

# PERFORMANCE AGREEMENT

## 2017/2018

Greater Letaba Municipality herein represented by

MATOME PETER MATLOU

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

and

**DR KHATHUTSHELO INNOCENT SIROVHA**

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 **9 April 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.

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- 3.3 The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.
- 3.4 This Agreement will **automatically terminate** on termination of the Employee's contract of employment for any reason.
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.6 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### **4. Performance Objectives**

- 4.1. The Performance Plan (Annexure A) sets out-
- 4.1.1. Key Performance Areas that the employee should focus on.
- 4.1.2. Core competencies required from employees.
- 4.1.3. The performance objectives, key performance indicators, projects and targets that must be met by the Employee.
- 4.1.4. The time frames within which those performance objectives and targets must be met.
- 4.2. The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators, targets, projects and activities that may include dates and weightings. A description of these are contained in Annexure A:
- 4.2.1. The strategic objectives describe the strategic intent of the organisation that needs to be achieved.
- 4.2.2. The performance indicators provide the measurement on how a strategic objective needs to be achieved.
- 4.2.3. The target dates describe the timeframe in which the work must be achieved.
- 4.2.4. The weightings show the relative importance of the key performance areas, key objectives, key performance indicators to each other.
- 4.2.5. The activities are the actions to be achieved within a project.

#### **5. Performance Management System**

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

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- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.5.1. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.4. The Employee's assessment will be based on his performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas	Weighting
Municipal Transformation and Organisational Development	20
Basic Service Delivery	20
Local Economic Development (LED)	10
Municipal Financial Viability and Management	30
Good Governance and Public Participation	20

- 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:

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		Weighting
Strategic Capability and Leadership	√	10
Programme and Project Management	√	10
Financial Management	√	10
Change Leadership	√	5
Governance Leadership	√	5
People Management	√	5
Moral Competence	√	5
Planning and Organising	√	10
Analysis and Innovation	√	10
Communication	√	10
Knowledge and Information Management	√	10
Results and Quality Focus	√	10
Section 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.

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- (b) Values on actual performance are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to motivate for higher scores. The panel members have a chance to ask questions regarding the final scores are converted to % Performance by making use of DPLG Performance Assessment Rating Calculator.

6.5.2. Assessment of the CCRs:

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

6.5.3. Overall rating:

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

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

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	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 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;

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The first part of the paper discusses the importance of the  
theoretical framework in the study of the  
relationship between the variables. The second part  
presents the empirical results of the study. The third part  
discusses the policy implications of the findings. The fourth part  
concludes the paper.

The results of the study show that there is a significant  
positive relationship between the variables. This finding is  
consistent with the theoretical framework. The results also  
show that the relationship is stronger for the first group  
than for the second group. This finding is also consistent  
with the theoretical framework.

The findings of the study have important policy implications.  
First, the results suggest that the policy should be  
designed to address the needs of the first group. Second,  
the results suggest that the policy should be designed to  
address the needs of the second group. Third, the results  
suggest that the policy should be designed to address the  
needs of both groups.

The study has some limitations. First, the sample size is  
small. Second, the study is cross-sectional. Third, the  
study does not control for some variables. Despite these  
limitations, the study provides valuable insights into the  
relationship between the variables.

- 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).

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## **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.

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## 10. Consultation

- 10.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others :
- 10.1.1. A direct effect on the performance of any of the Employee's functions.
- 10.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer.
- 10.1.3. A substantial financial effect on the Employer.
- 10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in as soon as is practicable to enable the Employee to take any necessary action without delay.

## 11. Management of Evaluation Outcomes

- 11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2. A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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

- 11.3. In the case of unacceptable performance, the Employer shall:
- (a) Provide systematic remedial or developmental support to assist the Employee to improve his performance.
- 11.4. After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties

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## 12. Dispute Resolution

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

## 13. General

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

Thus done and signed at Madjagosi on this the 10 day of APRIL 2018

AS WITNESSES:

1. [Signature]  
2. [Signature]

[Signature]

**KHATHUTSHELO INNOCENT SIROVHA**  
EMPLOYEE

AS WITNESSES:

1. [Signature]  
2. \_\_\_\_\_

[Signature]

MAYOR

**CLLR. MATOME PETER MATLOU**

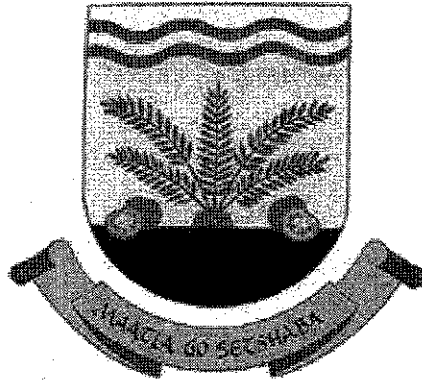
1. The first part of the paper discusses the importance of maintaining accurate records of all transactions. This is essential for the proper management of the company's finances and for ensuring that all parties involved are kept informed of the current status of the business.

2. The second part of the paper discusses the importance of maintaining accurate records of all transactions. This is essential for the proper management of the company's finances and for ensuring that all parties involved are kept informed of the current status of the business.

3. The third part of the paper discusses the importance of maintaining accurate records of all transactions. This is essential for the proper management of the company's finances and for ensuring that all parties involved are kept informed of the current status of the business.

4. The fourth part of the paper discusses the importance of maintaining accurate records of all transactions. This is essential for the proper management of the company's finances and for ensuring that all parties involved are kept informed of the current status of the business.

5. The fifth part of the paper discusses the importance of maintaining accurate records of all transactions. This is essential for the proper management of the company's finances and for ensuring that all parties involved are kept informed of the current status of the business.



