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

- 1.1The 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;
- 1.4The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;
- 1.5In 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:

- 2.1Comply 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;
- 2.5Use 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

- 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 that 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

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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:

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KPA	Key Performance Areas	100%
No.	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
- 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	٧	WEIGHTING	LEVEL ³
	2	%	
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	٧	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and	٧	10	
Empowerment			
Client Orientation and Customer Focus	٧	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
		Conv	erted 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;
- 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;
- 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 adhoc 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 far exceeds the standard expected of an employee at this level. The appraisal indicates that the
j		Performance	Employee has achieved above fully effective results against all performance criteria and indicators as specified in the
			PA and Performance Plan and maintained this in all areas
			of responsibility throughout the year. Performance is significantly higher than the standard
4 	133 – 166	Performance significantly above	expected in the job. The appraisal indicates that the



Level	% score	Terminology	Description
Polesjansk	- militari diffusiti mengali	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
	į		has fully achieved effective results against all significant
ļ			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
		1	expected for the job. The review/assessment indicates
	<u> </u>		that the employee has achieved below fully effective
			results against more than half the key performances
		ļ	criteria and indicators as specified in the PA and
			Performance Plan.
1	0 - 66	Unacceptable	Performance does not meet the standard expected for the
		Performance	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.

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

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- 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

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minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at	on this theday of2017
AS WITNESSES:	
1. <u>Cosble</u>	MUNICIPAL MANAGER
2.	
Thus done and signed at	on this theday of2017
AS WITNESSES:	
1. Minphaeuler	MAYOR
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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"]

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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

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SPATIAL RATIONALE

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					KPA	KPA 1: Spatial Rationale	nale		The second second second second			
PMS No.	Cluster	IDP Objective	Key	Responsible Manager	Baseline (30/06/17)	Annual	Budget		2017/18 Quan	2017/18 Quarterly Projections		Evidence Required
Performa nce Area			Indicator			30/06/18		1" Quarter	1ª Quarter 2nd Quarter		4th Quarter	
								(1 Jul = 30 Sept 17)	(10a-31 Dec 17)	(1 Jan – 31 Mar 18)	(1.Apr = 30 Jun 18)	
				1450 1450 1450 1450 1450 1450 1450 1450	2000 2000 2000 2000 2000 2000 2000 200							
5	71 Spaniel Plenning				10							
	Governance and	Sustain the	Number of	Municipal	1	1	OPEX	n/a	n/a	n/a	₽	Council resolution in
	Administration	environment	supplementar	Manager								terms of which the date
			y valuation									of valuation was
			roll developed									determined .Approved
			by									Valuation roll
			30/06/2018									

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No. & No. & Perfor Manc e Area			Performance Indicator	Manager	(30/06/17)	Target 30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4th Quarter (1.Apr30 Jun 18)	Required
2.5 lmp	2.5 Implementation of MIG Projects	IG 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	Q	o		4	o	ה/מ	n/a	EPWP Report
2.6 Mu	Pis Winnishall Capitol I Projects	ects										
	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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	Evidence Required			Final Budget by Council	Adjustment budget document; council resolution	Quanterly Audit committee report	Quaterly financial statements	Quarterly reports on revenue collection	Dated proof of submission
		4" Quarter 1 Apr – 30 Jun 18)		_	N/A	4	4	100%	N/A
	2017/18 Quarterly Projections	34 Quarter (1 Jan – 31 Mar 18)		N/A		m	რ	%52	N/A
	2017/18 Quart	2 nd Quarter (1 Oct – 31 Dec 17)		N/A	N/A	۵	2	50%	N/A
¥20%		1" Quarter (1 Jul – 30 Sept 17)		N/A	N/A	1	1	25%	
Managemen	Budget								
KPA 3: Municipal Financial Viability and Management 50%	Annual Target	30/06/18		_		4	4	,00%	
Aunicipal Finan	Baseline	(30/06/17)			-	4	4	%06	1
KPA 3: N	Responsible	Manager		Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
		Key Porformance Indicator		Number of approved Final Budget by Council by 31/05/2018	Number of approved adjustments budget by 28/02/2018	Number of oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	Number of oversight report on quarterly financial reports	% improvement in revenue collection (Improvement from 65% to 85% by end 2017/18 budget year)	Number of 2015/16 AFS and Annual Performance report submitted to AG by 31/08/17
	IDP Objective			Good corporate governance and public participation	Good corporate governance and public participation	Improve financial viability	Improve financial viability	Improve financial viability	Improve financial viability
	Cluster		3.1 Financial Viability	Good governance and administration	Good Good corporate governance and governance and public participation	Governance and administration	Governance and administration	Governance and administration	Good governance and administration
	PMS No.	& Performa nco Area	3.1 Financ	3.3.3	3.3.4	3.3.8	3.3.10	3.3.13	3.3.15

