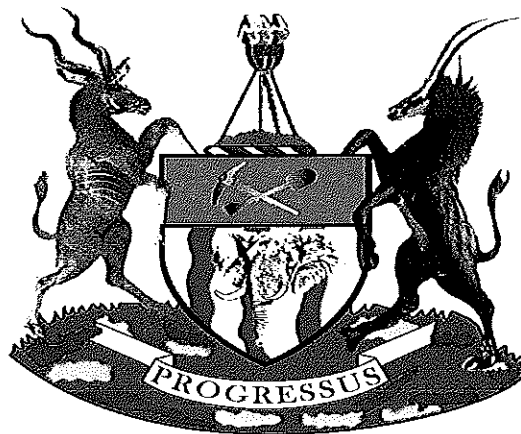


BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2017/18

M.I MOAKAMELA
MUNICIPAL MANAGER

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

(Herein and after referred to as the Employer)

AND

MUNICIPAL MANAGER

M. I. MOAKAMELA

(Herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2017– 30 JUNE 2018

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 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;

1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Municipal Manager: Ba-Phalaborwa Municipality** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 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;
- 2.2 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;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 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 **01 July 2017** and will remain in force until **30 June 2018** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 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 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and.
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee

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:

- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;

4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and

- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his / her 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:

KPA No.	Key Performance Areas	100%
1	Municipal Institutional Development and Transformation	15%
2	Basic Service Delivery	25%
3	Local Economic Development (LED)	25%
4	Municipal Financial Viability and Management	20%
5	Good Governance and Public Participation	15%
		Converted to 80%

- 5.7 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
- 5.8 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:

CORE MANAGERIAL COMPETENCIES ¹	✓ 2	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	10	
Client Orientation and Customer Focus	✓	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
Converted to 20%			

¹As published and defined within the Draft Competency Guidelines,

Government Gazette 23, March 2007

²V Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency

Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

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; and

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 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 automatically. These scores are carried over to the applicable employee's

performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

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) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the

Level	% score	Terminology	Description
		Expectations	Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	100 – 132	Fully Effective	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.
2	67 – 99	Not fully Effective	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable 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 performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	February 2018
3	January – March 2018	April 2018
4	April – June 2018	August 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. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her 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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 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:
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;
and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 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 or her duties.

12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

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 03 on this the 11th day of 2017

AS WITNESSES:

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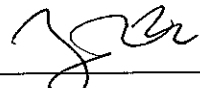
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MUNICIPAL MANAGER

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Thus done and signed at on this the day of 2017

AS WITNESSES:

1. 


MAYOR

2. 

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

['the Employer']

AND

M.I.MOAKAMELA

MUNICIPAL MANAGER

["the Employee"]

ACTING MUNICIPAL MANAGER

ACTING MUNICIPAL MANAGER SCORECARD 2017- 2018

VISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: MUNICIPAL MANAGER

KPA 1: SPATIAL RATIONALE

KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
1.1 Spatial Planning												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll developed by 30/06/2018	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Council resolution in terms of which the date of valuation was determined .Approved Valuation roll

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KPA 2: BASIC SERVICE DELIVERY

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.5 Implementation of MIG Projects												
2.5.1	Economic	Promotion of local economy	Number of Projects implemented EPWP way Mashishimale sports, Tambo phase 2, Selwane Sports Complex, Tshela g Kgape road, Benfarm street	Acting Director Technical Services	6	9		4	9	n/a	n/a	EPWP Report
2.6 Municipal Capital Projects												
	Technical infrastructure	Provision of sustainable integrated infrastructure and services	R-Value of total budget spent (expenditure on MIG)	Municipal Manager	R29,460m	R38m	CPEX	15m	25m	30m	38m	Expenditure report, Progress report & payment certificates

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KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

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KPA 3: Municipal Financial Viability and Management 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.1 Financial Viability												
3.3.3	Good governance and administration	Good corporate governance and public participation	Number of approved Final Budget by Council by 31/05/2018	Municipal Manager	1	1		N/A	N/A	N/A	1	Final Budget by Council
3.3.4	Good governance and administration	Good corporate governance and public participation	Number of approved adjustments budget by 28/02/2018	Municipal Manager	1	1		N/A	N/A	1	N/A	Adjustment budget document; council resolution
3.3.8	Governance and administration	Improve financial viability	Number of oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	Municipal Manager	4	4		1	2	3	4	Quarterly Audit committee report
3.3.10	Governance and administration	Improve financial viability	Number of oversight report on quarterly financial reports	Municipal Manager	4	4		1	2	3	4	Quarterly financial statements
3.3.13	Governance and administration	Improve financial viability	% improvement in revenue collection (Improvement from 65% to 85% by end 2017/18 budget year)	Municipal Manager	90%	100%		25%	50%	75%	100%	Quarterly reports on revenue collection
3.3.15	Good governance and administration	Improve financial viability	Number of 2015/16 AFS and Annual Performance report submitted to AG by 31/08/17	Municipal Manager	1	1		1	N/A	N/A	N/A	Dated proof of submission

KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (31/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
4.1 Job Creation												
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital projects by 30/06/2018 (Temporary jobs)	Municipal Manager	155	110	R2.m	20	50	110	n/a	ID Numbers of people appointed and Payroll Reports
4.2 Enterprise Support												
4.2.1	Economic	Promotion of local economy	Number of Support SMMEs through the municipal SCM (procurement) by 30/06/2018.	Municipal Manager	120	80		20	40	60	80	System generated Expenditure report
4.4 Social Labour Plans												
4.4.1	Economic	Promotion of local economy	Number of reports submitted to Management on the implementation of social labour plans. Phalaborwa Copper, & Stibium	Municipal Manager	4	4		1	2	3	4	Quarter reports on SLP Implementation

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KPA 5:

**MUNICIPAL TRANSFORMATION &
INSTITUTIONAL DEVELOPMENT**

KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure by 30/06/18	Municipal Manager	1	1		n/a	n/a	n/a	1	Reviewed organizational structure
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of safety findings addressed by the 20 th of each month	Municipal Manager	-	By the 20 th of each month		By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission
	Good governance and administration	Good corporate governance and public participation	Number of By-laws reviewed by 30/06/18	Municipal Manager	6	4	OPEX	n/a	2	4	n/a	By law register

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	Good governance and administration	Good corporate governance and public participation	Number of By-laws promulgated by 30/06/18	Municipal Manager	6	4	OPEX	n/a	n/a	2	4	By law register And Government gazette
5.2 Employment Equity												
5.2.1	Good governance and administration	Good corporate governance and public participation	Number of employees from previously disadvantaged groups appointed in the three highest levels of management as per EEP (PL 0.2.3) by 30/06/2018	Municipal Manager	3	3 positions to be filled.		n/a	3 position filled	n/a	n/a	Appointment letters; appointment register, Proof of Disadvantaged Employees
5.4 Integrated Development Planning												
5.4.1	Good governance and administration	Advance good corporate governance	Number of IDP/Budget/PMS/M PAC Process Plan approved by Council by 31/07/2017	Municipal Manager	1	1	n/a	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
5.4.2	Good governance and administration	Advance good corporate governance	Number of 2018/19 Draft IDP approved by Council by 31/07/18	Municipal Manager	1	1	n/a	n/a	n/a	1	n/a	Council Approved Draft IDP / Council Resolution
5.4.3	Good governance and administration	Advance good corporate governance	Number of Final 2017/18 IDP approved by Council by 28/05/2018	Municipal Manager	1	1		n/a	n/a	n/a	1	Council Approved Final IDP / Council resolution
5.5 Performance Management System												
5.5.1	Good governance	Advance good corporate	Number of	Municipal	11	11		3	5	8	11	Minutes, attendance

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	and administration	governance	scheduled senior management meetings held by 30/06/18	Manager								register
5.5.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly departmental meetings held 30/06/18	Municipal Manager	11	11		3	5	8	11	Departmental committee minutes
5.5.3	Good governance and administration	Advance good corporate governance	Number of scheduled portfolio committee meetings held by 30/06/18	Municipal Manager	11	11		3	5	8	11	Portfolio committee minutes
5.5.4	Good governance and administration	Advance good corporate governance	Number of S54&56 Signed Annual performance agreements by 30/07/17	Municipal Manager	6	6		6	n/a	n/a	n/a	Signed copies of PA
5.5.7	Good governance and administration	Advance good corporate governance	Number of Individual Performance Assessment of S 54 & S56 Managers Conducted to review their performance by 30/06/18 (Mid-Year /Annual	Municipal Manager	2	2		n/a	1	n/a	2	Individual Performance Assessments Reports
5.5.10	Good governance and administration	Advance good corporate governance	Number of 2016/17 Draft Annual Report approved Council by 31/01/18	Municipal Manager	1	1		n/a	n/a	1	n/a	Council Approved 2016/17 Annual Report

2017/18

KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	Good governance and administration	Advance good corporate governance	Number of Oversight report on 2016/17 Draft Annual report APPROVED BY 31/03/18	Municipal Manager	1	1	opex	n/a	n/a	1	n/a	Council approved Oversight report and Council resolution
5.5.11	Good governance and administration	Advance good corporate governance	Number of Draft 2018/19 SDBIP submitted to the Mayor for approval (14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1		n/a	n/a	n/a	1	Signed & Approved Draft SDBIP for 2018/19 by the Mayor
5.5.12	Good governance and administration	Advance good corporate governance	Number of 2018/19 Draft SDBIP submitted to Council for noting.	Municipal Manager	1	1	n/a	n/a	n/a	1	n/a	Signed & Approved Draft SDBIP by the Mayor & Council Resolution
5.5.13	Good governance and administration	Advance good corporate governance	Number of approved Final 2018/19 SDBIP (28 days after the adoption of the IDP and Budget) approved by the Mayor	Municipal Manager	1	1	n/a	n/a	n/a	n/a	1	Signed and Approved Final SDBIP by the Mayor
5.5.14	Good governance and administration	Advance good corporate governance	Number of Reviewed 2017/18 SDBIP approved by 31/03/18	Municipal Manager	1	1	n/a	n/a	n/a	1	n/a	Signed and Approved Reviewed 2017/18 SDBIP by the Mayor.
5.5.15	Good governance and administration	Advance good corporate governance	Number of Mid-Year report submitted to stakeholders by 25/01/2018	Municipal Manager	1	1		n/a	n/a	1	n/a	Dated proof of submission

Done
(2)

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.2 Public Participation and Ward Committees												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings held by 30/06/2018	Municipal Manager	7	7		2	3	5	7	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled EXCO meetings held by 30/06/2018	Municipal Manager	11	11		3	5	8	11	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Advance good corporate governance	Number of scheduled MPAC meetings held by 30/06/2018	Municipal Manager	4	4		1	2	3	4	Minutes of MPAC meetings, attendance registers
6.1.4	Good governance and administration	Advance good corporate governance	% of MPAC resolutions implemented	Municipal Manager	100%	100%		100%	100%	100%	100%	Minutes of Exco meetings and register

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.1.5	Good governance and administration	Advance good corporate governance	Number of scheduled Senior Management meetings held by 30/06/18	Municipal Manager	11	11	Opex	3	5	8	11	Minutes of EXCO meetings and attendance register
6.1.6	Good governance and administration	Advance good corporate governance	Number of scheduled Portfolio Committee meetings held by 30/06/18	Municipal Manager	55	55	Opex	15	30	45	55	Minutes of Portfolio meetings and attendance register
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings held by 30/06/2018	Municipal Manager	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee meetings held by 30/06/2018	Municipal Manager	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting held by 30/06/2018	Municipal Manager	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder involvement	Number of Ward Committee meetings scheduled and	Municipal Manager	11	11	Opex	3	5	8	11	Minutes of ward committee meetings and attendance register

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			convened per ward by 30/06/18									
6.2.5	Good governance and administration	Enhance stakeholder involvement	% of complains resolved	Municipal Manager	100%	100%		100%	100%	100%		Complains register and batho pele report
6.2.6	Good governance and administration	Enhance stakeholder management	Number of Mayor imbizos and public participation held	Municipal Manager	4	4	Opex	1	2	3	4	Attendance register
6.3 Corporate Governance												
6.3.4	Good governance and administration	Advance good corporate governance	Number of delegation of powers reviewed	Municipal Manager	1	1		n/a	n/a	n/a	1	Reviewed delegation of powers
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee Meetings held	Municipal Manager	7	7		2	4	5	7	Attendance registers
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions	Municipal Manager	100%	100%	Opex	100%	100%	100%	100%	Audit Committee Resolution Register
6.4.3	Good governance and	Advance good corporate governance	% implementation of internal	Municipal Manager		75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	administration		Audit recommendations									
6.4.4	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Municipal Manager	75%	100%	opex	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.5	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Municipal Manager	75%	80%	opex	n/a	n/a	50%	80%	Audited AG Action Plan
6.5 Risk Management												
6.5.1	Good governance and administration	Advance good corporate governance	Number of quarterly Institutional Risk Management committee meetings held by 30/06/18	Municipal Manager	4	4	opex	1	2	3	4	Minutes, attendance registers
6.5.2	Governance and Administration	Advance good corporate governance	Number of Reviewed fraud and anti-corruption strategy approved by 30/06/18	Municipal Manager	1	1	opex	n/a	n/a	n/a	1	Reviewed anti-corruption strategy
6.6 HW/IDS												
6.6.1	Governance and Administration	Provision of sustainable integrated infrastructure	Number of outreach programmes conducted by	Municipal Manager	16	16		4	8	12	16	Outreach programmes reports

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	n	infrastructure services	conducted by 30/06/18									
6.7 Information Technology												
6.8 Security Management												
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of Security Management reports for Safeguarding of Council Assets by 30/06.18	Municipal Manager	4	4		1	2	3	4	Security Management Reports
6.9 Disaster Management												
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of disaster awareness campaigns conducted by 30/06/2018	Municipal Manager	4	4		1	2	3	4	Invitations, Agenda, attendance registers and reports
6.10 Communication												
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/18	Municipal Manager	1	1	Opex	n/a	1	n/a	n/a	Approved communication strategy and Council resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/18	Municipal Manager	1	1	Opex	n/a	1	n/a	n/a	Approved communication strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website as according to legislation checklist	Municipal Manager	100%	100%		100%	100%	100%	100%	Legislation compliance

17/06/18

STRATEGIC RISK FOR THE MUNICIPAL MANAGER

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current controls	Actions to improve	Time Scale
Good governance and public participation	Fraud and corruption	Non-Compliance to Legislations	Critical	Common	Satisfactory	Implementation of Anti-fraud and corruption strategy.	1. Quarterly awareness campaigns to employees and the community.	Quarterly
		Conflict of interest.					2. Completion of Disclosure of interest forms by Councillors, Senior Management, SCM officials etc.	30 August 2017
		Illegal connections					3. Vetting of employees and service providers prior to appointment.	Before Appointment

T.M.M. (2)

Employee's Signature:

Theresa

Date:

03/08/2017

Mayor's Signature:

[Signature]

Date:

03/08/2017

Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

['the Employer']

AND

M.I.MOAKAMELA

MUNICIPAL MANAGER

["the Employee"]

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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

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

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

(a) 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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.

