken/ # of resolutions implemented)	1 100% resolutions implemented (# of resolutions taken/ # of resolutions implemented)	Director TECH	Updated Resolutions register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the IDP review	# of IDP/Budget/ PMS REP Forum meetings attended by 30 June 2018	Number	5 IDP/Budget/ PMS REP Forum meetings attended	5 IDP/Budget/ PMS REP Forum meetings attended	1 IDP/Budget/ PMS REP Forum meetings attended	Director TECH	Agenda & Attendance register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in the IDP review within a financial year	# of IDP/Budget/ PMS Steering Committee meetings attended by 30 June 2018	Number	5 IDP/Budget/ PMS Steering Committee meetings attended	5 IDP/Budget/ PMS Steering Committee meetings attended	1 IDP/Budget/ PMS Steering Committee meetings attended	Director TECH	Agenda & Attendance register
Improved Governance and Organisational Excellence	Public Participation	To promote accountability within the municipality	% of complaints resolved : # of complaints received / # of complaints attended to within a financial year	Percentage	% of complaints resolved : # of complaints received / # of complaints	% of complaints resolved : # of complaints received / # of complaints	% of complaints resolved : # of complaints received / # of complaints	Director TECH	Updated Complaints Management Register
Improved Governance and Organisational Excellence	Public Participation	To ensure public involvement in Mayoral Imbizo	# of quarterly Community feedback meetings held within a financial year	Number	4 Mayoral Imbizo held	4 Community feedback meetings attended	1 Community feedback meetings attended	Community Feedback meetings attended	Agenda & Attendance register

M.t  
D.m

Improved Governance and Organisation al Excellence Committees	To ensure functionality of Audit committee within a financial year	# of Audit Committee meetings attended by 30 June 2018	Number (Accumulativ e)	6 Audit Committee meetings attended	4 Audit Committee meeting attended	Operational	1 Audit Committee meetings attended	1 Audit Committee meetings attended	Director TECH	Agenda, Minutes & Attendance register	
Improved Governance and Organisation al Excellence Committees	To ensure functionality of Audit committee within a financial year	% of Audit and Performance Audit Committees resolutions implemented within a financial year	Percentage	New	% of Audit and Performance Audit Committees resolutions implemented	Operational	% of Audit and Performance Audit Committee resolutions implemented	% of Audit and Performance Audit Committee resolutions implemented	Director TECH	Audit Committee resolutions register	
Risk	To ensure functionality of Risk committee within the financial year.	# of Risk Committee meetings attended by 30 June 2019	Number (Accumulativ e)	2 Risk Committee meetings attended	4 Risk Committee meetings attended	Operational	1 Risk Committee meetings attended	1 Risk Committee meetings attended	Director TECH	Agenda, Minutes & Attendance register	
Improved Governance and Organisation al Excellence	Audit	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30 June 2018	% In AG queries resolved (2016/17) by 30 June 2018	81% AG queries resolved	100% Audit queries addressed	Operational	50% AG issues resolved	100% AG issues resolved	Director TECH	resolved and audited AG issues and POE's submitted	
Improved Governance and Organisation al Excellence	Internal Audit	To monitor implementation of internal audit action plan within a financial year	Percentage	14% Internal audit findings resolved	100% internal audit findings resolved	Operational	75% Internal findings resolved	100% Internal audit findings resolved	Director TECH	Proof of Internal Audit findings resolved	
Improved Governance and Organisation al Excellence	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2018	% of Risk issues resolved (# Risk issues identified / # risks resolved / # of risks identified) by 30 June 2018	67% of risk issues resolved	100% Risk issues resolved	Operational	75% Risk issues resolved	100% Risk issues resolved	Director TECH	Resolved Risk issues and POE submitted	