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KPA 4

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					KPA 4: Local E	KPA 4: Local Economic Development	opment					
PMS No.	Cluster	IDP	Key	Responsible	Baseline	Annual	Budget		2017/18 Quai	2017/18 Quarterly Projections		Evidence
& Perform ance Area		Objective	Performance Indicators	Manager	(31/06/17)	Target 30/06/18		14 Quarter (1 Jul – 30 Sept 17)	2" Quarter (1 Oct – 31 Dec 17)	3 ¹⁴ Quarter (1. Jan – 31 Mar 18)	4th Quarter 1 Apr 30 Jun 18)	Required
4.1 Job Creation	ation											den egytjestisse Desert d
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital projects by 30/06/2018 (Temporary jobs)	Municipal Manager	155	٥١١	R2.m	20	SO	011	۵/۷	ID Numbers of people appointed and Payroll Reports
4.2 Enterp	4.2 Enterprise Support	Managayaya danada										
4.2.1	Economic	Promotion of local economy	Number of Support SMMEs through the municipal SCM (procurement) by 30/06/2018.	Municipal Manager	120	08		20	04	09	08	System generated Expenditure report
4.4 Social I	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		런	2	т	4	Quarter reports on SLP Implementati on



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PMC	Cluster	IDP Objective	Key Performance	Responsible	Baseline	Annual	Budget		2017/18 Quark	2017/18 Quarterly Projections		eyidence
No. & Perfor manc o				Manager	(30/06/17)	Target 30/06/18		1 * Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3rd Quarter (1 Jan = 3) Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
5: Q	ganisational Desig	5.1 Organisational Design & Human Resource					por enterprise enterprise					
5.1.1	Good governance and administration	Attract, develop and retain best truman capital	Number of Reviewed Departmental Organisational structure by 30/06/18	Municipal Manager	-	1		n/a	n/a	n/a	_	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 20th of each month	Municipal Manager	1	By the 20" of each month		By the 20th of each month	By the 20 ^m of each month	By the 20th of each month	By the 20th 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	•	4	OPEX	n/a	2	4	n/a	By law register

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Evidence	Roquired	By law register And Government gazette		Appointment letters; appointment register, Proof of Disadvantaged Employees		Council Approved IDP, Budget, PMS Process Plan	Council Approved Draft IDP/ Council Resolution	Council Approved Final IDP/ Council resolution		Minutes, attendance
	4th Quarter (1 Apr – 30 Jun 18)	4		n/a		n/a	o/u	-		-
erly Projection	3 rd Quarter (1 Jan – 31 Mar 18)	2		n/a		u/a	-	o/u		8
2017/18 Quarterly Projections	2 nd Quarter (1 Oct – 31 Dec 17)	n/a		3 position filled		n/a	n/a	n/a		5
1	14 Quarter (1 Jul – 30 Sept 17)	n/a		n/a	Signatura de la constantina della constantina de	-	n/a	n/a		3
Budget		OPEX				υ/α	n/a			
Annual	Target 30/06/18	4		Spositions to be filed.		1	ı	1		11
sponsible Baseline Annual Budget	(30/06/17)	9	American processing and processing and policy	m		1				11
Responsible	Managor	Municipal Manager		Manager Manager		Municipal Manager	Municipal Manager	Municipal Manager	Section of the sectio	Municipal
Key Performance	Indicator	Number of By- laws promulgated by 30/06/18		Number of employees from previously disadvantaged groups appointed in the tince highest levels of management as per EEP (PL 0,2,3) by 30/06/2018		Number of IDP/Budget/PMS/M PAC Process Plan approved by Coundil by 31/07/2017	Number of 2018/19 Draft IDP approved by Council by 31/07/18	Number of Final 2017/18 IDP approved by Council by 28/05/2018		Number of
IDP Objective		Good corporate governance and public participation	de population plans and the	Good corporate governance and public participation	nt Planning	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	nent System	Advance good
Cluster		Good governance and administration	5.2 Employment Equity	Good governance and administration	5.4 Integrated Development Planning	Good governance and administration	Good governance and administration	Good governance and administration	5.5 Performance Management System	Good
PMS	No. & Perfor manc e Area		5.2 Emple	5.2.1	5.4 Integr	5.4.1	5.4.2	5.4.3	5.5 Perfo	5.5.1