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.

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

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. 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.

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.

Column 6: Work Opportunity Created to Practice Skills / 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 internalization 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).

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.

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Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Training Labour Relations	will be able to deal with Labour matters	Training on Labour Relations	External		LLF	
Bid Evaluations Management	Bid Committees	Bid Evaluations Management	External		Approval of bids	
Supply chain Management	Compliance issues	Supply Chain Matters	External		Improved audits	
Contract management	Compliance issues	Contract Management	External		Improved audits	
MPR (advanced management people) Leadership time.	Improved leadership				Improved employees management	

Employee's Signature:

Immbokalela

Mayor's Signature:

[Signature]

Date:

03/07/2017

Date:

03/08/2017

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CILLR PJ SHAYI

["the Employer"]

AND

M.I.MOAKAMELA

MUNICIPAL MANAGER

["the Employee"]

Imma
PJ

CORE COMPETENCY FRAMEWORK: MUNICIPAL MANAGER

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual 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	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to 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.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

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Employee's Signature:

Immanuel

Mayor's Signature:

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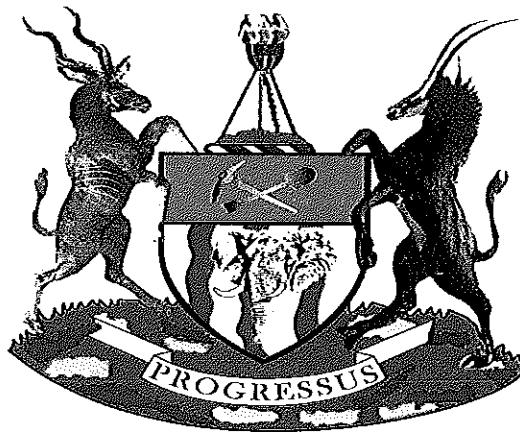
Date:

03/07/2017

Date:

03/07/2017

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2017/18

HAROLD ZUNGU

DIRECTOR: COMMUNITY AND SOCIAL SERVICES

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

Ms M.I MOAKAMELA

(herein and after referred to as the Employer)

AND

DIRECTOR: COMMUNITY AND SOCIAL SERVICES

ZUNGU HAROLD

(herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2017 – 30 JUNE 2018

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 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;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;
- 1.5 In this Agreement, the following terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;
- 1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;
- 1.5.3 "the Employee" means the **Director: Community and Social Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and
- 1.5.5 "the parties" means the Employer and the Employee.

1. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 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;
- 2.2 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;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

2. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2017 and will remain in force until **30 June 2018** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 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

3. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and.
 - 4.1.3 The core competency requirements (Annexure C -- definitions) as the management skills regarded as critical to the position held by the Employee
- 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:
- 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
 - 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

4. 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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his / her 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:

KPA No.	Key Performance Areas	100%
---------	-----------------------	------

HZ. Lmm M.T
KKL

1	Spatial Rationale	0%
2	Basic Service Delivery	45%
3	Municipal Financial Viability and Management	10%
4	Local Economic Development (LED)	0%
5	Municipal Transformation and Institutional Development	20%
6	Good Governance and Public Participation	25%
		Converted to 80%

5.7 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

5.8 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 (v) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES ¹	✓ 2	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		5	
Service Delivery Innovation		10	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	10	
Client Orientation and Customer Focus	✓	5	
Communication		10	
Accountability and Ethical Conduct		15	
TOTAL PERCENTAGE		100%	

¹As published and defined within the Draft Competency Guidelines,

Government Gazette 23, March 2007

²V Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency

Guidelines, Government Gazette 23, March 2007

5. PERFORMANCE ASSESSMENT

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; and

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 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 automatically. These scores are carried over to the applicable employee's performance plan.

During assessment, the employee has a chance to submit evidence of performance where a disagreement

- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

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) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.

Level	% score	Terminology	Description
4	133 – 166	Performance significantly above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	100 – 132	Fully Effective	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.
2	67 -- 99	Not fully Effective	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable 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 performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	February 2018
3	January – March 2018	April 2018
4	April – June 2018	August 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. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her 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
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 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:
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 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 or her duties.

12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

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 PHALABORWA on this the 3RD day of JULY 2017

AS WITNESSES:

1. _____


DIRECTOR: COMMUNITY AND SOCIAL SERVICES

2. _____

Thus done and signed at Phakabusa on this the July day of 03 2017

AS WITNESSES:

1. 


MUNICIPAL MANAGER

2. 

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

['the Employer']

AND

HAROLD ZUNGU

DIRECTOR COMMUNITY AND SOCIAL SERVICES

['the Employee']

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COMMUNITY AND SOCIAL SERVICES

ACTING DIRECTOR COMMUNITY SERVICES SCORECARD 2017 - 2018

VISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: COMMUNITY AND SOCIAL SERVICES

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SPATIAL RATIONALE

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KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target	Budget	2017/18 Quarterly Projections				Evidence Required
						30/06/18		1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
1.1 Spatial Rationale												
1.1.4	Governance and Administration	Facilitate sustainable development	Number of Land Use Management Meetings attended	Director Planning & Development	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

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KPA 2:

BASIC SERVICE DELIVERY

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KPA 2: Basic Service Delivery 45%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.1 Waste Removal												
2.1.1	Technical infrastructure	Integrate technical infrastructure and services for sustainability	% of rural HH receiving basic refuse removal at least once per week	Director Community and Social Services	-	24,8%%		24,8%	24,8%	24,8%	100%	Report
2.1.2	Technical infrastructure	Integrate technical infrastructure and services for sustainability	R-value and % of waste management services operational budget spent	Director Community and Social Services	100%	100%		25%	50%	75%	100%	Report

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.1.3	Technical Infrastructure	Integrate technical infrastructure and services for sustainability	Number of reviewed municipal refuse removal services plan	Director Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed municipal refuse removal service plan

2.2 Waste Management

2.2.1	Protect Environment and Community Well being	Sustain the Environment	Number of reports submitted for rehabilitation and closure of landfill site	Director Community Services	New Indicator	4		1	2	3	4	Quarterly report to council and council resolution
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2.3 Parks & Cemeteries Services

2.3.1	Technical Infrastructure	Sustain the environment	Number of reviewed mowing and maintenance roster	Director Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed maintenance roster
2.3.2	Technical Infrastructure	Sustain the environment	R-value and % of waste management services operational budget spent	Director Community and Social Services	4	4		1	2	3	4	reports

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KPA 2: Basic Service Delivery 45%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.3.3	Technical Infrastructure	Integrate technical infrastructure and services for sustainability	R-value and % of maintenance budget spent	Director Community and Social Services	100%	100%		25%	50%	75%	100%	reports
2.4 Library Services												
2.4.1	Social Infrastructure	Integrate social infrastructure and services for sustainability	Number of reviewed municipal libraries development plan	Director Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed plan
2.4.2	Social Infrastructure	Integrate social infrastructure and services for sustainability	Number of meetings facilitated and secretariat actions completed	Director Community and Social Services	4	4		1	2	3	4	Minutes/ agenda/ attendance registers
2.5 Traffic & Licensing												
2.5.1	Social Infrastructure	Integrate social infrastructure and services	% of Monthly enforcement Plans and	Director Community and Social Services	-	100%		100%	100%	100%	100%	reports

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KPA 2: Basic Service Delivery 45%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
		for sustainability	Reports (Provision of Traffic Services)									
2.5.2	Social Infrastructure	Integrate social infrastructure and services for sustainability	Number of Monthly E-NATIS Audit Reports and Payment of Required fees to Limpopo Province (Operation of the Registration Authority)	Director Community and Social Services	12	12		3	6	9	12	reports
2.5.3	Social Infrastructure	Integrate social infrastructure and services for sustainability	% of maintaining the "A" Grade Certificate and Inspectorate Audit Reports. (Driver's	Director Community and Social Services	-	100%		100%	100%	100%	100%	reports

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KPA 2: Basic Service Delivery 45%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			License Testing)									
2.5.4	Social Infrastructure	Integrate social infrastructure and services for sustainability	% of maintaining of "A" Grade Certificate (Roadworthy Certifying Centre) and Inspectorate Audit Reports.	Director Community and Social Services	-	100%		100%	100%	100%	100%	reports
2.5.5	Social Infrastructure	Integrate social infrastructure and services for sustainability	Number of Transport Forum meetings facilitated and secretariat actions completed	Director Community and Social Services	4	4		1	2	3	4	Attendance register/ agenda

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KPA 3: Municipal Financial Viability and Management 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.1 Financial Viability												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent	Director Community and Social Services	100%	100%		25%	50%	75%	100%	Expenditure report

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KPA 5:

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure by 30/03/18	Director Community and Social Services	1	1		n/a	n/a	n/a	1	Reviewed organizational structure
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number of Submitted attendance registers by the 1 st of each month	Director Community and Social Services	12	By the 1 st of each month		By the 1 st of each month	By the 1 st of each month	By the 1 st of each month	By the 1 st of each month	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of leave forms within 3 days of application	Director Community and Social Services		Within 3 days of application		Within 3 days of application	Within 3 days of application	Within 3 days of application	Within 3 days of application	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	Director Community and Social Services	-	Before the 10 th of each month		Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety meetings held	Director Community and Social Services	11	11		3	5	8	11	Agenda, safety minutes

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20 th of each month	Director Community and Social Services	-	By the 20 th of each month		By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission
5.1.7	Good governance and administration	Good corporate governance and public participation	Number of By-laws reviewed by 30/06/18	Director Community and Social Services	2	2	OPEX	n/a	1	n/a	n/a	By law register
5.1.8	Good governance and administration	Good corporate governance and public participation	Number of By-laws promulgated by 30/06/18	Director Community and Social Services	2	2	OPEX	n/a	1	2	n/a	By law register Government gazette
5.2 Skills Development												
5.2.1	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Skills Development Plan reviewed by 31/04/2018	Director Community and Social Services	1	1		n/a	n/a	1	n/a	Proof of Submission of Departmental Skills Development Plans
5.3 Performance Management System												
5.3.1	Good governance and administration	Advance good corporate governance	Number of scheduled senior management meetings attended by 30/06/18	Director Community and Social Services	11	11		3	5	8	11	Minutes & attendance register
5.3.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly departmental	Director Community	11	11		3	5	8	11	Minutes & attendance register

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	administration		meetings successfully held 30/06/18	and Social Services								
5.3.3	Good governance and administration	Advance good corporate governance	Number of scheduled monthly portfolio committee meetings successfully held 30/06/18	Director Community and Social Services	11	11		3	5	8	11	Minutes & attendance register
5.3.4	Good governance and administration	Advance good corporate governance	Number of Signed performance agreements for all s57 Manager	Director Community and Social Services	1	1		1	n/a	n/a	n/a	Copies of signed Performance Agreements & submission letters to CoGHSTA.