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	Access to Sustainable Basic Services	Property Services	To refurbish municipal workshop and stores by 30 June 2018	Refurbishment of Municipal Workshop and stores	01/07/2017	30/06/2018	Director Tech	GLM	570 000	570 000	Project commence	Payment Certificate and Completion certificates	Refurbishment of municipal workshop project completed
6	Access to Sustainable Basic Services	Libraries & Archives	To Construct a Library at Shotong by 30 June 2018	Shotong Library	01/07/2017	30/06/2018	Director Tech	GLM	2 000 000	4 000 000	Project commence	Payment Certificate and Completion certificates	Construction of Shotong library completed
5	Access to Sustainable Basic Services	Community Halls & Facilities	To plan and design a community hall at Ward 5 by 30 June 2018	Ward 5 Community Hall (Planning)	01/07/2017	30/06/2018	Director Tech	GLM	400 000	200 000	Project commence	Design report	Designs for Ward 5 Community hall completed
26	Access to Sustainable Basic Services	Community Halls & Facilities	To Construct a community hall at Mohlele by 30 June 2018	Mohlele community hall	01/07/2017	30/06/2018	Director Tech	GLM	3 000 000	5 163 589	Project commence	Payment Certificate and Completion certificates	Mohlele community hall completed
14	Access to Sustainable Basic Services	Community Halls & Facilities	To Plan & Design a community hall at Lemondokop by 30 June 2018	Lemondokop Community Hall (Planning)	01/07/2017	30/06/2018	Director Tech	GLM	400 000	200 000	Project commence	Design report	Designs for Lemondokop community hall completed
27	Access to Sustainable Basic Services	Community Halls & Facilities	To Plan & Design a community hall at Tlotlokwe by 30 June 2018	Tlotlokwe Community Hall (Planning)	01/07/2017	30/06/2018	Director Tech	GLM	400 000	400 000	Project commence	Design report	Designs for Tlotlokwe community hall completed
27	Access to Sustainable Basic Services	Sports & Recreation	To construct a Sports Complex at Maramnyoha by 30 June 2018	Maramnyoha Sports Complex	01/07/2017	30/06/2018	Director Tech	GLM	3 414 503	8 332 996	Project commence	Payment Certificate and Completion certificates	Maramnyoha Sports Complex completed

	Access to Sustainable Basic Services	Sports & Recreation	To plan & design a Sports Complex at Madumaleng/Shotang Sports Complex by 30 June 2018	Madumaleng/ Shotang Sports Complex	01/07/2017	30/06/2018	Director Tech	GLM	3 024 250	250 000	Project commence \$	Designs for Madumaleng/Shotong Sports Complex completed	Design report
12	Access to Sustainable Basic Services	Sports & Recreation	To plan & design a Sports Complex at Thakgalane by 30 June 2018	Thakgalane Sports Complex	01/07/2017	30/06/2018	Director Tech	GLM	2524 250	100 000	Project commence \$	Designs for Thakgalane Sports Complex completed	Design report
16	Access to Sustainable Basic Services	Sports & Recreation	To construct a Sports Complex at Rotterdam by 30 June 2018 (Phase 1 & 2)	Rotterdam Sports Complex (P 1 & 2)	01/07/2017	30/06/2018	Director Tech	GLM	3 500 000	16 000 000	Project commence \$	Construction Rotterdam Sports Complex completed Phase 1 & 2	Payment Certificate and Completion certificates
20	Access to Sustainable Basic Services	Waste Management	To Construct Maphalle landfill site by 30 June 2018	Landfill Site (Maphalle) Phase 2	01/07/2017	30/06/2018	Director Tech	GLM	2 000 000	2 000 000	Project commence \$	Construction of Maphalle landfill site (phase 2) completed	Payment Certificate and Completion certificates
3	Access to Sustainable Basic Services	Roads & Stormwater Services	To Construct Storm water Channels at Ga-Kgpane by 30 June 2018	Ga-Kgpane Storm water Channels	01/07/2017	30/06/2018	Director Tech	GLM	1 000 000	1 000 000	Project commence \$	Construction of storm water channels at Ga-Kgpane completed	Payment Certificate and Completion certificates
	Access to Sustainable Basic Services	Roads & Stormwater Services	To Construct 10 low level bridges in Rampepe, Ditsbosning, Sefofoste, Morwatsheha, Jamala, Thakgalane, Ward 28 (new stand to 28 (new stand to Ximonelelo), Motlobeki, Mauusana/ Sehlakong and Seaphole villages by 30 June 2018	Low level Bridges (10) in Rampepe, Ditsbosning, Sefofoste, Morwatsheha , Jamala, Thakgalane, Ward 28 (new stand to Ximonelelo), Motlobeki, Mauusana/ Sehlakong and Seaphole villages	01/07/2017	30/06/2018	Director Tech	GLM	1 606 505	3 353 787	Project commence \$	Construction of 10 low level bridges completed	Payment Certificate and Completion certificates