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Vallage	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	£	K.
scheduled serior management meetings held by 30/06/18	Number of scheduled monthly departmental meetings held 30/06/18	Number of scheduled portfolio committee meetings held by 30/06/18	Number of S54&56Signed Annual performance agreements by 30/07/17	Number of Individual Performance Assessment of 5.54 & 5.56 Managers Conducted to review their performance by 30/06/18 (Mid-Year / Annual	Number of 2016/17 Draft Annual Report approved Council by 31/01/18	\$	E.
a supra de la constante de la	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good carporate governance	Advance good corporate governance		

Good governance and administration

5.5.7

Good governance and administration

5.5,4

Signed copies of PA

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n/a

n/a

Individual Performance Assessments Reports

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Departmental committee minutes

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register

Portfolio committee minutes

Evidence Required

4th Quarter (1 Apr – 30 Jun 18)

34 Quarter (1 Jan – 31 Mar 18)

2nd Quarter (1 Oct – 31 Dec 17)

1" Quarter (1 Jul – 30 Sept 17)

KPA 5: Municipal Transformation and Institutional Devolopment 20%

Budget

Annual Target 30/06/18

Baseline (30/06/17)

Responsible Manager

Key Performance Indicator

IDP Objective

Cluster

PMS No. & Perfor manc

Area

Manager

scheduled senior

governance

and administration

Good governance and administration

5.5.2

Good governance and administration

5.5.3



Council Approved 2016/17 Annual Report

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Good governance and administration

5.5.10

nco	9	d r report	d Draft r 9 by the	k cd Draft r the r	ind of Final 7 the	and sd d 8 SDBIP layor.	roof of
Evidence	Required	Coundl approved Oversight report and Council resolution	Signed & Approved Draft SDBIP for 2018/19 by the Mayor	Signed & Approved Draft SDBIP by the Mayor & Council Resolution	Signed and Approved Final SDBIP by the Mayor	Signed and Approved Reviewed 2017/18 SDBIP by the Mayor.	Dated proof of submission
	4th Quarter (1 Apr30 Jun 18)	۵/۵	-	٥/١		n/a	n/a
2017/18 Quarterly Projections	3 rd Quarter (1 Jan – 31 Mar 18)	_	n/a	_	n/a		,
2017/18 Quar	2 st Quarter (1 Oct – 31 Dec 17)	۵/۷	۵/۵	۵/۷	۵/۵	n/a	n/a
	1# Quarter (1 Jul – 30 Sept 17)	μ/α	n/a	n/a	u/a	n/a	n/a
Budget		xədo		n/a	n/a	n/a	
Annual	Target 30/06/18	_	-	-	-		_
nsible Baseline Annual Budget	(30/06/17)	_			1		ı
Responsible	Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
Key Performance	Indicator	Number of Oversight report on 2016/17 Draft Annual report APPROVED BY 31/03/18	Number of Draft 2018/19 SDBIP submitted to the Mayor for approval (14 days after the adoption of the IDP and Budget)	Number of 2018/19 Draft SDBIP submitted to Council for noting.	Number of approved Final 2018/19 SDBIP (28 days after the adoption of the IDP and Budget) approved by the Mayor	Number of Reviewed 2017/18 SDBIP approved by 31/03/18	Number of Mid-Year report submitted to stakeholders by 25/01/2018
Ine Oktodíve		Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance
		Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration
BKC	No. 8 Perfor manc		5.5.11	5.5.12	5.513	5.5.14	5.5.15