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KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

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KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/17	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	Director Community and Social Services	6	7		2	3	5	7	Minutes , attendance register
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2018	Director Community and Social Services	11	11		3	5	8	11	Minutes of EXCO meetings, attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented	Director Community and Social Services	6	6		2	3	5	6	Proof of submission
6.1.4	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Director Community and Social Services	-	9 days prior to the meeting		9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	Director Community and Social Services	6	5		2	0	4	5	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/17	Budget	2017/18 Quarterly Projections				Evidence Required
								1st Quarter (1 Jul – 30 Sept 17)	2nd Quarter 1 Oct – 31 Dec 17)	3rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee meetings attended by 30/06/2018	Director Community and Social Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attended by 30/06/2018	Director Community and Social Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of Mayoral imbizos and public participation held by 30/06/18	Director Community and Social Services	4	4	Opex	1	2	3	4	Attendance register
6.2.5	Good governance and administration	Enhance stakeholder management	Deadline of submission of responses to batho pele report within 7 days of issue to Office of the MM	Director Community and Social Services	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report		Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.3 Corporate Governance												
6.3.1	Good governance and administration	Advance good corporate governance	Number of Local Labour Forum meetings attended	Director Community and Social Services	11	11		3	5	8	11	Agenda, Minutes of LLF and attendance register

KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/17	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			by 30/06/2018									
6.3.2	Good governance and administration	Advance good corporate governance	Number of Audit Committee meetings attended by 30/06/18	Director Community and Social Services	7	7		2	4	5	7	Minutes, attendance register
6.3.3	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions	Director Community and Social Services	-	100%	Opex	100%	100%	100%	100%	Audit committee resolution register
6.3.4	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit recommendations	Director Community and Social Services	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.3.5	Good governance and administration	Advance good corporate governance	Number for submission of POEs for quarterly performance audits to Internal Audit	Director Community and Social Services	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.3.6	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2015/16 Audit Report)	Director Community and Social Services	75%	100%		100%	100%	n/a	n/a	Audited AG Action Plan

IN DMR 10/10/18

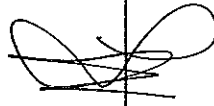
KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/17	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.3.7	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Director Community and Social Services	75%	80%		n/a	n/a	50%	80%	Audited AG Action Plan
6.4 Risk Management & Security management												
6.4.1	Governance and Administration	Advance good corporate governance	Number of departmental Risk register implemented	Director Community and Social Services	11	11		3	5	8	11	Departmental Security Risk reports
6.4.2	Good governance and administration	Advance good corporate governance	Number of risk committee meetings attended by 30/06/2018	Director Community and Social Services	4	4		1	2	3	4	Minutes, attendance registers
6.5 Communications												
6.5.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	Director Community and Social Services	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

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Employee's Signature:



Date: 30 July 2017

Municipal Manager's Signature:

Immanuel Asale

03/07/2017

Annexure B

**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

["the Employer"]

AND

HAROLD ZUNGU

ACTING DIRECTOR COMMUNITY AND SOCIAL SERVICES

["the Employee"]

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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

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

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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	A course containing theoretical and practical application with coaching in the workplace following relevant unit [relevant standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

(a) 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following him/her, appraise them [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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.

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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1. Skills/Per order of Gap (in formance	2. Outcomes Expected (measura ble indicators : quantity,	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice	7. Support Person
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Column 6: Work Opportunity Created to Practice Skills / Development Area

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.

1. Skills/Per order of Gap (in formance	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/develo pment area	7. Support Person
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Column 5: Suggested Time Lines

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. 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.

1. Skills/Per order of Gap (in formance	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/develo pment area	7. Support Person
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Column 4: Suggested Mode of Delivery

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

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	quality and time frames)				skill/dev elopmen t area
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This further ensures internalization 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).

Column 7: Support Person

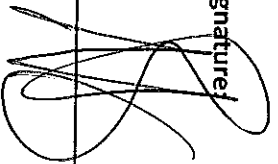
1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality, and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/develop ment area	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.

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Labour relations						
Bid evaluation						
Supply chain						
SIPPM						

Employee's Signature:



Municipal Manager's Signature:

Imvokwale

Date:

03 July 2017

03/07/2017

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["the Employer"]

AND

HAROLD ZUNGU

ACTING DIRECTOR COMMUNITY AND SOCIAL SERVICES

["the Employee"]

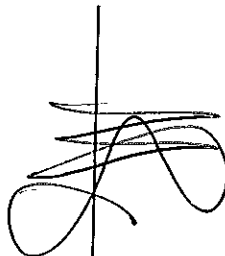
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CORE COMPETENCY FRAMEWORK: DIRECTOR COMMUNITY AND SOCIAL SERVICES

Core Managerial Skills	Definitions	Weight %
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	15
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	15
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	5
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	15
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	5
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	5
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	15
Communication	Skills to 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.	5
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	5

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Employee's Signature:



Date:

03 July 2017

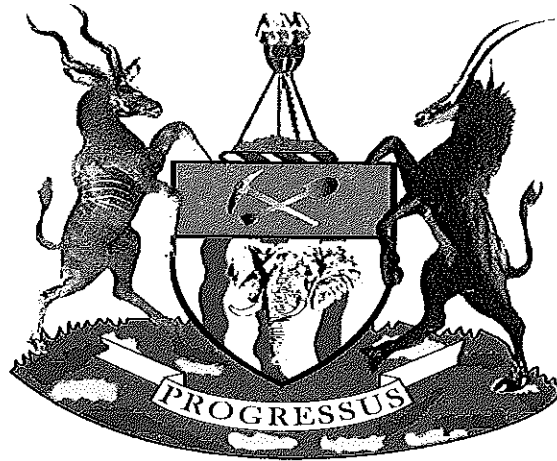
Municipal Manager's Signature:

Immaculate

Date

03/07/2017

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2017/18

MASHALE TS

ACTING DIRECTOR: CORPORATE SERVICES

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

(herein and after referred to as the Employer)

AND

ACTING DIRECTOR: CORPORATE SERVICES

MASHALE TS

(herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2017 – 30 JUNE 2018

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 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;

1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Acting Director: Corporate Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 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;
- 2.2 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;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 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 **01 July 2017** and will remain in force until **30 June 2018** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 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 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and.
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee

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:

- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and

- 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

- 5.6 The Employee's assessment will be based on his / her 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:

KPA No.	Key Performance Areas	100%
1	Spatial Rationale	0%
2	Basic Service Delivery	0%
3	Municipal Financial Viability and Management	5%
4	Local Economic Development (LED)	0%
5	Municipal Institutional Development and Transformation	45%
6	Good Governance and Public Participation	50%
		Converted to 80%

- 5.7 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
- 5.8 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 (v) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES ¹	v ²	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	v	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	

People Management and Empowerment	√	10	
Client Orientation and Customer Focus	√	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
Converted to 20%			

¹As published and defined within the Draft Competency Guidelines,
Government Gazette 23, March 2007

²√ Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

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; and

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 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 automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement
- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

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) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
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Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year.
3	100 – 132	Fully Effective	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.
2	67 – 99	Not fully Effective	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable 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 performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

- 6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);
- 6.7.4 A Municipal Manager from another municipality; and
- 6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	February 2018
3	January – March 2018	April 2018
4	April – June 2018	August 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. Such Plan may be implemented and/or amended as the case may be after each

assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her 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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 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:
- 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall:
- 11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;
- 11.3.2 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 or her duties.

12. DISPUTE RESOLUTION

- 12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;
- 12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

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 Phalaborwa on this the 30th day of August 2017

AS WITNESSES:

1. _____



ACTING DIRECTOR: CORPORATE SERVICES

2. _____

Thus done and signed at Phalaborwa on this the 03 day of July 2017

AS WITNESSES:

1.  Phalaborwa

Impephela
MUNICIPAL MANAGER

2.  Phalaborwa

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

['the Employer']

AND

MASHALE TS

DIRECTOR CORPORATE SERVICES

['the Employee']

CORPORATE SERVICES

ACTING DIRECTOR CORPORATE SERVICES SCORECARD 2017 - 2018

VISION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: CORPORATE SERVICES

Tam Tam

Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

TSM Jim

KPA 2:

BASIC SERVICE DELIVERY

TSM IMM

KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

T8m 3mm

KPA 3: Municipal Financial Viability and Management 5%													
PMS No. & Perfor mance Area	Cluster	IDP Objective	Key Performance Indicator	Unit of Measurement	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
									1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter 1 Apr – 30 Jun 18)	
3.1 Financial Viability													
3.1.1	Governance and administration	Improve financial viability	Budget expenditure	R-value and % of Budget spent	Acting Director Corporate Services	100%	100%		25%	50%	75%	100%	Expenditure report

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KPA 4: LOCAL ECONOMIC DEVELOPMENT

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KPA: 5

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

+ 82 1000

KPA 5: Municipal Transformation and Institutional Development 45%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed of Municipal Organisational structure by 30/06/18	Acting Director Corporate Services	1	1		n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number attendance registers to Finance submitted to Finance	Acting Director Corporate Services	12	12		3	6	9	12	Proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Capturing of leave forms within 3 days of submission	Acting Director Corporate Services		Within 3 days of submission		Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	Acting Director Corporate Services		The 10 th of each month		The 10 th of each month	The 10 th of each month	The 10 th of each month	The 6 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety meetings held by 30/06/18	Acting Director Corporate Services		11		3	5	8	11	Agenda, safety minutes
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of safety findings addressed by the 20 th of each month	Acting Director Corporate Services		20 th of each month		20 th of each month	20 th of each month	20 th of each month	20 th of each month	Dated proof of submission
5.1.7	Good governance and administration	Advance good corporate governance	Number of HR policies reviewed by 30/06/18	Acting Director Corporate Services	6	8 policies		2 policies Induction/7m	4 policies Experiential learning	6 policies OHS policy	8 policies Exit policy	Council Resolutions on Reviewed policies and copies of

KPA 5: Municipal Transformation and Institutional Development 45%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
								annual Transfer policy	policy Staff bursary policy	Personnel Protective Equipment policy	COIDA policy	Reviewed Policies.
5.1.8	Good governance and administration	Good corporate governance and public participation	Number of By-laws reviewed by 30/06/18	Acting Director Corporate Services	2	2	OPEX	n/a	1	2	n/a	By law register
5.1.9	Good governance and administration	Good corporate governance and public participation	Number of By-laws promulgated by 30/06/18	Acting Director Corporate Services	2	2	OPEX	n/a	1	2	n/a	Government gazette
5.1.10	Good governance and administration	Attract, develop and retain best human capital	Number of vacant positions to be filled by 30/06/2018	Acting Director Corporate Services	20	20 positions to be filled		5 positions to be filled	10 positions to be filled	15 positions to be filled	20 positions to be filled	Appointment letters; appointment register, details of new employees and copies of adverts
5.1.11	Good governance and administration	Attract, develop and retain best human capital	Number of section 56 Senior Managers positions to be filled by 30/06/18	Acting Director Corporate Services		1 position to be filled		1	n/a	n/a	n/a	Appointment letters; appointment register
5.2 Employment Equity												
5.2.1	Good governance and administration	Advance good corporate governance	Number of employees from previously disadvantaged groups appointed in the three highest levels of	Acting Director Corporate Services	1	3 positions to be filled.		n/a	n/a	3 positions filled	n/a	Appointment letters; appointment register, Proof of Disadvantaged Employees

KPA 5: Municipal Transformation and Institutional Development 45%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
EEP (PL 0,2,3)												
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/18	Acting Director Corporate Services	1	1		n/a	n/a	n/a	1	WSP & proof of submission to LG SETA
5.3.2	Good governance and administration	Attract, develop and retain best human capital	1% of municipal budget allocated for work place skills plan for 2017/18 budget	Acting Director Corporate Services	R1,5m	R2,9m	R2,8m	700	1,8 m	2,4m	R2,9 m	Expenditure reports; implementation reports
5.5 Performance Management System												
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Senior Management meetings held by 30/06/2018	Acting Director Corporate Services	11	11		3	5	8	11	Minutes for senior management meetings
5.5.1	Good governance and administration	Advance good corporate governance	Number of scheduled departmental meetings held by 30/06/2018	Acting Director Corporate Services	11	11		3	5	8	11	Departmental minutes , attendance registers
5.5.2	Good governance and administration	Advance good corporate governance	Number of scheduled departmental portfolio committee meeting held by 30/06/2018	Acting Director Corporate Services	11	11		3	5	8	11	Portfolio committee minutes
5.5.3	Good governance and administration	Advance good corporate governance	Number of Signed of Annual performance agreement S54& 56 Managers	Acting Director Corporate Services	6	6		6	n/a	n/a	n/a	Signed performance agreement
5.5.4	Good governance and administration	Advance good corporate governance	Number of Individual Performance assessments of	Acting Director Corporate Services	2	2		n/a	1	n/a	2	Performance Assessment reports

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KPA 5: Municipal Transformation and Institutional Development 45%												
PMS No. & Perfor manc e Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			section 56 managers conducted									

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

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KPA 6: Good Governance and Public Participation 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings held by 30/06/2018	Acting Director Corporate Services	4	4		1	2	3	4	Minutes of council meetings
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled Exco meetings held by 30/06/2018	Acting Director Corporate Services	11	11		3	5	8	11	Minutes of EXCO meetings
6.1.2 a	Good governance and administration	Advance good corporate governance	Number of resolution registers (worksheets) sessions sent. (Implementation)	Acting Director Corporate Services	6	7		2	3	5	7	Register of Council resolutions

KPA 6: Good Governance and Public Participation 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			n of Council Resolution)					3 days prior to the meeting	3 days prior to the meeting	3 days prior to the meeting	3 days prior to the meeting	Dated proof of submission
6.1.2. b	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /EXCO	Acting Director Corporate Services	11	3 days prior to the meeting	3	3 days prior to the meeting	3 days prior to the meeting	3 days prior to the meeting	3 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	Acting Director Corporate Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.1 a	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee meetings attended by 30/06/2018	Acting Director Corporate Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.1 b	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attended by 30/06/2018	Acting Director Corporate Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.1 c	Good governance and administration	Enhance stakeholder management	Number of Mayoral imbizos and public participation attended by 30/06/2018	Acting Director Corporate Services	4	4	Opex	1	2	3	4	Attendance register
6.2.1 d	Good governance	Enhance stakeholder	Submission of responses to	Acting Director Corporate Services	-	Within 7days of issue of Batho		Within 7days of	Within 7days of	Within 7days of	Within 7days of	Dated proof of submission