# PERSONAL DEVELOPMENT PLAN

## 2017/2018

Greater Letaba Municipality herein represented by

CLLR MATLOU MATOME PETER

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

and

**SIROVHA KHATHUTSHELO INNOCENT**

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

WHEREBY IT IS AGREED AS FOLLOWS:



THE UNIVERSITY OF CHICAGO

LIBRARY

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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 (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
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

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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
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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 at Mooresburg on this the 10 day of APRIL 2018

AS WITNESSES:

1. [Signature]

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

[Signature]

EMPLOYEE

AS WITNESSES:

1. D.W. [Signature]

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

Matlou m.p

CLLR M.P MATLOU

*[Signature]*

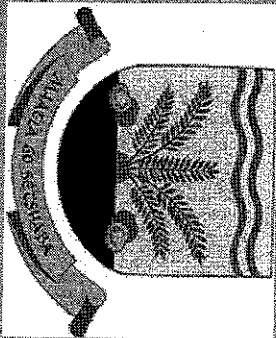
*Journal of Management Education* 30(6)p. 789-804  
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## Annexure A

### Performance Plan 2017/2018

#### Greater Letaba Municipality



#### PERFORMANCE PLAN

Name: Dr Khathutshelo Innocent Sirovha

Position: Municipal Manager

Accountable to: Mayor - Cllr M.P Matlou

Plan Period: 09.04.2018 – 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 (KPI's), IDP Objectives, Programmes, Performance Indicators (KPI's), Weightings, Targets (quarterly), evidence required
5. A performance scorecard per Key Performance Area (Projects), IDP Objectives, Programmes, Weightings, Projects / Initiatives, Quarterly Deliverables, Evidence required
6. Competencies
7. Approval of Personal Performance Plan
8. Summary Scorecard
9. Rating Scales
10. Assessment Process

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**Annexure A**  
**PERFORMANCE PLAN**

**1. Purpose**

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

**2. Objects of Local Government**

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

**3. Key Performance Areas**

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development
- 3.2 Infrastructure Development and Service Delivery
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

**4. Outcome 9**

- 4.1. Implement a differentiated approach to municipal financing, planning and support
- 4.2. Improving access to basic services
- 4.3. Implementation of the Community Work Programme and Cooperative Supported
- 4.4. Actions supportive of the human settlements outcome
- 4.5. Deepen democracy through a refined Ward Committee model
- 4.6. Administrative and financial capability

**5. BSC Perspectives**

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

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

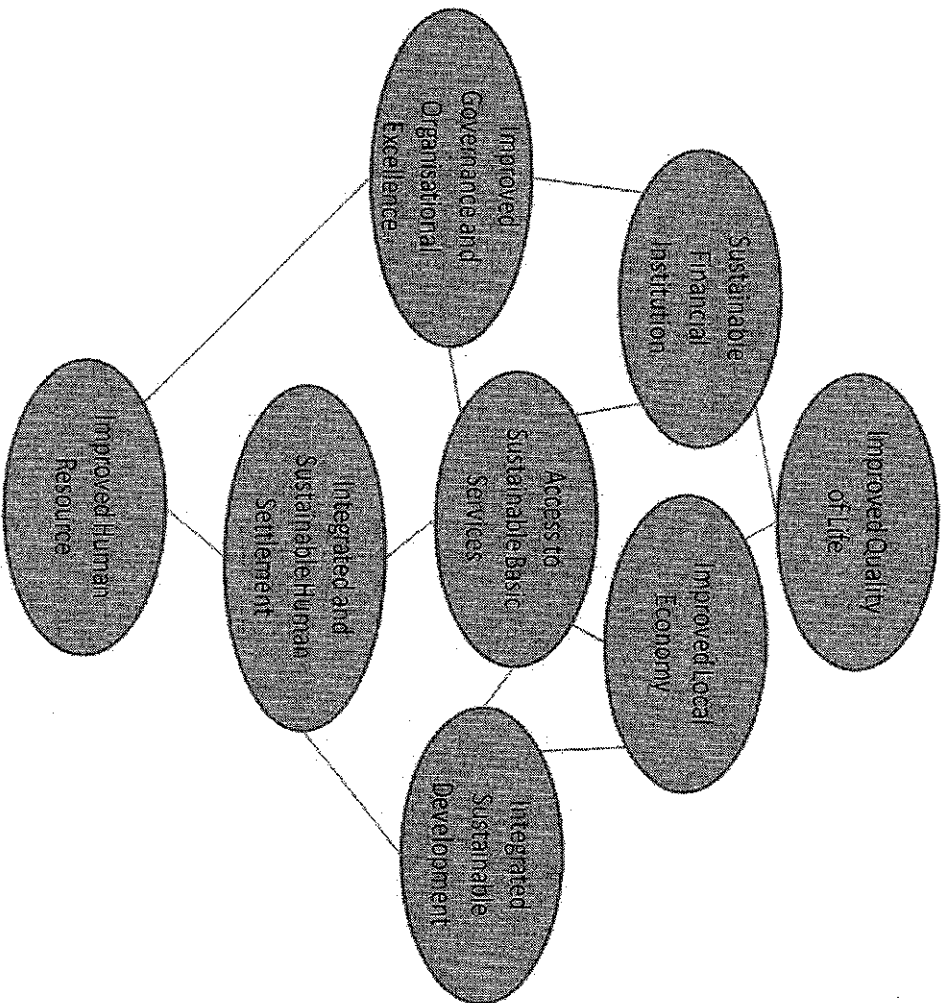
**6. Strategic Objectives**

The Key Performance Indicators are devised according to the IDP

Institutional Outcomes to be achieved as depicted on the next page



To be the leading municipality in the delivery of quality services for the promotion of socio-economic development





## STRATEGIC VISION

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

## STRATEGIC MISSION

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

## Position Goal

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

## Position Purpose

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

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

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





**KPA MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**  
**KEY PERFORMANCE INDICATORS**  
**OUTCOME NINE (OUTPUT 1) IMPLEMENT A DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT (OUTPUT 4) ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES)**