	Access to Sustainable Basic Services	Roads & Stormwater	To Design a street from gravel to paving at Madumeleng Tibeng street by 30 June 2018	Madumeleng - Tibeng Street paing P2	01/07/2017	30/06/2018	Director Tech	GLM	300 000	0
	Access to Sustainable Basic Services	Roads & Stormwater	To Design a street from gravel to paving at Ward 17 street by 30 June 2018	Ward 17 street paving	01/07/2017	30/06/2018	Director Tech	GLM	300 000	0
	Access to Sustainable Basic Services	Roads & Stormwater	To construct Gabions in Modjadiskloof by 30 June 2018	Modjadiskloof Gabions	01/07/2017	30/06/2018	Director Tech	GLM	0	260 887
	Access to Sustainable Basic Services	Roads & Stormwater	To Plan & design Itieleng Sekgosese street paving from gravel to paving for 1.8km by 30 June 2018	Itieleng-Sekgosese street paving	01/07/2017	30/06/2018	Director Tech	GLM	2 867 950	179 037
	Access to Sustainable Basic Services	Roads & Stormwater	Payment of service provider for completion of Minamakata Raselaka street paving	Minamakata Raselaka street paving	01/07/2017	30/06/2018	Director Tech	GLM	0	64 586
	Access to Sustainable Basic Services	Property Services	To Construct a Khosuthupa Taxi Rank by 30 June 2018	Khosuthupa Taxi Rank	01/07/2017	30/06/2018	Director Tech	GLM	590 100	1 960 786
	Access to Sustainable Basic Services	Roads & Stormwater	To Construct a Wholesale Taxi Rank by 30 June 2018	Wholesale Taxi Rank	01/07/2017	30/06/2018	Director Tech	GLM	500 000	2 150 000

MÉ

	Access to Sustainable Basic Services	Roads & Stormwater	To Plan & design Lemondokop street from gravel to paving for 800m by 30 June 2018 (phase 1 of 1.4km)	Lemondokop street paving	01/07/2017	30/06/2018	Director Tech	GLM	2 854 950	200 000	Project commence \$	Designs for Lemondokop street paving upgraded for 1.8km completed	Design report
1	Access to Sustainable Basic Services	Roads & Stormwater	To Upgrade Modjadji Ivory Route from gravel to paving for 1.8km by 30 June 2018.	Modjadji Ivory Route Phase 1	01/07/2017	30/06/2018	Director Tech	GLM	2 500 000	4 087 797	Project commence \$	Upgrading of Modjadji Ivory Route upgraded for 800m completed	Payment Certificate, Progress report, Completion Certificates
2	Access to Sustainable Basic Services	Roads & Stormwater	Payment of service provider for work done at Makabe Street paving (Survey)	Makabe street paving	01/07/2017	30/06/2018	Director Tech	GLM	17 000	17 670	N/A	Payment of service provider for work done at Makabe Street paving	Payment Certificate, Progress report
3	Access to Sustainable Basic Services	Roads & Stormwater	To Upgrade Seataleng street paving from gravel to paving for 1.8km by 30 June 2018	Seataleng street paving	01/07/2017	30/06/2018	Director Tech	GLM	3 500 000	4 712 592	Project commence \$	Upgrading of Seataleng street upgraded for 1.8km completed	Payment Certificate, Progress report, Completion Certificates
4	Access to Sustainable Basic Services	Roads & Stormwater	To design for the paving of Mokwasele Cemetery by 30 June 2018	Paving - Mokwasele Cemetery (Planning)	01/07/2017	30/06/2018	Director Tech	GLM	300 000	171 000	Project commence \$	Designs for Mokwasele cemetery completed	Design report
5	Access to Sustainable Basic Services	Roads & Stormwater	To design for the paving of Moshakga street by 30 June 2018	Moshakga Street Paving (Planning)	01/07/2017	30/06/2018	Director Tech	GLM	300 000	171 000	Project commence \$	Designs for Moshakga street paving completed	Design report
6	Access to Sustainable Basic Services	Electricity	Installation of Prepaid meters in Mokgoba by 30 June 2018	Prepaid meters in Mokgoba Village	01/07/2017	30/06/2018	Director Tech	GLM	0	550 000	Project commence \$	Installation of Prepaid meters in Mokgoba village completed	Payment Certificate and Installation report
29													

Dm

ME

M.C.S.