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KPA 6: Good Governance and Public Participation 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	and administration	management	batho pele report within 7 days of issue to Office of the MM			Pele Report		issue of Batho Pele Report	issue of Batho Pele Report	issue of Batho Pele Report	issue of Batho Pele Report	and memorandum for submission to office of the MM
5.3 Corporate Governance												
6.3.3	Good governance and administration	Advance good corporate governance	Number of reviewed code of conduct by 30/06/2018	Acting Director Corporate Services	1	1		n/a	n/a	n/a	1	Reviewed code of conduct
6.3.15	Good governance and administration	Advance good corporate governance	Number of LLF meetings held by 30/06/2018	Acting Director Corporate Services	11	11		3	5	8	11	Minutes of LLF
6.4 Information Technology												
6.6.1	Good governance and administration	Advance good corporate governance	Number of ICT Strategy approved	Acting Director Corporate Services	1	1		n/a	n/a	1	n/a	Approved ICT strategy
6.4 Internal Audit & Audit Committee												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee meetings attended by 30/06/18	Acting Director Corporate Services	7	7		2	4	5	7	Minutes, attendance register
6.4.3	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee	Acting Director Corporate Services	-	100%	Opex	100%	100%	100%	100%	Audit committee resolution register

KPA 6: Good Governance and Public Participation 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	n		resolutions									
6.4.4	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit recommendations	Acting Director Corporate Services	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.5	Good governance and administration	Advance good corporate governance	Number of quarterly performance audits POEs for submitted to Internal Audit	Acting Director Corporate Services	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.6	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed	Acting Director Corporate Services	75%	100%		100%	100%	n/a	n/a	Audited AG Action Plan
6.4.7	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Acting Director Corporate Services	75%	80%		n/a	n/a	50%	80%	AG Action Plan
6.4.8	Good governance and administration	Advance good corporate governance	Number of audit file prepared and submitted for AG audit to Internal Audit	Acting Director Corporate Services	-	1		1	n/a	n/a	n/a	Dated proof of submission
6.7 Risk Management & Security management												
6.7.2	Governance and Administration	Advance good corporate governance	Number of Departmental Risk Register implemented	Acting Director Corporate Services	11	11		3	5	8	11	Monthly Departmental Strategic Risk Register

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KPA 6: Good Governance and Public Participation 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.7.3	Good governance and administration	Advance good corporate governance	by 30/06/18 Number of risk committee meetings attended by 30/06/18	Acting Director Corporate Services	4	4		1	2	3	4	Minutes, attendance registers
6.9 Communications												
6.9.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	Acting Director Corporate Services	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

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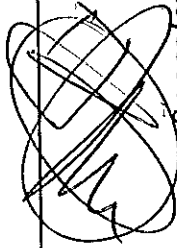
CAPITAL WORKS PLAN

Summary of Capital Projects per Responsible Manager by Vote

Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2017/18				Evidence Required
							1 st Quarter 01 Jul - 30 Sept 2017	2 nd Quarter 01 Oct - 31 Dec 2017	3 rd Quarter 01 Jan - 31 Mar 2018	4 th Quarter 01 Apr - 30 Jun 2018	
Municipal Transformation and Institutional development											
	Acting Director Corporate Services	Finalization of Council Chamber and Mayoral	R1000	01/07/17	30/06/18		Procurement	Procurement	Procurement	Procurement	Requisitions

[illegible]

Employee's Signature:



Date:

03 July 2017

Municipal Manager's Signature:

Immedade

Date:

03 July 2017

STRATEGIC RISK FOR THE DIRECTOR CORPORATE SERVICES

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale			
Advance Good corporate governance	Loss of data, lengthy system down time or unavailability	Inadequate disaster recovery plan (DRP)	Critical	Likely	satisfactory	Uninterrupted power supply (UPS) installed	Development of BCP	End of first quarter 2017/18			
		Lack of IT master plan (MSP)				Off-site Back-up tapes	Implementation of MSP	End of first quarter 2017/18			
		Lack of resources (adequate back-up system)				Implementation of the approved data policy		End of first quarter 2017/18			
						Temperature and water monitoring system installed in the server room		End of first quarter 2017/18			

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Attract, develop and retain best human capital	High staff turnover (Key personnel)	a) Competition with other sectors b) Remoteness of the Area	moderate	Likely	satisfactory	a) Implementation of retention strategy b) Implementation Recruitment policy	Implementation succession plan Maintain the current controls Bench marking /Job Evaluation	End of Q2 2017/18

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Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

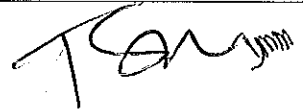
['the Employer']

AND

MASHALE TS

ACTING DIRECTOR CORPORATE SERVICES

["the Employee"]

A handwritten signature in black ink, appearing to be 'T. M. Mashale', is located in the bottom right corner of the page.

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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

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

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

T. S. M. Dim

(a) 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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.

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Column 3: Suggested Training

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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.

Column 4: Suggested Mode of Delivery

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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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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. 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.

Column 5: Suggested Time Lines

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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.

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Column 6: Work Opportunity Created to Practice Skills / 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 internalization 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).

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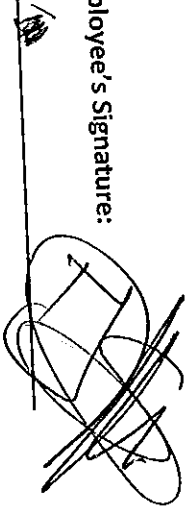
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Training on Labor relation		Training on Labor relation				
Bid Evaluation		Bid Evaluation				
Supply Chain Matters – SIPDM Training		Supply Chain Matters – SIPDM Training				
Contract Management		Contract Management				

Employee's Signature:



Municipal Manager's Signature:



Date:



Date:

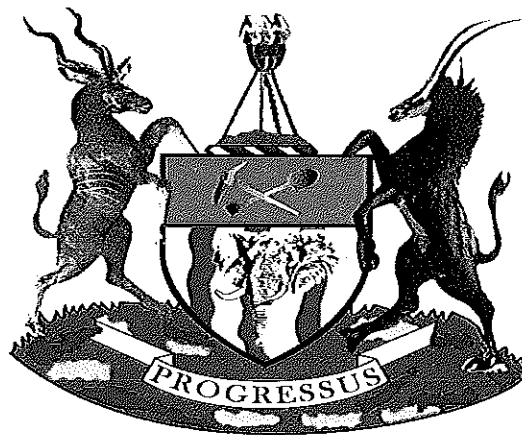


CORE COMPETENCY FRAMEWORK: DIRECTOR CORPORATE SERVICES

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual 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	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to 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.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

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BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2017/18

KHATHU MPHARALALA

DIRECTOR: TECHNICAL SERVICES

REVIEWED PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

(herein and after referred to as the Employer)

AND

DIRECTOR: TECHNICAL SERVICES


KHATHU MPHARALALA

(herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2017– 30 JUNE 2018

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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 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;

1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Director: Technical Services** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 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;
- 2.2 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;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 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 **01 July 2017** and will remain in force until **30 June 2018** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

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- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 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

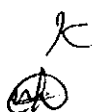
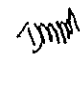
4.1 The Performance Plan (Annexure A) sets out-

- 4.1.1 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and.
- 4.1.3 The core competency requirements (Annexure C -- definitions) as the management skills regarded as critical to the position held by the Employee

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:

- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;

4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and

- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his / her 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:

KPA No.	Key Performance Areas	100%
1	Municipal Institutional Development and Transformation	10%
2	Basic Service Delivery	60%
3	Local Economic Development (LED)	5%
4	Municipal Financial Viability and Management	5%
5	Good Governance and Public Participation	20%
		Converted to 80%

5.7 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

5.8 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:

CORE MANAGERIAL COMPETENCIES ¹	✓ 2	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	10	
Client Orientation and Customer Focus	✓	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
Converted to 20%			

¹As published and defined within the Draft Competency Guidelines,
Government Gazette 23, March 2007

²V Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

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; and

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 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 automatically. These scores are carried over to the applicable employee's

performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

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) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the

Level	% score	Terminology	Description
		Expectations	Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year.
3	100 – 132	Fully Effective	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.
2	67 – 99	Not fully Effective	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable 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 performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	February 2018
3	January – March 2018	April 2018
4	April – June 2018	August 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. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

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

9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her 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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 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:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 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 or her duties.

12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and


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 BPM on this the 3rd day of July 2017

AS WITNESSES:

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DIRECTOR: TECHNICAL SERVICES

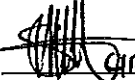
2. _____

Thus done and signed at Phalabowa on this the 3 day of July 2017

AS WITNESSES:

1.  Phalabowa

Immatandla
MUNICIPAL MANAGER

2.  Immatandla

Annexure A

REVIEWED PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

['the Employer']

AND

KHATHU MPHARALALA

DIRECTOR TECHNICAL SERVICES

['the Employee']

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TECHNICAL SERVICES

TECHNICAL SERVICES SCORECARD 2017 - 2018

VISION : " Provision of quality services for community well-being and tourism development"


MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: TECHNICAL SERVICES

KPA 1: SPATIAL RATIONALE

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KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
1.1 Spatial Rationale												
1.1.4	Governance and Administration	Facilitate sustainable development	Number of Land Use Management Meetings attended	Director Technical Services	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

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Date

KPA 2: BASIC SERVICE DELIVERY

KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.1 Water Services												
2.1.1	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of water connected within 15 days	Director Technical Services	60	60	Opex	15	30	45	60	Job card
2.1.2	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of wards attended for leak dictator per quarter (Reduction of water losses)	Director Technical Services	18	18		4	9	13	18	report
2.1.3	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of old water meter relocated to outside the yard (Replacement of water meter)	Director Technical Services	350	350	Opex	88	176	264	350	Report
2.1.4	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of samples taken from water distribution to laboratory for testing. (Improving water quality to Blue Drop Compliance)	Director Technical Services	12	12	Opex	3	6	9	12	report
2.1.5	Technical Infrastructure	Provision of sustainable Integrate	Number of samples taken from boreholes	Director Technical Services	16	16	Opex	4	8	12	16	report

KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
		infrastructure and services	to laboratory for testing.									
2.1.6	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Reviewed water maintenance plan	Director Technical Services	1	1	Opex	n/a	n/a	n/a	1	Reviewed maintenance plan
2.1.7	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Local Water Forum meeting attended	Director Technical Services	1	2		-	1	-	2	Minutes of the meeting, attendance register
2.2 Electricity												
2.2.1	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Expenditure on electricity capital funding spent	Director Technical Services	R19,8m	R20,25m	R20,25m	R2,5m	R8,5m	R15,5m	R20,25m	Payment certificates and Expenditure report
2.2.2	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of Reviewed of electricity maintenance plan by 30/06/2018	Director Technical Services	1	1	Opex	n/a	n/a	1	n/a	Reviewed maintenance plan
2.2.3	Technical infrastructure	Provision of sustainable integrate infrastructure and services	Number of assessment per semester of electricity infrastructure in all municipal building	Director Technical Services	2	2	Opex	n/a	1	n/a	2	Assessment Report

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.2.4	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of planned cleaning and inspections	Director Technical Services	6	6		2	3	5	6	Inspection Report
2.2.5	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Local Energy Forum meeting attended	Director Technical Services	11	6		2	3	4	6	Minutes of the meeting, attendance register
2.2.6	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of meeting attended	Director Technical Services	11	6		2	3	4	6	Minutes of the meeting
2.3 Fitting & Mechanical												
2.3.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Inspection conducted of Mechanical infrastructure at Lulekani, Namakgale & Phalaborwa Purification plants	Director Technical Services	4	4		1	2	3	4	Assessment Report
2.3.2	Technical	Provision of	Number of	Director	12	12		3	6	9	12	Monthly Report

KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	infrastructure	sustainable Integrate infrastructure and services	assessment conducted on the condition of sewer pump station	Technical Services								
2.4 Roads & Storm Water												
2.4.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of km of gravel roads upgraded to tar by 30/06/2018 (Top Ville to Score is 3.2 km of paving ,Tambo phase 1 is about 0.6 km of asphalt road	Director Technical Services	4.5km	2.2km	R16.8m	0km	1 km	1.5km	2.2km	Project Report. Projects completion certificates and report
2.4.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	R-value and % of roads capital funding spent	Director Technical Services	R21,4m	R19.86m	R19.86m	R4m	R12m	R15m	R19.86m	Payment Certificates and expenditure report
2.4.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of reviewed Roads and storm water maintenance programme	Director Technical Services	2	2		n/a	1	n/a	2	Reviewed Maintenance programme
2.4.4	Technical infrastructure	Provision of sustainable Integrate	Number Total m²	Director Technical	1 000 m²	1 000 m²		250 m²	500 m²	750 m²	1000 m²	

KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
		infrastructure and services	of road patched	Services								
2.4.5	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of km of gravel roads graded	Director Technical Services	500	500		100	200	350	500	
2.4.6	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number. Of barrel of culvert (storm water cleaned)	Director Technical Services	12	12		3	6	9	12	Reports
2.4.7.	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Road maintenance forum attended	Director Technical Services	11	9		2	4	6	9	Minutes of the meeting
2.5 Implementation of MIG Projects												
2.5.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of MIG district meeting attended	Director Technical Services	12	9		2	4	6	9	Minutes, attendance register
2.5.2	Technical infrastructure	Provision of sustainable Integrate	Number of MIG Provincial meeting	Director Technical	4	4		1	2	3	4	Minutes, attendance register