Vote Nr	Strategic Objective	Municipal Programme	Measurable Objectives	Key Performance measures/ Performance Indicator	KPI Unit of measure	Baseline Status	Annual Target (30/06/2018)	Budget 2017/18	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	Date	30-May-17	Council Approved Organizational structure by 31 May 2018	Operational	Council Approved Organizational structure by 31 May 2018	Municipal Manager	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	Number	2 positions filled	40 Positions filled	Operational	10 Positions filled	Municipal Manager	Appointment letters
	Integrated Sustainable Development	IDP	Approval of the Final 2018/19 IDP by council within the financial year	To approve Final 2018/19 IDP by Council 31 May 2018.	Date	30-May-17	Approval of final 2018/19 IDP by 31 May 2018	Operational	Approval of final 2018/19 IDP by 31 May 2018	Municipal Manager	Council approved IDP and resolution, Council Resolution
	Improved Governance and Organisational Excellence	PMS	To ensure that SDBIP is finalised by 30 June 2018	To approve final 2018/19 SDBIP by the Mayor within 28 days after adoption of the final Budget and IDP by 30 June 2018.	Date	30-Jun-17	Approval of final 2018/19 SDBIP by the Mayor within 28 days after adoption of the Budget and IDP by 30 June 2018.	Operational	Approval of final 2018/19 SDBIP by the Mayor within 28 days after adoption of the Budget and IDP by 30 June 2018	Municipal Manager	Signed SDBIP by the Mayor
	Improved Governance and Organisational Excellence	PMS	To ensure quarterly reporting and compliance within the financial year	# of Quarterly performance reports compiled by 30 June 2018.	Number	4 Quarterly reports	4 Quarterly performance reports compiled	Operational	1 Quarterly performance report compiled	Municipal Manager	Council approved Quarterly reports

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Improved Governance and Organisation al Excellence	PMS	To ensure municipal reporting and compliance within the financial year	To publish 2016/17 Oversight report in the Media (Media print Website) within 7 days of adoption by 07 April 2018.	Date	07-Apr-17	Publishing of the 2016/17 Oversight report in the Newspaper / Website within 7 days of adoption by 07 April 2018.	Operational	Publishing of the 2016/17 Oversight report in the Newspaper / Website within 7 days of adoption by 07 April 2018.	Municipal Manager	Council approved Annual report, Council resolution
Improved Governance and Organisation al Excellence	PMS	To ensure implementation of the performance management system in the organisation within the financial year.	To approve Performance management policy for officials lower than sec 54 & 56 by 30 June 2018	Date	None	Approval of Performance Management Policy for officials lower than sec 54 & 56 Managers by 30 June 2018	Operational	Approval of Performance Management Policy for officials lower than sec 54 & 56 Managers by 30 June 2018	Municipal Manager	Council approved PMS policy for all municipal officials, council resolution
Improved Governance and Organisation al Excellence	Legal Services	To improve efficiency and effectiveness of municipal administration within the financial year	% developed Service Level Agreements within 30 days after the appointment of Service provider by 30 June 2018 (# of SLA s developed/ # of Appointments made)	Percentage	100% SLA developed	100% (# of SLA s developed/ # of Appointments made)	Operational	100% (# of SLA s developed/ # of Appointments made)	Municipal Manager	Dated signed Service Level Agreements
Improved Governance and Organisation al Excellence	Internal Audit	To conduct quarterly assessment on municipal performance within the financial year	# of performance audit reports compiled and issued to the Accounting Officer by 30 June 2018.	Number	4 Performance audit reports issued	4 Performance audit reports issued	Operational	1 Performance audit reports compiled and issued to the Accounting Officer	Municipal Manager	Performance Audit report signed off by the MM

Improved Governance and Organisation al Excellence	Internal 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) by 30 June 2018	Percentage	14% Internal issues resolved	100% internal audit issues resolved (# of Internal Audit issues resolved / # of issues raised)	Operational	100% internal audit issues resolved (# of Internal Audit issues resolved / # of issues raised)	Municipal Manager	Resolved IA register/pla, POE submitted
Improved Governance and Organisation al Excellence	Internal Audit	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting requirements by 30 June 2018	% of AG issues resolved (# of Auditor General issues resolved / # of issues raised) by 30 June 2018	Percentage	81% AG issues resolved	100% AG issues resolved	Operational	100% AG issues resolved (# of Auditor General issues resolved / # of issues raised)	Municipal Manager	Resolved AG issues and POE's submitted
Improved Governance and Organisation al Excellence	Risk management	To ensure effective implementation of risk mitigation actions 30 June 2018	% of Risk issues resolved (# Risk issues implemented / resolved / # of risks identified) by 30 June 2018	Percentage	73% Risk issues resolved	100% Risk issues resolved	Operational	100% Risk issues resolved (# Risk issues implemented / resolved / # of risks identified)	Municipal Manager	Resolved Risk issues and POE submitted

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KPA 2: BASIC SERVICE DELIVERY INDICATORS

OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORKS PROGRAMME

Vote Number	Strategic Objective	Programme	Measurable Objective	KPI Unit of measure/ Performance Indicator	Baseline / Status	Annual Target (2016/17)	Budget 2017/2018	4th Quarter (1 Apr - 30 Jun 2018)	Responsible Person	Evidence required
	Integrated and Sustainable Human Settlement	Spatial Planning	To ensure that land use applications are processed within 90 days of receipt.	% of land use applications processed (# of applications received / # of land use applications processed) within 90 days of receipt by 30 June 2018.	0%	100% applications processed (# of applications received / # of land use applications processed)	Operational	100% applications processed (# of applications received / # of land use applications processed)	Municipal Manager	Dated register recording land use applications & Land use applications
	Access to Sustainable Basic Services	Waste management	Provision of waste removal within the financial year	# of HH with access to refuse removal at least once a week by 30 June 2018.	4654 HH accessed refuse removal once a week	4654 HH with access to refuse removal at least once a week	Operational	4654 HH with access to refuse removal at least once a week	Municipal Manager	Rooster/ waste management reports
	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	Operational	56905 HH with access to electricity	Municipal Manager	Electricity/ Finance reports
	Improved Governance and Organisational Excellence	Legal	To monitor the review of by laws and policies within a financial year	# of By laws reviewed (# of policies reviewed/ # of By laws ) by 30 June 2018	0	# of By laws reviewed (# of policies reviewed/ # of By laws )	Operational	# of By laws reviewed (# of policies reviewed/ # of By laws )	Municipal Manager	Reviewed and council approved by laws