29	Access to Sustainable Basic Services	Electricity	To purchase and install Split metering & vending system in Modjadiskloof by 30 June 2018	Split metering in Modjadiskloof & Vending System	01/07/2017	30/06/2018	Director Tech	GLM	2 000 000
All	Access to Sustainable Basic Services	Electricity	To upgrade Electricity infrastructure to NERSA standards by 30 June 2018	Upgrade of Electricity to NERSA Standards-NERSA Compliance	01/07/2017	30/06/2018	Director Tech	GLM	4 000 000
All	Access to Sustainable Basic Services	Electricity	To refurbish Electricity network in Modjadiskloof by 30 June 2018	Refurbishment of Electricity Network Phase 2	01/07/2017	30/06/2018	Director Tech	GLM	80 000
All	Access to Sustainable Basic Services	Electricity	To purchase and install metering system in council buildings by 30 June 2018	Council Building metering	01/07/2017	30/06/2018	Director Tech	GLM	40 000
Head Office	Access to Sustainable Basic Services	Electricity	Electrification of 832 Households in Tshabela, Mmatswale, Ntswele Motse A & B, Sebinakgolo, Las Vegas and Rapitsi Villages by 30 June 2018	Household connection in Tshabela, Mmatswale, Ntswele Motse A & B, Sebinakgolo, Las Vegas and Rapitsi Villages	01/07/2017	30/06/2018	Director Tech	GLM	0
Head Office	Access to Sustainable Basic Services	Sports & Recreation	To Construct rubberised synthetic athletic tracks for Kgapane stadium Part 1 of Phase 3) by 30 June 2018	Kgapane Stadium Phase 3	01/07/2017	30/06/2018	Director Tech	MIG	10 000 000

Access to Sustainable Basic Services	Electricity	To erect 4 Highmasts in 2 villages Rampape (2), Mamatepa (2)villages by June 2018	01/07/2017	30/06/2018	Director Tech	GLM	0	1 800 000
	Electricity	4 Highmasts in 2 villages Rampape (2), Mamatepa (2)villages by 30 June 2018					Project Completed	Payment Certificate, Progress report
	Access to Sustainable Basic Services	Highmast in Jamela, Jokong, Maphalle, Shawela, Ditshosing, Moekgoba, Ramodimatlou and Vaal Water by 30 June 2018	01/07/2017	30/06/2018	Director Tech	GLM	2 900 000	Appointment contractor s and commence with construction of Highmast in Rampape villages
	Access to Sustainable Basic Services	Highmast in Jamela, Jokong, Maphalle, Shawela, Ditshosing, Moekgoba, Ramodimatlou and Vaal Water by 30 June 2018					Project Completed	Payment Certificate, Progress report
Head Office	Community Halls & Facilities	To Construct a community hall at Goedplaas by 30 June 2018	01/07/2017	30/06/2018	Director Tech	MIIG	1 382 964	1 796 872 Project commence s
29	Access to Sustainable Basic Services	To Construct a community hall at Thakgalane by 30 June 2018	01/07/2017	30/06/2018	Director Tech	MIIG	1 118 386	1 233 387 Project commence s
12	Access to Sustainable Basic Services	To Construct a community hall at Ntata by 30 June 2018	01/07/2017	30/06/2018	Director Tech	MIIG	2 210 492	2 843 159 Project commence s
							Construction of Goudplaas community hall completed	Payment Certificate and Completion certificates
							Construction of Thakgalane community completed	Payment Certificate and Completion certificates
							Construction of Ntata Community hall completed	Payment Certificate and Completion certificates