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
		Infrastructure and services	attended	Services								
2.5.3	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of MIG reports compiled and submitted	Director Technical Services	12	12		3	6	9	12	Report
2.5.4	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	R-value of capital budget spent (MIG)	Director Technical Services	R30,568	R38m	CPEX	8m	16m	24m	R38m	Expenditure report
2.6 Sanitation												
2.6.1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of reviewed of sanitation maintenance plan	Director Technical Services	2	2		n/a	1	n/a	2	Reviewed maintenance plan
2.6.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of sample taken and delivered to an approved laboratory (Waste water Management)	Director Technical Services	-	24	Opex	6	12	18	24	Report
2.6.3	Technical	Provision of	Number Sewer	Director	1100	1200	Opex	300	600	900	1200	Inspection sheet

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KPA 2: Basic Service Delivery												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	Infrastructure	sustainable Integrate infrastructure and services	blockage attended to within 24 hours of reporting	Technical Services								
2.7 Municipal Buildings and Other Facilities												
2.7.1	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of approved maintenance schedules of municipal buildings	Director Technical Services	-	2	Opex	n/a	1	n/a	2	Maintenance Report
2.7.2	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Total square meters to be attended for fixing of ceiling for Municipal buildings (Town halls and offices)	Director Technical Services	400 M ²	400 M ²	Opex	100M ²	200M ²	300M ²	400M ²	
2.7.3	Technical Infrastructure	Provision of sustainable Integrate infrastructure and services	Number of replacement of stolen manholes	Director Technical Services	31	50	Opex	10	20	40	50	Report

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KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

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KPA 3: Municipal Financial Viability and Management												
PMS No. & performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.1 Financial Management												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent	Director Technical Services	65%	100%		25%	50%	75%	100%	Financial report
3.1.2	Good governance and administration	Advance good corporate governance	Number of approved departmental adjustments budget	Director Technical Services	1	1		n/a	n/a	1	n/a	Approved Adjustment budget document; council resolution

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KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/16)	Annual Target 30/06/17	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 16)	2 nd Quarter (1 Oct – 31 Dec 16)	3 rd Quarter (1 Jan – 31 Mar 17)	4 th Quarter (1 Apr – 30 Jun 17)	
4.1 Job Creation												
4.1.1	Economic	Develop tourism and grow the economy	Number of jobs created through capital projects by 30/06/2018 (Temporary jobs)	Director Technical Services	155	110	R2.m	20	50	110	n/a	ID Numbers of people appointed and Payroll Reports
4.1.2	Economic	Promotion of local economy	Number of jobs created through the EPWP approach on the implementation of the 2017/18 Approved Capital Programme	Director Technical Services	80	73	R1.1m	10	50	73	n/a	ID Numbers of people appointed and Payroll Reports
4.1.3	Economic	Promotion of local economy	Number of Projects Implemented EPWP way(Mashishimale sports, Selati sub, Extension 1 upgrading, electrification of Kurhula & Buffer zone, Selwane sports complex,	Director Technical Services	6	9		4	9	n/a	n/a	EPWP Report

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KPA 4: Local Economic Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/16)	Annual Target 30/06/17	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 16)	2 nd Quarter (1 Oct – 31 Dec 16)	3 rd Quarter (1 Jan – 31 Mar 17)	4 th Quarter (1 Apr – 30 Jun 17)	
			Benfarm street, Tshelang Gape and Tambo phase 2, Replacement of street light									


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KPA: 5

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

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KPA 5: Municipal Transformation and Institutional Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organizational structure by 30/06/18	Director Technical	1		n/a	n/a	n/a	1	n/a	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Submission of attendance registers by the 1 st of each month	Director Technical	12	By the 1 st of each month		By the 1 st of each month	By the 1 st of each month	By the 1 st of each month	By the 1 st of each month	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of leave forms within 3 days of application	Director Technical	-	Within 3 days of submission		Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	Director Technical	-	Before the 10 th of each month		Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety meetings held	Director Technical	11	11		3	5	8	11	Agenda, safety minutes, attendance register
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20 th of each month	Director Technical	-	By the 20 th of each month		By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission
5.1.7	Good Governance	Good Corporate governance	Number of by-Laws reviewed by 30/06/2018	Director Technical	1	1	OPEX	n/a	1	n/a	n/a	By law register
5.2 Skills Development												
5.2.1	Good governance and	Attract, develop and retain best human capital	Number of Reviewed and submitted	Director Technical	1	1		n/a	n/a	1	n/a	WSP & proof of submission to LG

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KPA 5: Municipal Transformation and Institutional Development 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	administration		departmental Skills Development Plan by 30/06/18									SETA
5.3 Performance Management System												
5.3.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled senior management meetings attended by 30/06/18	Director Technical	11	11		3	5	8	11	Minutes , attendance register
5.3.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled departmental meetings attended by 30/06/18	Director Technical	11	11		3	5	8	11	Minutes for senior management meetings
5.3.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled portfolio committee meetings attended by 30/06/18	Director Technical	11	11		3	2	3	3	Portfolio committee minutes
5.3.4	Good governance and administration	Good corporate governance and public participation	Number Signed of performance agreements for all s56 Manager	Director Technical	1	1		1	n/a	n/a	n/a	Copies of signed Performance Agreements & submission letters to CoGHSTA.

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KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	Director Technical Services	7	7		2	3	5	7	Minutes, attendance register
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2018	Director Technical Services	11	11		3	5	8	11	Minutes of EXCO meetings, attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented	Director Technical Services	6	6		2	3	5	6	Proof of submission
6.1.4	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco /Council	Director Technical Services	-	9 days prior to the meeting		9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	Director Technical Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee meetings attended by 30/06/2018	Director Technical Services	6	5		2	0	4	5	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			30/06/2018									
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attended by 30/06/2018	Director Technical Services	6	5		2	0	4	5	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of Mayoral imbizos and public participation held	Director Technical Services	4	4	Opex	1	2	3	4	Attendance register, imbizos report
6.2.5	Good governance and administration	Enhance stakeholder management	Deadline of submission of responses to batho pele report within 7days of issue to Office of the MM	Director Technical Services	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report		Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.3 Corporate Governance												
6.3.1	Good governance and administration	Advance good corporate governance	Number of Local Labour Forum meetings attended by 30/06/2018	Director Technical Services	11	11		3	5	8	11	Agenda, Minutes of LLF and attendance register
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee meetings attended	Director Technical Services	7	7		2	4	5	7	Minutes, attendance register

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KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.4.2	Good governance and administration	Advance good corporate governance	% Implementation of Internal Audit Plan by 30/06/18	Director Technical Services	100%	100%	Opex	20%	50%	75%	100%	Audit committee report to council
6.4.3	Good governance and administration	Advance good corporate governance	% Implementation of Internal Audit Action Plan by 30/06/18	Director Technical Services	50%	100%	Opex	50%	75%	90%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administration	Advance good corporate governance	Number of POEs files submitted for quarterly performance audits to Internal Audit	Director Technical Services	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.5	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2015/16 Audit Report)	Director Technical Services	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.6	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Director Technical Services	75%	80%	Opex	n/a	n/a	50%	80%	Audited AG Action Plan
6.5 Risk Management & Security management												
6.5.1	Governance and Administration	Advance good corporate governance	Number of departmental Risk register implemented	Director Technical Services	11	11	Opex	3	5	8	11	Departmental Security Risk reports
6.5.2	Good	Advance good	Number of risk	Director	4	4	Opex	1	2	3	4	Minutes,

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KPA 6: Good Governance and Public Participation 25%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17	3 rd Quarter 1 Jan – 31 Mar 18	4 th Quarter (1 Apr – 30 Jun 18)	
	governance and administration	corporate governance	committee meetings attended by 30/06/17	Technical Services								attendance registers
6.5 Communications												
6.6.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	Director Technical Services	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

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CAPITAL WORKS PLAN

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Summary of Capital Projects per Responsible Manager by Vote


Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2016/17				Evidence required
							1 st Quarter 01 Jul - 30 Sept 2017	2 nd Quarter 01 Oct - 31 Dec 2017	3 rd Quarter 01 Jan - 31 Mar 2018	4 th Quarter 01 Apr - 30 Jun 2018	
Electricity											
	Director Technical	Extension 1: Upgrading of Single phase network. Phase 2	R1500	01/07/17	30/06/18	11 & 12	Handover of the site	construction	Completion of the project	Handover to Municipality	Progress reports and Completion report and Completion Certificate
	Director Technical	Upgrading of Selati Substation to safe capacity o30mva	R4m	01/07/17	30/06/18	11 & 12	Specification Advertise evaluation adjudication appointment of contractor	construction	Completion of the project	Handover to Municipality	Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate

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	Director Technical	Selwane sport complex	R 5 300 000	01/07/17	30/06/18	18	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality		Progress reports and Completion report and Completion Certificate
	Director Technical	Upgrading of gravel road to tar Tambo upgrading of street phase 2	R 5 500 000	01/07/17	30/06/18	13	Specification Advertise evaluation adjudication appointment of contractor Handover of the site	Construction Site meeting	Construction Site meeting Handover to Municipality	Completion of the project Handover to Municipality	Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate
	Director Technical	Tshelang gape to R71 upgrading	R 5 460 000	01/07/17	30/06/18	1 & 4	Specification Advertise evaluation adjudication appointment of contractor Handover of the site	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality	Bid Committees minutes and registers, advertisements, Progress reports and Completion report and Completion Certificate

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Employee's Signature:



Date:

03/07/2017

Municipal Manager's Signature:



Date:

03/07/2017

STRATEGIC RISK FOR DIRECTOR TECHNICAL SERVICES

No	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Mitigation	Action Owner	Time Scale
1	Service delivery	Inability to provide electricity services.	1. Poor maintenance of electricity infrastructure. 2. Lack of upgrading of electricity infrastructure 3. Non implementation	25	1. Electricity maintenance plan in place. 2. Master plan in place	16.25	1. Implementation of the maintenance plan. (to be unpacked) 2. Implement the projects indicated in the SDBIP.	Director Technical Services Director Technical Services	Continuous Continuous

No	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Mitigation	Action Owner	Time Scale
			of the electricity master plan due to lack of funds				<ul style="list-style-type: none"> - Upgrading of single phase in extension 1 - installation of remote control in substation - installation of quality supply instrumentation in electrical network to comply with NRS 048 		
2	Service delivery	Ageing infrastructure	1. Inadequate implementation of the maintenance plan (roads and building) due to lack of funds. 2. Lack of building infrastructure master	25	1. Implementation of responsive maintenance plan on infrastructure 2. Periodic maintenance plan	16.25	1. Prioritization of repairs and maintenance budget. 2. Implementation of roads master	Director Technical Services Director Technical Services	Continuous Continuous 31 July

No	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Mitigation	Action Owner	Time Scale
			plan 3. Lack of storm water master plan.		on roads.		plan. 3. Develop a maintenance plan for buildings	Director Technical Services	2017

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Page 48 of 57



Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

M I MOAKAMELA
[‘the Employer’]

AND

KHATHU MPHARALALA
DIRECTOR TECHNICAL SERVICES
[“the Employee”]

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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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

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

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

(a) 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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.

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Column 3: Suggested Training

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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.

Column 4: Suggested Mode of Delivery

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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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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. 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.

Column 5: Suggested Time Lines

1. Skills/Performance Gap (<i>in order of priority</i>)	2. Outcomes Expected (<i>measurable indicators: quantity, quality and time frames</i>)	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.

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Column 6: Work Opportunity Created to Practice Skills / 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 internalization 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).

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.

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Training on Labour relation		Training on Labour Relation				
Bid Evaluation		Bid- Evaluation				
Supply Chain Matters -SIPDM		Supply Chain Matters -SIPDM				
Contract Managemnet		Contract Managemnet				

Employee's Signature: _____

Municipal Manager's Signature: _____

Immanuel

Date: _____

Date: _____

03/09/2017

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M I MOAKAMELA

["the Employer"]

AND

KHATHU MPHARALALA

DIRECTOR TECHNICAL SERVICES

["the Employee"]

Item




CORE COMPETENCY FRAMEWORK: ACTING DIRECTOR TECHNICAL SERVICES

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual 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	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to 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.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10


 T. M. M.


Employee's Signature:



Date:

03/07/2017

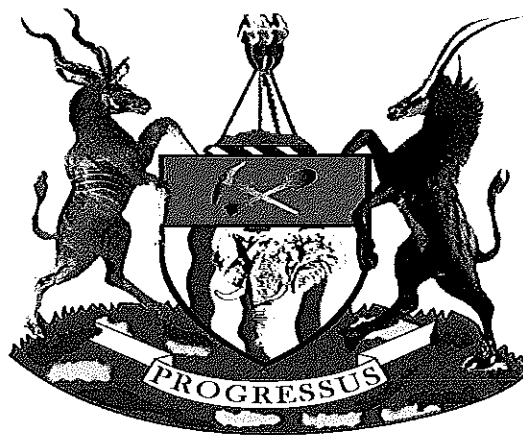
Municipal Manager's Signature:



Date:

03/07/2017

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2017/18

MALULEKE HP

DIRECTOR: PLANNING AND DEVELOPMENT

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

(herein and after referred to as the Employer)

AND

DIRECTOR: PLANNING AND DEVELOPMENT

MALULEKE HP

(Herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2017 – 30 JUNE 2018

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 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;

1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Director: Planning & Development** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 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;
- 2.2 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;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 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 **01 July 2017** and will remain in force until **30 June 2018** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 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 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and.
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee

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:

- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;

4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and

- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his / her 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:

KPA No.	Key Performance Areas	100%
1	Municipal Institutional Development and Transformation	20%
2	Basic Service Delivery	25%
3	Local Economic Development (LED)	30%
4	Municipal Financial Viability and Management	5%
5	Good Governance and Public Participation	20%
		Converted to 80%

5.7 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

5.8 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:

CORE MANAGERIAL COMPETENCIES ¹	✓ ²	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	10	
Client Orientation and Customer Focus	✓	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
			Converted to 20%

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¹As published and defined within the Draft Competency Guidelines,
Government Gazette 23, March 2007

²V Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

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; and

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 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 automatically. These scores are carried over to the applicable employee's

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performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and

(d) An overall score will be calculated based on the total of the individual scores calculated above.