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Improved Governance and Organisational Excellence	Legal	To monitor the renewal of by laws and policies within a financial year	# of by laws promulgated (# of By laws promulgated/ by laws due for promulgation by 30 June 2018	0	# of by laws promulgated (# of By laws promulgated/ by laws due for promulgation	Operational	# of by laws promulgated (# of By laws promulgated/ by laws due for promulgation	Municipal Manager	By laws promulgated
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	0	% of electricity losses reduced : # of electricity lost / % of electricity supplied	Operational	% of electricity losses reduced : # of electricity lost / % of electricity supplied	Municipal Manager	Electricity/ Finance reports

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KPA 3 LOCAL ECONOMIC DEVELOPMENT											
KEY PERFORMANCE INDICATORS											
OUTCOME 9 IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME											
Note Nr	Strategic Objective	Municipal Programmes	Measurable Objectives	Key Performance measures/ Performance Indicator	KPI/Unit of measure	Baseline / Status	Annual Target (30/06/2018)	Budget 2017/18	4th Quarter (1 Apr - 3 Jun 2018)	Responsible Person	Evidence requires
	Improved Governance and Organisation al Excellence	Improved local economy	To ensure Promotion of local economy within the financial year	# of jobs created through own municipal funded Capital Projects by 30 June 2018	Number	1180 jobs created	800 Jobs created	Operational	200 Jobs created	Municipal Manager	Proof of Jobs created
	Improved Governance and Organisation al Excellence	Improved local economy	To ensure Promotion of local economy within the financial year	# of SMME s supported through Supply Chain Management by 30 June 2018.	Number	215 SMME s supported	120 SMME s supported	Operational	30 SMME s supported	Municipal Manager	Proof for SMME s supported
	Integrated Sustainable Development	Improved local economy	To ensure Promotion of local economy within the financial year	# of EPWP reports complied and submitted to Council by 30 June 2018	Number	12 EPWP reports generated	12 EPWP reports generated	Operational	3 EPWP reports generated	Municipal Manager	Monthly EPWP reports

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**KPA 4 MUNICIPAL FINANCIAL VIABILITY  
KEY PERFORMANCE INDICATORS  
OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY**

Vote No	Strategic Objective	Programme	Measurable Objectives	Measurable Objective/ Performance Indicator	Key Unit of measure	Baseline / Status	Annual Target (60/06/18)	Budget 2017/2018	4th Quarter (1 Apr - 3 Jun 2018)	Responsible Person	Evidence required
	Sustainable Financial Institution	Revenue	To ensure improvement in revenue collection within the financial year	% in revenue collected by 30 June 2018	Percentage	82% in revenue collection	95 % in revenue collection	Operational	95% in revenue collection quarterly (at least 95% monthly)	Municipal Manager	Financial reports
	Sustainable Financial Institution	Revenue	To monitor debt collections within a financial year	% in debt collected (# of debt collected/	Percentage	New	% in debt collected (# of debt collected/	Operational	% in debt collected (# of debt collected/	Municipal Manager	Financial reports
	Sustainable Financial Institution	Revenue	To monitor the implementation of municipal services within a financial year	# of data cleansing performed (Meter services)	Number	1 data cleansing	4 data cleansing performed (meter services)	Operational	1 data cleansing performed (meter services) quarterly	Municipal Manager	Financial reports
	Sustainable Financial Institution	Expenditure Management	Provision of free basic services within the financial year	# of HH receiving free basic services by 30 June 2018	Number	2265 HH in the indigent register	1500 HH receiving free basic services	Operational	1500 HH receiving free basic services	Municipal Manager	Updated Indigent register
	Sustainable Financial Institution	Budget and Reporting	To ensure that quarterly financial statements are prepared within 14 days after the end of each quarter.	# of quarterly financial statements submitted to Provincial Treasury	Number	4 Financial statements submitted	4 Financial statements submitted	Operational	1 Financial statement submitted	Municipal Manager	Dated proof of submission Financial Statements
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	To approve Final 2018/19 Budget by Council by 31 May 2018	Date	31-May-17	Approval of Final 2018/19 Budget by Council on 31 May 2018	Operational	Approval of Final 2018/19 Budget by Council on 31 May 2018	Municipal Manager	Council Approved Final Budget, Council Resolution
	Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	To approve 21 Budget related policies by 31 March 2018	Date	21 policies approved	Approval of 21 budget related policies by Council on 31 March 2018	Operational	Approval of 21 budget related policies by Council on 31 March 2018	Municipal Manager	Council Approved Budget related policies, Council Resolution

Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	# of Sec 32 Register developed and updated by 30 June 2018.	Number	12 Sec registers developed	12 Sec register developed and updated by 30 June 2018.	Operational	3 Sec 32 registers developed and updated	Municipal Manager	Dated proof of Sec 32 register
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	To approve Finance 4 by-laws by 31 May 2018	Date	Not approved	Approval of 4 Finance by-laws by 31 May 2018.	Operational	Approval of Finance by-laws by 31 May 2018.	Municipal Manager	Council approved finance by-laws, Council Resolution
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	# of Finance compliance report submitted to Treasuries & COGHSTA by 30 June 2018.	Number	12 Finance compliance report submitted	12 Finance compliance report submitted	Operational	3 Finance compliance report submitted	Municipal Manager	Financial reports
Sustainable Financial Institution	Budget and Reporting	To ensure compliance with legislation within the financial year	To submit monthly Sec 71 reports to Provincial treasury within 10 working days by 30 June 2018.	Date	Sec 71 reports submitted to Provincial Treasury within 10 working days	Submission of monthly Sec 71 reports to Provincial treasury within 10 working days by 30 June 2018.	Operational	Sec 71 reports submitted to Provincial Treasury within 10 working days	Municipal Manager	Dated proof of submission
Sustainable Financial Institution	Supply Chain Management	To improve financial viability within the financial year	To appoint Supply Chain Structures (Bid Specifications, Bid Evaluation and Bid Adjudication Committees) by 30 June 2018.	Date	SCM structures appointed by 30 June 2017	Appointment of Supply Chain Structures (Bid Specifications, Bid Evaluation and Bid Adjudication Committees) by 31 July 2018.	Operational	N/A	Municipal Manager	Appointment Letters
Sustainable Financial Institution	Supply Chain Management	To ensure payment of service providers within 30 days of the submission of invoices.	To pay invoices within 30 days of receipt from the service provider by 30 June 2018.	Days	Payment of invoices within 30 days of receipt from the service provider	Payment of invoices within 30 days of receipt from the service provider	Operational	Payment of invoices within 30 days of receipt from the service provider.	Municipal Manager	Dated proof of payment