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o Mo	Clister	1DP Objective		Responsible	Baseline	Annual Jarger	Buager		201//18 Quarteny Projections	elly riojections		
No. & No. & Perfor mance			Key Performance Indicators	Manager	(71/90/08)	30/06/18		1" Quarter (1.Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4th Quarter (1.Apr – 30 Jun 18)	
2 Public	c Participation and	6.2 Public Participation and Ward Committees										
6.1.1	Good governance and administratio n	Advance good corporate governance	Number of scheduled Council meetings held by 30/06/2018	Municipal Manager	7	7		2	თ	ى -	7	Minutes of council meetings, attendance registers
6.1.2	Good governance and administratio n	Advance good corporate governance	Number of scheduled EXCO meetings held by 30/06/2018	Municipal Manager	11	11		m	ហ	∞	11	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administratio n	Advance good corporate governance	Number of scheduled MPAC meetings held by 30/06/2018	Municipal Manager	4	4		स्त	2	m	4	Minutes of MPAC meetings, attendance registers
6.1.4	Good governance and administratio n	Advance good corporate governance	% of MPAC resolutions implemented	Municipal Manager	1.00%	100%		100%	100%	100%	,100%	Minutes of Exco meetings and register



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Danc	71.10	In a Objective		Responsible	Baseline	Annual Target	Budget		1017/18 Quarte	2017/18 Quarterly Projections		Evidence Required
No. & No. & Perfor Mance			Key Performance Indicators	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2" Quarter 1 Oct – 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1 Apr – 30 Jun 18)	
6.1.5	Good governance and administratio	Advance good corporate governance	Number of scheduled Senior Management meetings held by 30/06/18	Municipal Manager	11	11	Opex	m	S	ω	11	Minutes of EXCO meetings and attendance register
6.1.6	Good governance and administratio n	Advance good corporate governance	Number of scheduled Portfolio Committee meetings held byn30/06/18	Municipal Manager	55	55	Орех	15	30	45	55	Minutes of Portfolio meetings and attendance register
6.2 Publi	c Participation an	6.2 Public Participation and Ward Committees	\$									
6.2.1	Good governance and administratio	Enhance stakeholder involvement	Number of IDP Rep Forum meetings held by 30/06/2018	Municipal Manager	g	S.		2	0	4	v.	Attendance registers, agendas, invitations
6.2,2	Good governance and administratio n	Enhance stakeholder involvement	Number of IDP Steering Committee meetings held by 30/06/2018	Municipal Manager	o ع	آ د		2	0	4	и	Attendance registers, agendas, invitations
6.2.3	Good governance and administratio n	Enhance stakeholder involvement	Number of IDP Technical Committee meeting held by 30/06/2018	Municipal Manager	م	ıς		2	0	4	и	Attendance registers, agendas, invitations
6.2.4	Good governance and administratio n	Enhance stakeholder involvement	Number of Ward Committee meetings scheduled and	Municipal Manager	11	1	Орех	m	ν.	ω	11	Minutes of ward committee meetings and attendance register