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) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and

(b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the

HP Jim

Level	% score	Terminology	Description
		Expectations	Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year.
3	100 – 132	Fully Effective	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.
2	67 – 99	Not fully Effective	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable 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 performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	February 2018
3	January – March 2018	April 2018
4	April – June 2018	August 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. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

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

9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her 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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 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:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 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 or her duties.

12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

13. GENERAL

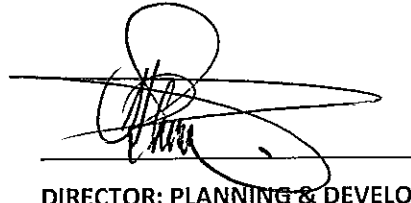
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

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 PHALABORWA on this the 03 day of JULY 2017

AS WITNESSES:




DIRECTOR: PLANNING & DEVELOPMENT

1. _____

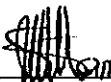
2. _____

Thus done and signed at Phalebowwa on this the 03 day of July 2017

AS WITNESSES:

1.  phalculer

Immatanel
MUNICIPAL MANAGER

2.  matsona

Annexure A

REVIEWED PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

["the Employer"]

AND

MALULEKE HP

DIRECTOR PLANING AND DEVELOPMENT

["the Employee"]

PLANNING AND DEVELOPMENT

DIRECTOR PLANNING AND DEVELOPMENT SCORECARD 2017 - 2018

VISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance" .

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: PLANNING & DEVELOPMENT

KPA 1: SPATIAL RATIONALE

HP Jim

KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
1.1 Spatial Rationale												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2018	Director Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council resolution in terms of which the date of valuation was determined .Approved Valuation roll
1.1.2	Governance and Administration	Sustain the environment	% of land use & development applications submitted to Mopani Planning Tribunal	Director Planning & Development	100%	100%	OPEX	100%	100%	100%	100%	Submission Register
1.1.3	Governance and Administration	Facilitate sustainable development	Number of Land Use Management Reports submitted to Council	Director Planning & Development	3	4	Opex	1	2	3	4	Council Resolution and Use Management Reports submitted
1.1.4	Governance and Administration	Facilitate sustainable development	Number of Land Use Management Meetings held	Director Planning & Development	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports
1.1.5	Governance and Administration	Facilitate sustainable development	Number of Reviewed Spatial	Director Planning &	0	1	Opex	n/a	n/a	n/a	1	Council Resolution on the approved SDF and Copy of Reviewed SDF

HP JM

KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			Development Framework SDF	Development								

KPA 2:

BASIC SERVICE DELIVERY

KPA 2: Basic Service Delivery 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
2.1 Human Settlements												
2.1.1	Governance and Administration	Facilitate sustainable development	Number of reviewed municipal housing beneficiary list	Director Planning & Development	-	1	Opex	n/a	n/a	n/a	1	Council Cognisant Beneficiary list
2.1.1	Governance and Administration	Facilitate sustainable development	Number of Quarterly progress	Director Planning & Development	4	4	Opex	1	2	3	4	Approved Quarterly reports

HP Imm

KPA 2: Basic Service Delivery 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	n		reports submitted to Council on construction of RDP houses	Development								
2.2 Building plans												
2.2.2	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of illegal buildings inspected	Director Planning & Development	96	100	Opex	25	50	75	100	Notices issued for illegal buildings
2.2.3	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of plans approved within 20 working days	Director Planning & Development	33	70	Opex	20	30	40	70	Report

HP DM

KPA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 3: Municipal Financial Viability and Management												
PMS No. & performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.1 Financial Management												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent	Director Planning & Development	100%	100%		25%	50%	75%	100%	Expenditure report
3.3 Financial Management												
3.3.2	Good governance and administration	Advance good corporate governance	Number of approved departmental adjustments budget	Director Planning & Development	1	1		n/a	n/a	1	n/a	Adjustment budget document; council resolution

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure	Director Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number of attendance registers submitted by the 1st of each month	Director Planning & Development	12	12	Opex	3	6	9	12	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of leave forms within 3 days of application	Director Planning & Development	Within 3 days of submission	Within 3 days of submission	Opex	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	Director Planning & Development	Before the 10 th of each month	Before the 10 th of each month	Opex	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety meetings held	Director Planning & Development	11	11	Opex	3	5	8	11	Agenda, safety minutes
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of safety findings addressed by the 20 th of each month	Director Planning & Development	By the 20 th of each month	By the 20 th of each month	Opex	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission
5.1.7	Good governance and	Good corporate governance and public	Number of By-laws reviewed by 30/06/18	Director Planning & Development	1	1	OPEX	n/a	1	n/a	n/a	By law register

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	administration	participation										
5.1.8	Good governance and administration	Good corporate governance and public participation	Number of By-laws promulgated by 30/06/18	Director Planning & Development	1	1	OPEX	n/a	n/a	1	n/a	By law register And Government gazette
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Departmental Skills Development Plan by 31/04/2018	Director Planning & Development	1	1	Opex	n/a	n/a	n/a	1	WSP & Proof of Submission of Departmental to LG SETA
5.4 Integrated Development Planning												
5.4.1	Governance and administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/M PAC Process Plan by Council by 31/07/2017	Director Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
5.4.2	Governance and administration	Good corporate governance and public participation	Number of 2018/19 Draft IDP approved by 31/03/2018	Director Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Council Resolution, Council approved 2018/19 Draft IDP
5.4.3	Governance and administration	Good corporate governance and public participation	Number of 2018/19 Final IDP approved by 28/05/2018	Director Planning & Development	1	1	Opex	n/a	n/a	n/a	1	1 Council Resolution, Council approved 2018/19 Final IDP
5.5 Performance Management System												

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled senior management meetings attended by 30/06/2018	Director Planning & Development	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance register
5.5.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly departmental meetings successfully attended by 30/06/2018	Director Planning & Development	11	11	Opex	3	5	8	11	Departmental committee minutes
5.5.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled portfolio committee meetings held by 30/06/2018	Director Planning & Development	55	55	Opex	15	30	45	55	Portfolio committee minutes
5.5.4	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2017 (one month after the start of each financial year	Director Planning & Development	6	6	Opex	6	n/a	n/a	n/a	Copies of signed PA WITH DATES COMPLYING THE LEGISLATED TIME LINE & SUBMISSION LETTERS TO cognists
5.5.5	Good governance and administration	Good corporate governance and public participation	Number of Mid-Year performance individual assessment for S 54 & 56 conducted	Director Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Individual Performance Assessments Reports
5.5.6	Good governance and	Good corporate governance and public	Number of Annual performance	Director Planning &	1	1	Opex	1	n/a	n/a	n/a	Individual Performance Assessments

KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			assessment for S 54 & 56 conducted	Development								
5.5.7	Good governance and administration	Good corporate governance and public participation	Number of 2016/17 AFS & Annual Performance Report submitted to AG by 31/08/2016	Director Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Submission letter and copy of AFS AG
5.5.8	Good governance and administration	Good corporate governance and public participation	Number of 2016/17 Draft Annual Report approved by 31/01/18	Director Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Council Approved 2016/17 Annual Report
5.5.9	Good governance and administration	Good corporate governance and public participation	Number of Draft 2018/19 SDBIP submitted to the Mayor for approval (14 days after the adoption of the IDP and Budget)	Director Planning & Development	1	1	Opex	n/a	n/a	no	1	2018/19 Draft SDBIP approved by the Mayor Signed & date
5.5.10	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2017/18 SDBIP approved by 31/03/2018	Director Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Reviewed SDBIP signed by the mayor
5.5.11	Good governance and administration	Good corporate governance and public participation	Number of approved 2018/19 SDBIP by Mayor (28 days after the adoption of the IDP and Budget approves by mayor	Director Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Signed and Approved Final SDBIP by the Mayor
5.5.12	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional 2016/17 SDBIP	Director Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Signed and Approved Reviewed 2015/16 SDBIP by the Mayor.
5.5.13	Good governance	Good corporate governance and	Number of Mid-Year report submitted to	Director Planning &	1	1	Opex	n/a	n/a	1	n/a	Dated proof of submission

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	and administration	public participation	stakeholders by 25/01/2018	Development								

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KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.2 Public Participation and Ward Committees												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	Director Planning & Development	7	7	Opex	2	3	5	7	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2018	Director Planning & Development	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented	Director Planning & Development	6	6	Opex	2	3	5	11	Register of Council resolutions
6.1.4	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Director Planning & Development	9 days prior to the meeting	9 days prior to the meeting	Opex	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings held by 30/06/2018	Director Planning & Development	6	5	Opex	2	0	4	5	Attendance registers, agendas, invitations


KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting held by 30/06/2018	Director Planning & Development	6	5	Opex	2	0	4	5	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of Mayordl Imbizos and public participation held by 30/06/18	Director Planning & Development	4	4	Opex	1	2	3	4	Attendance registers, imbizos reports
6.2.5	Good governance and administration	Enhance stakeholder management	Decline of submission of responses to batho pele report within 7days of issue to Office of the MM	Director Planning & Development	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Opex	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.3 Corporate Governance												
6.3.1	Good governance and administration	Enhance stakeholder involvement	Number of Community satisfaction survey on municipal services conducted by 30/09/17	Director Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Community Satisfaction Survey Report
6.3.2	Good governance and administration	Advance good corporate governance	Number of Local labour forum attended	Director Planning & Development	11	11	Opex	3	5	8	11	LLF minutes and attendance register

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.3.2	Good governance and administration	Advance good corporate governance	Number of Local Labour Forum meetings attended by 30/06/2018	Director Planning & Development	11	11	Opex	3	5	8	11	LLF minutes and attendance register
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee Meetings held	Director Planning & Development	7	7	Opex	2	4	5	7	Attendance registers
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions	Director Planning & Development	50%	100%	Opex	100%	100%	100%	100%	Audit Committee Resolution Register
6.4.3	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit recommendations	Director Planning & Development	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administration	Advance good corporate governance	Number of submission of POEs for quarterly performance audits to Internal Audit	Director Planning & Development	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.5	Good governance and administration	Good corporate governance and public	% of audit queries addressed (2015/16)	Director Planning &	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	n	participation	(2016/17 Audit Report	Development								
6.4.7	Good governance and administration	Advance good corporate governance	Number of submission of audit file for AG audit to Internal Audit	Director Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Dated proof of submission to Internal Audit
6.7 Risk Management												
6.7.1	Governance and Administration	Advance good corporate governance	Number of Departmental Risk register implemented	Director Planning & Development	11	11	Opex	3	5	8	11	Council Approved Departmental Strategic Risk Register
6.7.2	Good governance and administration	Advance good corporate governance	Number of risk committee meetings attended	Director Planning & Development	4	4	Opex	1	2	3	4	Minutes, attendance registers
6.9 Communications												
6.9.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	Director Planning & Development	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

H/P
TMM

Employee's Signature:



Date:

03/07/2017

Municipal Manager's Signature:

Immanuel

Date:

03/07/2017

Link To Objective	Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Actions To Improve Management Of The Risk	Action Owner	Time Scale
Attract, develop and retain best human capital	Human resource	High staff turnover (Key personnel)	a) Competition with other sectors b) Remoteness of the Area	20	a) Implementation of retention strategy b) Implementation staff provisioning policy c) Transfer policy	8	1. Cascade the PMS policy (Review and implement)	Director: Planning and Development	First Quarter
Promotion of the local economy	Local Economy	Unsustainability of LED initiatives	Unconducive economic environment	16	Implementation of the LED strategy (2013/14 version).	10.4	1. Review and implementation of the LED strategy	Director: Planning and Development	31 March 2017

Annexure B

PERSONAL DEVELOPMENT PLAN

(PDP)

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

["the Employer"]

AND

MALULEKE HP

DIRECTOR PLANNING AND DEVELOPMENT

["the Employee"]

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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

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

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

(a) 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
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	A course	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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.

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.

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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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. 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.

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.

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Column 6: Work Opportunity Created to Practice Skills / Development Area

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measure able indicators : quantity 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/dev elopmen t area	7. Support Person
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This further ensures internalization 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).

Column 7: Support Person

1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/develop ment 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.