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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 2 000 000 PMU Management Budget spent	Capital	100% R 2 000 000 PMU Management Budget spent	Municipal Manager	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	60,75%	100% R 88 304 553 Capital Budget spent	Capital	100% R 88 304 553 Capital Budget spent	Municipal Manager	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 227 037 000 Operational Budget spent	Operational	100% R 227 037 000 Operational Budget spent	Municipal Manager	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 68 514 150 MIG expenditure	Capital	100% R 68 514 150 MIG expenditure	Municipal Manager	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	Percentage	0%	100% R 6 000 000 INEP expenditure	Capital	100% R 6 000 000 INEP expenditure	Municipal Manager	Financial reports	
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% FMG expenditure by 30 June 2018.	Percentage	100%	100% R 2 145 000 FMG Expenditure	Operational	100% R 2 145 000 FMG Expenditure	Municipal Manager	Financial reports
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% EPWP expenditure 30 June 2018.	Percentage	100%	100% R 2 384 000 EPWP expenditure	Operational	100% R 2 384 000 EPWP expenditure	Municipal Manager	Financial reports

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Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality within the financial year	% FBS expenditure by 30 June 2018	Percentage	102%	100% R518 652 FBS expenditure	Operational	100% R518 652 FBS expenditure	Municipal Manager	Financial reports

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**KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**  
**KEY PERFORMANCE INDICATORS**  
**OUTCOME 9 (OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL, OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY)**

Vote No	Strategic Objective	Programmes	Measurable Objectives	Performance measure/ Indicator	Key Unit of measure	Baseline	Annual Target (2016/2018)	Budget 2017/2018	4th Quarter (1 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 by 30 June 2018	Number	12 Council meetings held	4 Council meetings held	Operational	1 Council meetings held	Municipal Manager	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Council	To ensure functionality of EXCO committee within the financial year.	# of EXCO meetings held by 30 June 2018	Number	12 EXCO meetings held	4 EXCO meetings held	Operational	1 EXCO meetings held	Municipal Manager	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Committees	To ensure functionality of Council committee within the financial year.	# of Ward Committee reports submitted by 30 June 2018	Number	348 Ward Committee reports submitted	300 ward committee reports submitted	Operational	80 ward committee reports submitted	Municipal Manager	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Committees	To ensure functionality of Council within the financial year	# of MPAC meetings held by 30 June 2018	Number	14 MPAC meetings held	12 MPAC meetings held	Operational	3 MPAC meetings held	Municipal Manager	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Human Resource management	To ensure functionality of Council within the financial year	# of LLF meetings held by 30 June 2018	Number	13 LLF meetings held	12 LLF meetings held	Operational	3 LLF meetings held	Municipal Manager	Agenda, Minutes & attendance register
	Improved Governance and Organisational Excellence	Labour Relations	To ensure functionality of Municipality within the financial year	% in 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)	Operational	100% resolutions implemented (# of resolutions taken/ # of resolutions implemented)	Municipal Manager	Updated Resolutions register

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Improved Governance and Organisation at Excellence	Public Participation	To ensure public involvement in the IDP review	# of IDP/Budget/ PMS REP Forum meetings held by 30 June 2018.	Number	5 IDP/Budget/ PMS REP Forum meetings held	5 IDP/Budget/ PMS REP Forum meetings held	Operational	2 IDP/Budget/ PMS REP Forum meetings held	Municipal Manager	Agenda & Attendance register
Improved Governance and Organisation at Excellence	Public Participation	To ensure public involvement in the IDP review within a financial year	# of IDP/Budget/ PMS Steering Committee meetings held by 30 June 2018.	Number	5 IDP/Budget/ PMS Steering Committee meetings held	5 IDP/Budget/ PMS Steering Committee meetings held	Operational	2 IDP/Budget/ PMS Steering Committee meetings held	Municipal Manager	Agenda & Attendance register
Improved Governance and Organisation at Excellence	Public Participation	To promote accountability within the municipality	% of complaints resolved / # of complaints attended to within a financial year	Percentage	% of complaints resolved : # of complaints received / # of complaints attended	% of complaints resolved : # of complaints received / # of complaints attended	Operational	% of complaints resolved : # of complaints received / # of complaints attended	Municipal Manager	Updated Complaints Management Register
Improved Governance and Organisation at Excellence	Public Participation	To ensure public involvement in Mayoral Imbizo's within a financial year	# of quarterly Community feedback meetings held within a financial by 30 June 2018.	Number	4 Mayoral Imbizo held	4 Community feedback meetings held	Operational	1 Community Feedback meetings held	Municipal Manager	Agenda & Attendance register
Improved Governance and Organisation at Excellence	Committees	To ensure functionality of Audit committee within a financial year	# of Audit Committee meetings held by 30 June 2018.	Number (Accumulative)	6 Audit Committee meetings held	4 Audit Committee meeting held	Operational	1 Audit Committee meetings held	Municipal Manager	Agenda, Minutes & Attendance register
Improved Governance and Organisation at 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 Committee resolutions implemented	Operational	% of Audit and Performance Audit Committee resolutions implemented	Municipal Manager	Audit Committee resolutions register
Improved Governance and Organisation at Excellence	Risk	To ensure functionality of Risk committee within the financial year.	# of Risk Committee meetings held by 30 June 2018.	Number (Accumulative)	2 Risk Committee meetings held	4 Risk Committee meetings held	Operational	1 Risk Committee meetings held	Municipal Manager	Agenda, Minutes & Attendance register