M.E  
Drau

	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Sekgopo Moshate street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets- Sekgopo Moshate	01/07/2017	30/06/2018	Director Tech	MIG	7 350 000	7 122 980	Project commence s	Sekgopo Moshate street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
10	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Mamphakhati street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets- Mamphakhati	01/07/2017	30/06/2018	Director Tech	MIG	7 088 816	4 850 000	Project commence s	Mamphakhati street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
8	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Ramphanyana street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets- Ramphanyana	01/07/2017	30/06/2018	Director Tech	MIG/GLM	5 708 320	7 680 981	Project commence s	Ramphanyana street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
6	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Las Vegas street paving from gravel to paving for 1.8 km by 30 June 2018	Las Vegas Street paving	01/07/2017	30/06/2018	Director Tech	MIG/GLM	7 350 000	7 350 000	Project commence s	Las Vegas street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
4	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Dichosing street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets- Dichosing	01/07/2017	30/06/2018	Director Tech	MIG/GLM	6 850 000	10 500 000	Project commence s	Dichosing street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
20	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Ga-Ntata street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets -Ga-Ntata	01/07/2017	30/06/2018	Director Tech	MIG	6 850 000	8 046 507	Project commence s	Ga-Ntata street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
24	Access to Sustainable Basic Services	Sports & Recreation	To upgrade Ga-Ntata street paving from gravel to paving for 1.8 km by 30 June 2018	Lebaka Sports complex phase2	01/07/2017	30/06/2018	Director Tech	MIG	2 564 000	2 564 000	Project commence s	Construction of Lebaka sports complex phase 2 completed	Payment Certificate and Completion certificates
19	Access to Sustainable Basic Services	Sports & Recreation	To construct Lebaka Sports Complex (Phase 2) by 30 June 2018	Lebaka Sports complex phase2	01/07/2017	30/06/2018	Director Tech	MIG	0	526 809	Project commence s	Construction of Shaamiriri complex completed	Payment Certificate and Completion certificates
	Access to Sustainable Basic Services	Sports & Recreation	To construct Shaamiriri Sports Complex by 30 June 2018	Shaamiriri Sports Complex	01/07/2017	30/06/2018	Director Tech	MIG					

M.E

D

Access to Sustainable Basic Services	Community Halls & Facilities	To Construct Mokwakwala Library by 30 June 2018	01/07/2017	30/06/2018	Director Tech	MIG/GIM	0	449 802	Project commence	Construction of Mokwakwala Library completed	Payment Certificate and Completion certificates

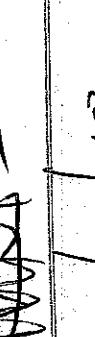
M.E.S

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	10%
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	5%
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	10.0%
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%
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	10.0%
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%
<b>Section Total:</b>		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 workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

<b>Undertaking of the employee</b>	<b>Undertaking of the employer</b>
<p>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.</p> <p></p> <p>Signed and accepted by the Supervisor or Head of Council</p> <p></p>	<p>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.</p> <p></p> <p>Accepted and approved by the Employer</p>
<p>DATE:</p> <p>14/02/2018</p>	<p>DATE:</p> <p>14/02/18</p>

ME

Dr

Summary Scorecard		
Key Performance Areas	Position Outcomes Outputs	Assess Weighting
Municipal Institutional Development and Transformation		100
Basic Service Delivery	80	
Local Economic Development	5	
Municipal Financial Viability and Management	0	
Good Governance and Public Participation	10	
Competencies	5	
Strategic Capability and Leadership	100	
Programme and Project Management	10%	
Financial Management	10%	
Change Management	10%	
Knowledge Management	5%	
Service Delivery Innovation	5%	
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 =		

The assessment of the performance of the Employee will be based on the following

	Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
<b>5</b>	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 as specified in the PA and Performance Plan and maintained this in 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 almost all of the 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.
<b>4</b>					
<b>3</b>					
<b>2</b>					
<b>1</b>					

M.E

M.E

D.M

## Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is achieved:

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.
2. Progress against the targets will be captured in preparation of the assessments.
3. Scores of 1-5 will be calculated based upon the progress against targets.
4. KPI's and areas are audited and copied to the Performance Plans before assessment date.
5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
6. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and make available to the Panel on request. One independent observer may be assigned to act as an Observer.
7. The process of determining Employee ratings are as follows:
  - 3.1 The employee or manager to higher ratings where applicable
  - 3.2 The need 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 competence 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 KPI's rating will account for 80% of the final assessment total. The CCR score to account for 20% of the final assessment total
8. The five point rating scale referred to in regulation 8(5) corresponds as follows:

Rating	1	2	3	4	5
% Score	0.66	67.32	100	132.68	166

9. The assessment rating calculator is used to calculate the overall % score for performance.
10. The half year assessment rating can be used in conjunction with the Annual Performance Assessment to derive a final Annual rating score.
11. 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
30-140%	5-9%
150% and above	10-14%

12. The Personal Development Plan (PDP) can be reviewed after the performance assessment has been finalised in case where no clarity has been established on whether the essential development needs for the relevant person will be:

  - a. The results of the performance assessment will be submitted to the performance audit committee or that approval of the assessment/s
  - b. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province