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Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Training on Labor relation		Training on Labor relation				
Bid Evaluation		Bid Evaluation				
Supply Chain Matters – SIPDM Training		Supply Chain Matters – SIPDM Training				
Contract Management		Contract Management				

Employee's Signature: _____

Municipal Manager's Signature: _____

Imbalekanda

Date:

Date: 03/07/2017

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Jm

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["the Employer"]

AND

MALULEKE HP

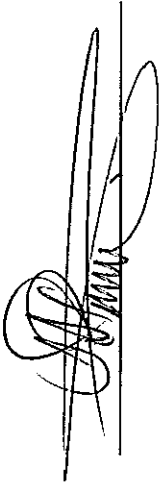
DIRECTOR PLANNING AND DEVELOPMENT

["the Employee"]

CORE COMPETENCY FRAMEWORK: DIRECTOR PLANNING & DEVELOPMENT

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual 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	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to 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.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

Employee's Signature:



Date:

03/07/2017

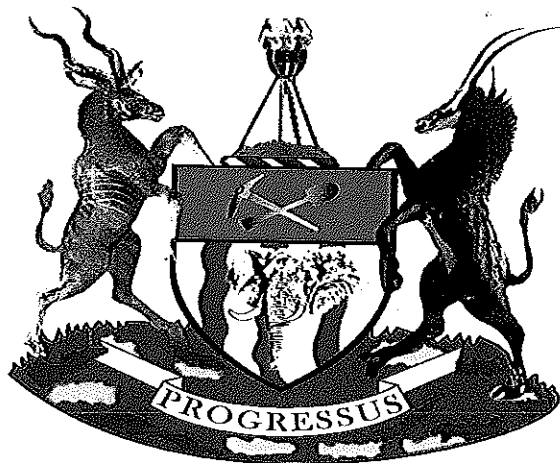
Municipal Manager's Signature:



Date:

03/07/2017

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2017/18

TSHEPO JACK MOGANO
CHIEF FINANCIAL OFFICER

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

(Herein and after referred to as the Employer)

AND

CHIEF FINANCIAL OFFICER

TSHEPO JACK MOGANO

(Herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2017 – 30 JUNE 2018

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 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;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;
- 1.5 In this Agreement, the following terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;
 - 1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;
 - 1.5.3 "the Employee" means the **Chief Financial Officer** appointed in terms of Section 56 of the Systems Act;
 - 1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and
 - 1.5.5 "the parties" means the Employer and the Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1 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;
- 2.2 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;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 2.7 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 **01 July 2017** and will remain in force until **30 June 2018** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon;
- 3.5 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 The performance objectives, key performance indicators and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and.
- 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee

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:

- 4.2.1 key objectives that describe the main tasks that need to be done;
- 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other;

- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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 KPAs (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, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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- 5.6 The Employee's assessment will be based on his / her 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:

KPA No.	Key Performance Areas	100%
1	Municipal Institutional Development and Transformation	15%
2	Basic Service Delivery	10%
3	Local Economic Development (LED)	10%
4	Municipal Financial Viability and Management	50%
5	Good Governance and Public Participation	15%
		Converted to 80%

- 5.7 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
- 5.8 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:

CORE MANAGERIAL COMPETENCIES ¹	✓ ²	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	10	

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Client Orientation and Customer Focus	√	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
Converted to 20%			

¹As published and defined within the Draft Competency Guidelines,

Government Gazette 23, March 2007

²√ Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency

Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

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; and

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 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 automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement
- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

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) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the

5/10/17
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Level	% score	Terminology	Description
			PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year.
3	100 – 132	Fully Effective	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.
2	67 – 99	Not fully Effective	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 performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable 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 performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC)
in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee
(Exco);

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6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	February 2018
3	January – March 2018	April 2018
4	April – June 2018	August 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. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall:

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her 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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 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 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:
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.3 In the case of unacceptable performance, the Employer shall:

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3.2 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 or her duties.

12. DISPUTE RESOLUTION

12.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

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 Ba-phalabank on this the 03 day of July 2017

AS WITNESSES:

1. 

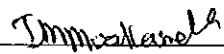

CHIEF FINANCIAL OFFICER

2. _____

Thus done and signed at Phalabank on this the 28 day of July 2017

AS WITNESSES:

1. _____


MUNICIPAL MANAGER

2. _____

Annexure A

REVIEWED PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

["the Employer"]

AND

TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

["the Employee"]

BUDGET AND TREASURY

CHIEF FINANCIAL OFFICER SCORECARD 2017 - 2018

MISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: BUDGET AND TREASURY

Monthly Projections of Revenue for Each Source

Vote No.	Sources of Revenue	2017 Monthly Projections												2018 Monthly Projections						Total
		R'000												R'000						
		Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June							
	Property Rates	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	113 609						
	Service charges – electricity	10 343	10 343	10 343	10 343	10 343	10 343	10 343	10 343	10 343	10 343	10 343	10 343	124 121						
	Service Charges – Refuse	1 510	1 510	1 510	1 510	1 510	1 510	1 510	1 510	1 510	1 510	1 510	1 510	18 119						
	Rental of Facilities and Equipment	42	42	42	42	42	42	42	42	42	42	42	42	500						
	Interest on external Investments	45	45	45	45	45	45	45	45	45	45	45	45	538						
	Interest Earned – Outstanding Debtors	6 004	6 004	6 004	6 004	6 004	6 004	6 004	6 004	6 004	6 004	6 004	6 004	72 042						
	Dividends received	0	0	0	0	0	0	0	0	0	0	0	0	0						
	Fines	38	38	38	38	38	38	38	38	38	38	38	38	451						
	Licenses and Permits	994	994	994	994	994	994	994	994	994	994	994	994	11 922						
	Agency services	225	225	225	225	225	225	225	225	225	225	225	225	2 701						
	Transfers recognised - operational	43 312				43 312				43 312				129 937						
	Transfers recognised - capital	15 740				15 740				15 740				47 219						
	Other Revenue	144	144	144	144	144	144	144	144	144	144	144	144	1 732						
	Total Revenue by Source	87 863	28 811	28 811	28 811	87 863	28 811	28 811	28 811	87 863	28 811	28 811	28 811	522 891						

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Monthly Projections of Expenditure (Operating and Capital) and Revenue by Vote: First Quarter

Vote No.	Expenditure and Revenue by Vote	July 2017			August 2017			September 2017		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4 134			4 134			4 134		
	Budget and Treasury	7 461	42	24 352	7 461	42	24 352	7 461	42	24 352
	Corporate Services	3 844	208	54	3 844	208	54	3 844	208	54
	Community and Social Services	3 724	96	24	3 724	96	24	3 724	96	24
	Public Safety	0			0			0		
	Economic and Environmental Services	3 347		58	3 347		58	3 347		58
	Road Transport	7 418	3 435	4 657	7 418	3 435	4 657	7 418	3 435	4 657
	Electricity	11 404	1 271	12 443	11 404	1 271	12 443	11 404	1 271	12 443
	Water									
	Waste Water Management									
	Waste Management	771	208	1 986	771	208	1 986	771	208	1 986
	Total by Vote	42 199	5 260	43 574	42 199	5 260	43 574	42 199	5 260	43 574

Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

Vote	Expenditure and Revenue by	42 199	October 2017	43 574	42 199	November 2017	43 574	42 199	December 2017	43 574
Vote		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4 134			4 134			4 134		
	Budget and Treasury	7 461	42	24 352	7 461	42	24 352	7 461	42	24 352
	Corporate Services	3 844	208	54	3 844	208	54	3 844	208	54
	Community and Social Services	3 724	96	24	3 724	96	24	3 724	96	24
	Public Safety	0			0			0		
	Economic and Environmental Services	3 347		58	3 347		58	3 347		58
	Road Transport	7 418	3 435	4 657	7 418	3 435	4 657	7 418	3 435	4 657
	Electricity	11 404	1 271	12 443	11 404	1 271	12 443	11 404	1 271	12 443
	Water									
	Waste Water Management									
	Waste Management	771	208	1 986	771	208	1 986	771	208	1 986
	Total by Vote	42 199	5 260	43 574	42 199	5 260	43 574	42 199	5 260	43 574

Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Vote No.	Expenditure and Revenue by Vote	January 2018			February 2018			March 2018		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and Council	4 134			4 134			4 134		
	Budget and Treasury	7 461	42	24 352	7 461	42	24 352	7 461	42	24 352
	Corporate Services	3 844	208	54	3 844	208	54	3 844	208	54
	Community and Social Services	3 724	96	24	3 724	96	24	3 724	96	24
	Public Safety	0			0			0		
	Economic and Environmental Services	3 347		58	3 347		58	3 347		58
	Road Transport	7 418	3 435	4 657	7 418	3 435	4 657	7 418	3 435	4 657
	Electricity	11 404	1 271	12 443	11 404	1 271	12 443	11 404	1 271	12 443
	Water									
	Waste Water Management									
	Waste Management	771	208	1 986	771	208	1 986	771	208	1 986
	Total by Vote	42 199	5 260	43 574	42 199	5 260	43 574	42 199	5 260	43 574

Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Vote No.	Expenditure and Revenue by Vote	April 2018			May 2018			June 2018		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	4 134			4 134			4 134		
	Budget and Treasury	7 461	42	24 352	7 461	42	24 352	7 461	42	24 352
	Corporate Services	3 844	208	54	3 844	208	54	3 844	208	54
	Community and Social Services	3 724	96	24	3 724	96	24	3 724	96	24
	Public Safety	0			0			0		
	Economic and Environmental Services	3 347		58	3 347		58	3 347		58
	Road Transport	7 418	3 435	4 657	7 418	3 435	4 657	7 418	3 435	4 657
	Electricity	11 404	1 271	12 443	11 404	1 271	12 443	11 404	1 271	12 443
	Water									
	Waste Water Management									
	Waste Management	771	208	1 986	771	208	1 986	771	208	1 986
	Total by Vote	42 199	5 260	43 574	42 199	5 260	43 574	42 199	5 260	43 574

Monthly projection Expenditure and Revenue for 2017/18

Vote No.	Expenditure and Revenue by Vote	2017/18 Total Expenditure and Revenue by Vote			
		Opex	Capex	Rev	
	Executive and Council	51 677			
	Budget and Treasury	90 697	500	292 202	
	Corporate Services	46 124	2 500	651	
	Community and Social Services	78 540	1 150	293	
	Public Safety				
	Economic and Environmental Services	15 494		691	
	Road Transport	89 016	41 219	55 888	
	Electricity	136 851	15 250	149 311	
	Water				
	Waste Water Management				
	Waste Management	9 247	2 500	23 835	
	Total by Vote	506 387	60 119	522 891	

KPA 1:

SPATIAL RATIONALE

KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2017/18 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sep 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
1.1 Spatial Rationale												
1.1.4	Governance and Administration	Facilitate sustainable development	Number of Land Use Management Meetings attended	Chief Finance Officer	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

KPA 2:

BASIC SERVICE DELIVERY

KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 3: Municipal Financial Viability and Management 50%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.1 Financial Viability												
3.1.1	Governance and administration	Improve financial viability	R-Operating Revenue (Billing)	CFO	334,540	393,530	Opex	98,383	196,765	295,148	393,530	Finance reports
3.1.2	Governance and administration	Improve financial viability	R-value of actual revenue collected	CFO		250,000	Opex	62 500	125 000	187 500	250 000	Revenue report , billing VS collection
3.1.3	Governance and administration	Improve financial viability	R-value of capital budget spent	CFO	60,620	54,279	Opex	13,570	27,140	40,710	54,279	Finance reports
3.2 Grant Expenditure and Management												
3.2.1	Governance and administration	Improve financial viability	R-value of total budget spent (Expenditure on MSIG)	CFO	890	934	Opex	234	467	701	934	Grant reports
3.2.2	Governance and administration	Improve financial viability	R-value of total budget spent (Expenditure on MIG)	CFO	R9,460m	R38m	Opex	R15m	R25m	R30m	R38m	Finance reports/MIG Monitoring report
3.2.3	Good governance and administration	Improve financial viability	% of Municipal Capital Budget spent	Chief Financial Officer	100%	100%	Cpex	25%	50%	75%	100%	Finance reports

KPA 3: Municipal Financial Viability and Management 50%

PMS No.	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.2.4	Good governance and administration	Improve financial viability	% Of Municipal Personnel Budget spent	Chief Financial Officer	100%	100%	Opex	25%	50%	75%	100%	Finance reports
3.2.5	Governance and administration	Improve financial viability	Re-value of operational conditional grants spent FMG.	CFO	1,550	1600	Opex	400	800	1,200	1,600	Finance reports
3.3 Financial Management												
3.3.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/16 (legislated date)	CFO	1	1	Opex	1	N/A	N/A	N/A	approved budget planning schedule by council
3.3.2	Good governance and administration	Good corporate governance and public participation	Number of Approved of Draft Budget by Council by 31/03/2018	CFO	1	1	Opex	n/a	n/a	1	n/a	Draft Budget by Council council resolution
3.3.3	Good governance and administration	Good corporate governance and public participation	Number of Approved Final Budget by Council by 31/05/2017	CFO	1	1	Opex	N/A	N/A	N/A	1	Final Budget approved by Council, council resolution
3.3.4	Good governance and administration	Good corporate governance and public participation	Number of Approved adjustments budget by 28/02/2018	CFO	1	1	Opex	N/A	N/A	1	N/A	Adjustment budget document council resolution
3.3.5	Good governance and administration	Good corporate governance and public participation	Number of Reviewed budget	CFO	1	1	Opex	N/A	N/A	1	N/A	Approved budget related policies