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Improved Governance and Organisation Excellence	Risk	To ensure functionality of Risk committee within the financial year.	To approve Fraud and Anti Corruption strategy by 30 June 2018.	Number	Fraud & Anti Corruption Strategy not reviewed	Approved Fraud and Anti Corruption strategy	Operational	Approved Fraud and Anti Corruption strategy	Municipal Manager	Approved Fraud and Anti Corruption strategy
Improved Governance and Organisation Excellence	Legal	To monitor response in terms of the fraud and corruption cases registered	# of Fraud and Corruption cases investigated : # of cases registered / # of cases investigated within a financial year	Number	New	# of Fraud and Corruption cases investigated : # of cases registered / # of cases investigated yearly		# of Fraud and Corruption cases investigated : # of cases registered / # of cases investigated quarterly	Municipal Manager	Updated Fraud and Corruption case register
Improved Governance and Organisation Excellence	Internal Audit	To conduct quarterly assessment on municipal performance information.	# of performance audit reports issued by 30 June 2018.	Number	4 Performance audit reports issued	4 Performance audit reports issued	Operational	1 Performance audit reports issued	Municipal Manager	Performance audit report tabled in council and resolution
Improved Governance and Organisation 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 (2015/16) by 30 June 2018.	Percentage	81% AG queries resolved	100% Audit queries addressed	Operational	100% AG issues resolved	Municipal Manager	resolved and audited AG issues and POE's submitted

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# WORKS PLAN SUMMARY OF CAPITAL PROJECTS PER RESPONSIBLE MANAGER

## MUNICIPAL TRANSFORMATION

Region	Strategic Objective	Programme	Measurable Objective/Performance Indicator	Project Name	Start Date	Completion date	Project Owner	Source of funding	Budget	Adjusted Budget	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	Municipal Manager	GLM	50,000	1,850,000	Office Furniture purchased and delivered	Payment Certificate and delivery note

## BASIC SERVICE DELIVERY

Region	Strategic Objective	Programme	Measurable Objective/Performance Indicator	Project Name	Start Date	Completion date	Project Owner	Source of funding	Budget	Adjusted Budget	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	Municipal Manager	GLM	570,000	570,000	Refurbishment of municipal workshop project completed	Payment Certificate and Completion certificates
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	Municipal Manager	GLM	2,000,000	4,000,000	Construction of Shotong Library completed	Payment Certificate and Completion certificates
21	Access to Sustainable Basic Services	Community Halls & Facilities	To purchase and deliver 2000 Chairs and 10 Tables at Mokwakwaila & Senwamokgope Community halls by 30 June 2018	Chairs (2000) Tables (10) for Mokwakwaila & Senwamokgope Halls	01/07/2017	30/06/2018	Municipal Manager	GLM	150,000	150,000	2000 Chairs and 10 Tables purchased and delivered to Senwamokgope and Mokwakwaila community halls	Payment Certificate and delivery note
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	Municipal Manager	GLM	400,000	200,000	Designs for Ward 5 Community hall completed	Design report
26	Access to Sustainable Basic Services	Community Halls & Facilities	To Construct a community hall at Molele by 30 June 2018	Molele community hall	01/07/2017	30/06/2018	Municipal Manager	GLM	3,000,000	5,163,589	Molele community hall completed	Payment Certificate and Completion certificates
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	Municipal Manager	GLM	400,000	200,000	Designs for Lemondokop community hall completed	Design report
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	Municipal Manager	GLM	400,000	400,000	Designs for Tlotlokwe community hall completed	Design report
Head Office	Access to Sustainable Basic Services	Access to Sustainable Basic Services	To purchase & deliver (20) Fire Extinguishers by 30 June 2017	Fire Extinguishers (roll over)	01/10/2017	30/06/2018	Municipal Manager	GLM	0	265,737	Appointment of service provider and 20 Fire Extinguishers purchased and delivered	Payment Certificate and delivery note
27	Access to Sustainable Basic Services	Sports & Recreation	To construct a Sports Complex at Mamanyoha by 30 June 2018	Mamanyoha Sports Complex	01/07/2017	30/06/2018	Municipal Manager	GLM	3,414,503	8,352,996	Mamanyoha Sports Complex completed	Payment Certificate and Completion certificates
1	Access to Sustainable Basic Services	Sports & Recreation	To Plan & design a Sports Complex at Madumeleng/Shotong by 30 June 2018	Madumeleng/Shotong Sports Complex	01/07/2017	30/06/2018	Municipal Manager	GLM	9,024,250	250,000	Designs for Madumeleng/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	Municipal Manager	GLM	2,524,250	100,000	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	Municipal Manager	GLM	3,500,000	16,000,000	Construction Rotterdam Sports Complex completed Phase 1 & 2	Payment Certificate and Completion certificates
All Wards	Access to Sustainable Basic Services	Waste Management	To purchase & deliver 30 Skip Bins for waste management by 30 June 2018	Skip Bins (30)	01/07/2017	30/06/2018	Municipal Manager	GLM	450,000	450,000	30 Skip bins purchased and delivered	Payment Certificate and delivery note
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	Municipal Manager	GLM	2,000,000	2,000,000	Construction of Maphalle Landfill site (phase 2) completed	Payment Certificate and Completion certificates
All wards	Access to Sustainable Basic Services	Waste Management	To Purchase 1 Refuse Compactor Truck by 30 June 2018	Refuse Compactor Truck	01/10/2017	30/06/2018	Municipal Manager	GLM	0	1,335,981	Appointment of service provider and Refuse Compactor purchased and delivered	Payment Certificate & Delivery note
3	Access to Sustainable Basic Services	Roads & Stormwater	To Construct Storm water channels at Ga-Kgapane by 30 June 2018	Ga-Kgapane Storm water Channels	01/07/2017	30/06/2018	Municipal Manager	GLM	1,000,000	1,000,000	Construction of storm water channels at Ga-Kgapane completed	Payment Certificate and Completion certificates
	Access to Sustainable Basic Services	Roads & Stormwater	To Construct 10 low level bridges in Rampepe, Ditshosing, Sefotse, Morwatshehla, Jamela, Thakgalane, Ward 28 (new stand to Ximonelo), Mothobeki, Mabusana/ Sehlakong and Seaphole villages by 30 June 2018	Low level Bridges (10) in Rampepe, Ditshosing, Morwatshehla, Jamela, Thakgalane, Ward 28 (new stand to Ximonelo), Mothobeki, Mabusana/ Sehlakong and Seaphole villages	01/07/2017	30/06/2018	Municipal Manager	GLM	1,606,505	3,353,787	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 Ward 17 street by 30 June 2018	Ward 17 street paving	01/07/2017	30/06/2018	Municipal Manager	GLM	300,000	0	Designs Completed	Payment Certificate and Designs
	Access to Sustainable Basic Services	Roads & Stormwater	To construct Gabions in Modjadiskloof by 30 June 2018	Modjadiskloof of Gabions	01/07/2017	30/06/2018	Municipal Manager	GLM	0	260,887	Construction of Modjadiskloof Gabions Completed	Payment Certificate, Progress report, Completion Certificates
	Access to Sustainable Basic Services	Roads & Stormwater	To Plan & design Itieleng Sekgosese street from gravel to paving for 1.8km by 30 June 2018	Itieleng-Sekgosese street paving	01/07/2017	30/06/2018	Municipal Manager	GLM	2,867,950	179,037	Designs for Itieleng-Sekgosese upgraded for 1.8km Completed	Design report
	Access to Sustainable Basic Services	Roads & Stormwater	Payment of service provider for completion of Mmamakata Raseleka street paving	Mmamakata Raseleka Street paving (Consultant)	01/07/2017	30/06/2018	Municipal Manager	GLM	0	64,586	Payment of service provider for completion of Mmamakata Raseleka street paving	Payment Certificate
	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	Municipal Manager	GLM	590,100	1,960,786	Construction of Khosuthupa Taxi Rank completed	Progress report, Payment Certificate, Completion Certificate

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	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	Municipal Manager	GLM	500,000	2,150,000	Construction of Wholesale Taxi Rank completed	Progress report, Payment Certificate, Completion Certificate
	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	Municipal Manager	GLM	2,854,950	200,000	Designs for Lemondokop street paving upgraded for 1.8km Completed	Design report
	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	Municipal Manager	GLM	2,500,000	4,087,797	Upgrading of Modjadji Ivory Route upgraded for 800m Completed	Payment Certificate, Progress report, Completion Certificates
	Access to Sustainable Basic Services	Roads & Stormwater	Payment of service provider for work done at Makaba Street paving (Survey)	Makaba street paving	01/07/2017	30/06/2018	Municipal Manager	GLM	17,000	17,670	Payment of service provider for work done at Makaba Street paving (Survey)	Payment Certificate, Progress report
	Access to Sustainable Basic Services	Roads & Stormwater	To Upgrade Seatlaleng street from gravel to paving for 1.8km by 30 June 2018	Seatlaleng street paving	01/07/2017	30/06/2018	Municipal Manager	GLM	3,500,000	4,712,592	Upgrading of Seatlaleng upgraded for 1.8km Completed	Payment Certificate, Progress report, Completion Certificates
6	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	Municipal Manager	GLM	300,000	171,000	Designs for Mokwasele cemetery completed	Design report
2	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	Municipal Manager	GLM	300,000	171,000	Designs for Moshakga street paving completed	Design report
29	Access to Sustainable Basic Services	Road Transport & Licensing	To Refurbish Modjadjiskloof K53 Testing ground by 30 June 2018	Refurbishment of Modjadjiskloof of K53 Testing ground	01/07/2017	30/06/2018	Municipal Manager	GLM	200,000	200,000	Completion of Modjadjiskloof DLTC project completed	Payment Certificate and Completion certificates
29	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	Municipal Manager	GLM	0	590,000	Project for installation of Prepaid meters in Mokgoba village completed	Payment Certificate and Installation report
29	Access to Sustainable Basic Services	Electricity	To purchase and install Split metering & vending system in Modjadjiskloof by 30 June 2018	Split metering in Modjadjiskloof of Vending System	01/07/2017	30/06/2018	Municipal Manager	GLM	2,000,000	1,050,000	Split metering & vending system purchased and installed	Payment Certificate and Installation report
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	Municipal Manager	GLM	4,000,000	16,113,204	Electricity Infrastructure upgraded to NERSA	Payment Certificate and Completion certificates
All	Access to Sustainable Basic Services	Electricity	To refurbish Electricity network in Modjadjiskloof by 30 June 2018	Refurbishment of Electricity Network Phase 2	01/07/2017	30/06/2018	Municipal Manager	GLM	80,000	80,000	Electricity network refurbished	Payment Certificate and Completion certificates
Head Office	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	Municipal Manager	GLM	40,000	40,000	Metering system for council building purchased and installed	Payment Certificate and Completion certificates