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	Administration	public participation	related policies by 31/03/2018									
3.3.6	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees members appointed by 07/07/2017	CFO	3	3	Opex	3 (Specification, Evaluation, Adjustment)	N/A	N/A	N/A	Appointment letters of bid committees members
3.3.7	Governance and administration	Improve financial viability	Number of moveable asset verifications conducted by 30/06/2018	CFO	4	4	Opex	1	2	3	4	Quarterly assets verifications reports
3.3.8	Governance and administration	Improve financial viability	Number of oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	CFO	4	4	Opex	1	2	3	4	Quarterly Audit committee report
3.3.9	Governance and administration	Improve financial viability	Number of oversight reports on monthly financial reports	Municipal Manager	11	11	Opex	3	6	9	11	Monthly financial oversight reports
3.3.10	Governance and administration	Improve financial viability	Number of oversight report on quarterly financial reports	Municipal Manager	4	4	Opex	2	2	3	4	Quarterly financial statements
3.3.11	Good governance and administration	Good corporate governance and public participation	Number of Reviewed five year financial plan by 31/03/2018	CFO	1	1	Opex	N/A	N/A	1	N/A	Approved financial plan
3.3.12	Governance and administration	Improve financial viability	Number of implementation reports compiled on revenue enhancement	CFO	4	4	Opex	1	2	3	4	Quarterly reports on revenue enhancement

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.3.13	Governance and administration	Improve financial viability	% improvement in revenue collection (improvement from 65% to 95% by end 2017/18 budget year)	CFO	90%	100%	Opex	100%	100%	100%	100%	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Current Debt collected by 30/06/18	Chief Financial Officer		100%	Opex	100%	100%	100%	100%	Quarterly reports on debt collection
3.1.10	Governance and administration	Improve financial viability	% of Old outstanding Debt collected by 30/06/18	Chief Financial Officer		100%	Opex	100%	100%	100%	100%	Quarterly reports on debt collection
3.3.15	Good governance and administration	Good corporate governance and public participation	Number of 2016/17 unaudited annual financial statements submitted to relevant stakeholders by 31/08/2017	CFO	1	1	Opex	1	N/A	N/A	N/A	Dated proof of submission
3.3.16	Good governance and administration	Good corporate governance and public participation	Number of reports on the review of Annual/Quarterly financial statements	CFO	5	5	Opex	2	3	4	5	Quarterly financial statements
3.3.17	Good governance and administration	Advance good corporate governance	Number of compliance/financial reports submitted to Treasuries and CoGHSTA	CFO	12	12	Opex	3	6	9	12	Proof of submission

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
3.3.18	Good governance and administration	Advance good corporate governance	Number of Sec 71 Reports submitted within 10 days at the end of each month to National and Provincial treasury	CFO	12	12	Opex	3	6	9	12	Monthly Dated proof of submission
3.3.19	Good governance and administration	Advance good corporate governance	Number of Monthly reports of Invoices and Payment of Debt (Compliance to water Service Level Agreement)	CFO	12	12	Opex	3	6	9	12	Monthly reports, submitted to MDM, Invoices & proof of payments to

T. J. TMMW

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
								4.2 Enterprise Support 10%				
4.2.1	Economic	Develop tourism and grow the economy	Number of SMEs supported through municipal SCM procurement by 30/06/18	CFO	120	80	Opex	20	40	60	80	System generated expenditure reports

KPA 5:

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA 5: Municipal Transformation and Institutional Development 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	

5.1 Organisational Design & Human Resource

5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental structure by 30/06/2018	CFO	1	1	Opex	n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number of attendance registers submitted by the 6 th of each month	CFO	12	12	Opex	3	6	9	12	Dated proof of submission
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of leave forms within 3 days of application	CFO	100%	100%	Opex	100%	100%	100%	100%	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	CFO	-	Before the 10 th of each month	Opex	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety meetings held by 30/06/18	CFO	11	11	Opex	3	5	8	11	Agenda, safety minutes
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20 th of each month	CFO	-	By the 20 th of each month	Opex	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission

5.3 Skills Development

5.3.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/18	CFO	1	1	Opex	n/a	n/a	1	n/a	Proof of Submission of Departmental Skills Development Plans
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5.4 Integrated Development Planning

5.4.1	Good governance	Advance good corporate	Number of reviewed IDP/Budget/PMS/	CFO	1	1	n/a	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS
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T.T.J.,
Mayor

KPA 5: Municipal Transformation and Institutional Development 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	and administration	governance	MPAC Framework and Process Plan approved by council									Process Plan
5.5 Performance Management System												
5.5.1	Good governance and administration	Advance good corporate governance	Number of scheduled Senior Management meetings held by 30/06/2018	CFO <i>attended</i>	11	11	Opex	3	5	8	11	Minutes of EXCO/attendance register
5.5.2	Good governance and administration	Advance good corporate governance	Number of departmental meetings held by 30/06/2017	CFO <i>attended</i>	11	11	Opex	3	5	8	11	Portfolio committee minutes/attendance register
5.5.2	Good governance and administration	Advance good corporate governance	Number of portfolio committee meetings held by 30/06/2018	CFO	11	11	Opex	3	5	8	11	Portfolio committee minutes/attendance register
5.5.3	Good governance and administration	Advance good corporate governance	Number of Signed performance agreements by 01/07/17	CFO	1	1	Opex	1	n/a	n/a	n/a	Copy of signed agreements & submission to Cogesta
5.5.4	Good governance and administration	Advance good corporate governance	Number of 2015/16 AFS and Annual Performance Report submitted to AG by 31/08/17	CFO	1	1	Opex	1	n/a	n/a	n/a	Submission letter and copy of AFS
5.5.5	Good governance and administration	Advance good corporate governance	Number of 2016/17 Draft Annual Report approved by 31/01/18	CFO	1	1	Opex	n/a	n/a	1	n/a	Council Approved 15/16 Annual report with Council resolution

T.J.

KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.1 Council and Executive												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	CFO	4	4	Opex	1	2	3	4	Minutes of council meetings, Attendance register
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2018	CFO	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, Attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented	CFO	6	6	Opex	2	3	5	6	Proof of submission
6.1.4	Good governance and administration	Advance good corporate governance	Number of days for Submission of items/reports for Senior management /Exco/Council prior meeting.	CFO	9 days prior to the meeting	9 days prior to the meeting	Opex	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	CFO	6	5	Opex	2	0	4	5	Attendance registers, agendas, invitations
6.2.2	Good	Enhance	Number of IDP	CFO	6	5	Opex	2	0	4	5	Attendance

KPA 6: Good Governance and Public Participation 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	governance and administration	stakeholder involvement	Steering Committee meetings attended by 30/06/2018									registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attendance by 30/06/2018	CFO	6	5	opex	2	0	4	5	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	Number of Mayoral imbizo and public participation attended	CFO	4	4	Opex	1	2	3	4	Attendance register
6.2.5	Good governance and administration	Enhance stakeholder management	Number of days for Submission of responses to batho pele report to Office of the MM	CFO	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Opex	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Within 7 days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.2.6	Good governance and administration	Good corporate governance and public participation	Number Reviewed, documented approved internal controls (Creditors Control Manual)	Chief Financial Officer	1	1	Opex	n/a	n/a	n/a	1	Approved copy of internal controls
6.3 Corporate Governance												
6.3.1	Good	Advance good	Number of	CFO	1	1	Opex	1	n/a	n/a	n/a	Dated proof

T. J. J. J.

KPA 6: Good Governance and Public Participation 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	governance and administration	corporate governance	unaudited annual financial Statements and Annual Performance Report submitted									of submission
6.3.2	Good governance and administration	Advance good corporate governance	Number of Reviewed, documented approved internal controls (Creditors payment procedure manual) by 30/06/2018	CFO	1	1	Opex	n/a	n/a	1	n/a	Approved copy of internal controls
6.3.3	Good governance and administration	Advance good corporate governance	Number of Local Labour Forum meetings attended by 30/06/2018	CFO	11	11	Opex	3	5	8	11	Agenda, Minutes of LLF and attendance register
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Performance Audit Committee meetings attended by 30/06/2018	CFO	4	4	Opex	1	2	3	4	Copies of minutes, attendance registers
6.4.2	Good governance and administration	Advance good corporate governance	Number of Steering Audit Committee meetings attended by	CFO	12	12	Opex	3	6	9	12	Copies of minutes, attendance registers

KPA 6: Good Governance and Public Participation 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
			30/06/2018									
6.4.3	Good governance and administration	Advance good corporate governance	Number of Audit Steering Committee report presented to Council by 30/06/18	CFO	2	4	R70000	1	2	3	4	Audit Committee Resolution Register
6.4.4	Good governance and administration	Advance good corporate governance	% Implementation of Internal Audit Action Plan by 30/06/18	CFO	50%	100%	Opex	50%	75%	90%	100%	Internal Audit Follow-up report
6.4.5	Good governance and administration	Advance good corporate governance	Number of quarterly POEs files submitted for performance audits to Internal Audit	CFO	4	4	Opex	1	2	3	4	Dated proof of submission to Internal Audit.
6.4.6	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed	CFO	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.7	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed	CFO	75%	80%	Opex	n/a	n/a	50%	80%	Audited AG Action Plan
6.4.8	Good governance and	Advance good corporate governance	Preparation and submission of audit file for AG	CFO	16/08/16	16/08/16	Opex	16/08/16	n/a	n/a	n/a	Dated proof of submission to Internal

KPA 6: Good Governance and Public Participation: 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	2016/17 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
	administration		audit to Internal Audit									Audit
6.7 Risk Management & Security management												
6.7.1	Governance and Administration	Advance good corporate governance	Number of reviewed Institutional Strategic Risk Register of approved by 30/06/18	CFO	1	1	Opex	n/a	n/a	n/a	1	Council Approved Departmental Strategic Risk Register
6.7.2	Good governance and administration	Advance good corporate governance	Number of quarterly Institutional Risk Management Committee meetings attended by 30/06/18	CFO	4	4	Opex	1	2	3	4	Minutes, attendance registers
6.9 Communications												
6.9.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	CFO	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

T. J. J. J.

CAPITAL PROJECTS PER RESPONSIBLE MANAGER

Jim T. J.

Vote No.	Responsible Manager	Project Name	Total Capital Budget (R'000)	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2017/18				Evidence required
							1 st Quarter 01 Jul - 30 Sept 2017	2 nd Quarter 01 Oct - 31 Dec 2017	3 rd Quarter 01 Jan - 31 Mar 2018	4 th Quarter 01 Apr - 30 Jun 2018	
Financial Recovery											
	Chief Financial Officer	Revenue recovery, installation of meters and maintenance (AMR)	R500	01/07/17	30/06/18		Implementation	Implementation	Implementation	Implementation	Progress report and Payment certificate

T. J.

STRATEGIC RISK FOR ACTING CHIEF FINANCIAL OFFICER

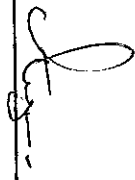
Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Improve financial viability	Fixed Assets Register not credible	Inability to verify (underground) assets	Critical	Common	satisfactory	Implementation of asset management policy	Service provider are in process to assist with asset verification and GRAP compliant	30 July 2018
		Fixed assets register not on the financial system				Accounting policies (GRAP)	Procure asset management module	
		Fixed Asset Register not align to Accounting				Reconciliation of assets register	Integrate the asset	30 June 2018

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
		<p>policies</p> <p>Inadequate regular reconciliation of the assets register and general ledger</p>				<p>and General ledger on additions</p> <p>Reconciliation of assets register and general ledger (existing & additions)</p>	<p>management module into the financial systems</p>	
Improve Financial Viability	Noncompliance to SCM regulations	<p>Lack of internal controls</p> <p>Incorrect interpretation of SCM regulations/policies</p>	Critical	Common	satisfactory	SCM policy	<p>Review SCM policy</p> <p>Implement SCM policy and procedures</p>	<p>30 June 2018</p> <p>Continuous 2017/18 FY</p>

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
						Deviation register	Workshop on SCM regulation	Continuous 2017/18 FY

T. J. Thompson

Employee's Signature:



Date:

2017/07/03.

Municipal Manager's Signature:

Shirley

Date:

03/07/2017

**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

('The employer)

AND

TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

('The employee)

1. ["the Employee"]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 Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account 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 to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

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

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

- (a) 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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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
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	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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.

T. J. KMM

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.

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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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. 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.

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.

Column 6: Work Opportunity Created to Practice Skills / 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 internalization 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).

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.

Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person
Excel on spreadsheets financial modelling MAP (Advanced) management programme labour relations	Excel skill on data manipulation Skills on formal Management skills Skill on how to manage labour affairs	Excel Training - Advanced Register for the Certificate with CPD attendance of training course	Attending training on excel - Advanced attendance and examination course attendance and assessment	3 (three) months one (1) year course 1 (one) month course	Data manipulation for general ledger financial management handling of labour disputes	

Employee's Signature:



Municipal Manager's Signature:



Date:

2017/07/03.

Date:

03/07/2017

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

["The Employer"]

AND

TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

["The Employee"]

T. J. Ihm

CORE COMPETENCY FRAMEWORK: CHIEF FINANCIAL OFFICER

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual 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	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread,, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to 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.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

Employee's Signature:

JS

Date:

03/07/2017

Municipal Manager's Signature:

Thompson

Date:

03/07/2017