	Access to Sustainable Basic Services	Electricity	Electrification of 832 Households in Tshabela Mmatswale, Ntswale motse A & B, Sebinakgolo, Las Vegas and Rapitsi villages by 30 June 2018	Household connection in Tshabela Mmatswale, Ntswale motse A & B Sebinakgolo, Las Vegas and Rapitsi villages	01/07/2017	30/06/2018	Municipal Manager	GLM	0	6,000,000	Electrification of 832 HH in Tshabela Mmatswale, Ntswale motse A & B, Sebinakgolo, Las Vegas and Rapitsi villages completed	Payment Certificate and Completion certificates
Head Office												
3	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	Municipal Manager	MIG	10,000,000	10,709,021	Construction of rubberised synthetic athletic tracks for Kgapane stadium (Part 1 of phase 3)	Payment Certificate and Completion certificates
	Access to Sustainable Basic Services	Electricity	To erect 4 Highmasts in 2 villages Rampepe (2), Mamatepa (2) village by 30 June 2018	4 Highmast Lights in 2 villages Rampepe (2), Mamatepa (2) villages by 30 June 2018	01/07/2017	30/06/2018	Municipal Manager	GLM	0	1,800,000	Project Completed	Payment Certificate, Progress report
Head Office												
	Access to Sustainable Basic Services	Electricity	To erect and emerge Highmast in Jamela, Jokong, Maphalle, Shawela, Ditshosing, Mokgoba, Ramodimatlou and Vaal Water	Highmast in Jamela, Jokong, Maphalle, Shawela, Ditshosing, Mokgoba, Ramodimatlou and Vaal Water	01/07/2017	30/06/2018	Municipal Manager	GLM	2,400,000	2,900,000	Project Completed	Payment Certificate, Progress report
	Access to Sustainable Basic Services	Community Halls & Facilities	To Construct a community hall at Goedplaas by 30 June 2018	Goedplaas Community Hall	01/07/2017	30/06/2018	Municipal Manager	MIG	1,382,964	1,796,872	Construction of Goedplaas community hall completed	Payment Certificate and Completion certificates
29												
	Access to Sustainable Basic Services	Community Halls & Facilities	To Construct a community hall at Thakgalane by 30 June 2018	Thakgalane Community Hall	01/07/2017	30/06/2018	Municipal Manager	MIG	1,118,386	1,233,387	Construction of Thakgalane community hall completed	Payment Certificate and Completion certificates
12												
	Access to Sustainable Basic Services	Community Halls & Facilities	To Construct a community hall at Ntata by 30 June 2018	Ntata Community Hall	01/07/2017	30/06/2018	Municipal Manager	MIG	2,210,492	2,843,159	Construction of Ntata Community hall completed	Payment Certificate and Completion certificates
	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	Municipal Manager	MIG	7,350,000	7,122,990	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 Mamphakhathe street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets- Mamphakhathe	01/07/2017	30/06/2018	Municipal Manager	MIG	7,068,816	4,850,000	Mamphakhathe street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
8												
	Access to Sustainable Basic Services	Roads & Stormwater	To upgrade Ramphenyane street paving from gravel to paving for 1.8 km by 30 June 2018	Upgrading of streets- Ramphenyane	01/07/2017	30/06/2018	Municipal Manager	MIG/GLM	5,708,320	7,680,981	Ramphenyane 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	Municipal Manager	MIG/GLM	7,350,000	7,350,000	Las Vegas street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
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20	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	Municipal Manager	MIG/GLM	6,850,000	10,500,000	Dichosing street upgraded from gravel to paving for 1.8km	Payment Certificate and Completion certificates
24	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	Municipal Manager	MIG	6,850,000	8,046,507	Ga-Ntata street upgraded from gravel to paving for 1.8km	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	Municipal Manager	MIG	2,564,000	2,564,000	Construction of Lebaka Sports complex phase 2 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	Municipal Manager	MIG	0	526,809	Construction of Shaamiriri complex completed	Payment Certificate and Completion certificates
	Access to Sustainable Basic Services	Community Halls & Facilities	To Construct Mokwakwaila Library by 30 June 2018	Mokwakwaila Library	01/07/2017	30/06/2018	Municipal Manager	MIG/GLM	0	449,802	Construction of Mokakwaila Library. completed	Payment Certificate and Completion certificates

#### GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Region	Strategic Objective	Programme	Measurable Objective/ Performance Indicator	Project Name	Start Date	Completion date	Project Owner	Source of funding	Budget	Adjusted Budget	4th Q Target	Evidence required
Head office	Access to Sustainable Basic Services	Property Services	To purchase & deliver a council vehicle for the Mayor by 30 June 2018	Council vehicles (Mayor)	01/07/2017	30/06/2018	Municipal Manager	GLM	1,300,000	1,425,100	Council vehicle purchased and delivered	Payment Certificate and delivery note
Head office	Access to Sustainable Basic Services	Property Services	To purchase & deliver a council vehicle for the Speaker by 30 June 2018	Council vehicles (Speaker)	01/07/2017	30/06/2018	Municipal Manager	GLM	800,000	1,000,000	Council vehicle purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase & deliver banners by 30 June 2018	Banners	01/07/2017	30/06/2018	Municipal Manager	GLM	50,000	43,000	Banners purchased and delivered	Payment Certificate and delivery note
Head office	Improved Governance and Organisational Excellence	Property Services	To purchase & deliver 2 Podiums by 30 June 2018	Podiums (2X)	01/07/2017	30/06/2018	Municipal Manager	GLM	20,000	20,000	2 Podiums purchased and delivered	Payment Certificate and delivery note



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

### Undertaking of the employer / superior

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

Signed and accepted by the Supervisor on behalf of Council:

### Undertaking of the employee

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

Signed and accepted by the Employee:

*Ma Yhon m.p*

DATE:

*10/4/18*

*[Signature]*

DATE:

*10/4/2018*



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The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CMCs.				
1	2	3	4	5
Unacceptable Performance	Not Fully Effective	Fully Effective	Performance Significantly Above Expectations	Outstanding Performance
Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring the performance up to the level expected in the job despite management efforts to encourage improvement.	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 fully meets the standards expected in all areas of the job. The review/assessment indicates that the employee has achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved more than half of the performance criteria and indicators and fully achieved all others throughout the year.	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.



# Summary Scorecard

Position/Outcomes/Outputs	Assess	Weighting	1st Assessment	2nd Assessment	Total Score	Comment
<b>Key Performance Areas</b>		<b>100</b>				
Municipal Transformation and Organisational Development		25				
Basic Service Delivery		15				
Local Economic Development (LED)		10				
Municipal Financial Viability and Management		25				
Good Governance and Public Participation		25				
<b>Competencies</b>		<b>100</b>				
Strategic Capability and Leadership		10				
Programme and Project Management		10				
Financial Management		10				
Change Leadership		5				
Governance Leadership		5				
People Management		5				
Moral Competence		5				
Planning and Organising		10				
Analysis and Innovation		10				
Communication		10				
Knowledge and Information Management		10				
Results and Quality Focus		10				
<b>Total</b>		<b>100</b>				
<b>Overall Rating =</b>						



## 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 related to in regulation 805 correspond as follows:
 

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

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%
  8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
  9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the 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.