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200 200 200 200 200 200 200 200 200 200					KPA 6: Good Go	KPA 6: Good Governance and Public Participation	c Participation					
PMS	Cluster	IDP Objective		Responsible	Baseline	Annual Target	Budget		2017/18 Quart	2017/18 Quarterly Projections		Evidence Required
No. & Perfor mance Area			Key Performance Indicators	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2" Quarter 1 Oct – 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4" Quarter (1 Apr – 30 Jun 18)	
			convened per ward by 30/06/18									
6.2.5	Good governance and administratio n	Enhance stakeholder involvement	% of complains resolved	Municipal Manager	100%	100%		100%	100%	100%	100%	Complains register and batho pele report
6.2.6	Good governance and administratio n	Enhance stakeholder management	Number of Mayor imbizos and public participation held	Municipal Manager	4	4	Орех	ल	2	m	4	Attendance register
6.3 Corp	6.3 Corporate Governance											
6.3.4	Good governance and administratio n	Advance good corporate governance	Number of delegation of powers reviewed	Municipal Manager	t-f	н		n/a	n/a	u/a	н	Reviewed deegation of powers
6.4 Inter	6.4 Internal Audit											
6.4.1	Good governance and administratio n	Advance good corporate governance	Number of Audit Committee Meetings held	Municipal Manager	7	7		7	4	N	7	Attendance registers
6,4.2	Good governance and administratio	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

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					KPA 6: Good Go	KPA 6: Good Governance and Public Participation	c Participation					Positional positions
PMS No. & Perfor mance	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	1" Quarter (1.jul – 30 Sept 17)	2017/18 Quarter 2 nd Quarter 1 Oct – 31 Dec 17)	2017/18 Quartery Projections 2 nd Quarter 3" Quarter 1 Jan - 31 Dec 17) Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	contente vedence
	administratio n		Audit recommmendat ions									
6.4.4	Good governance and administratio	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Municipal Manager	75%	100%	xədo	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.5	Good governance and administratio	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report	Municipal Manager	75%	%08	орех	e/u	n/a	20%	%08	Audited AG Action Plan
6.5 Risk	6.5 Risk Management											
6.5.1	Good governance and administratio n	Advance good corporate governance	Number of quarterly institutional Risk Management committee meetings held by 30/06/18	Municipal Manager	4	4	xədo	ल	2	m	4	Minutes, attendance registers
6.5.2	Governance and Administratio n	Advance good corporate governance	Number of Reviewed fraud and anti- corruption strategy approved by 30/06/18	Municipal Manager	1	П	xado	n/a	e/u	n/a	F	Reviewed anti- corruption strategy
6.6HRV//AllbS	Alles											
6.6.1	Governance and Administratio n	Provision of sustainable intergrated infrastructure	Number of outreach programmes conducted by	Municipal Manager	16	16		4	∞	12	16	Outreach programmes reports

	Evidence Required					Security Management Reports		Invitations, Agenda, attendance registers and reports		Approved communication strategy and Council resolution
	9	4" Quarter (1 Apr – 30 Jun 18)				4		4		n/a
	2017/18 Quarterly Projections	3" Quarter 1 Jan – 31 Mar 18)				m		m		n/a
	2017/18 Quan	2 ²⁴ Quarter 1 Oct – 31 Dec 17)				2		2		ન
		1" Quarter (1 lul – 30 Sept 17)				н		ਜ		n/a
Participation	Budget									Opex
KPA 6: Good Governance and Public Participation	Annual Target	30/06/18				4		4		1
KPA 6: Good Gov	Baseline	(30/06/17)				4		4		1
	Responsible	Manager				Municipal Manager		Municipal Manager		Manager Manager
		Key Performance Indicators	conducted by 30/06/18			Number of Security Management reports for Safeguarding of Council Assets by 30/06.18		Number of disaster awareness campaigns conducted by 30/06/2018		Number of Communication Strategy reviewed and approved by Council by 30/06/18
	IDP Objective		infrastructure services	×		Good corporate governance and public participation		Good corporate governance and public participation		Advance good corporate governance
	Cluster		u	6.7 Information Technology	6.8 Security management	Governance and Administratio n	6.9 Disaster Management	Governance and Administratio n	6:10.Communication	Governance and Administratio n
	PMS	No. & Perfor mance Area		6.7 Inform	6.8 Securi	6.8.1	6.9 Disast	6.9.1	6.10.Com	6,10.1

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	Evidence Required		Approved communication strategy and Council resolution	compliance
		4 th Quarter (1 Apr. – 30 Jun 18)	Af Co Co Str	100%
	2017/18 Quarterly Projections	3" Quarter 1 Jan – 31 Mar 18)	n/a	100%
	2017/18 Quart	2 nd Quarter 1 Oct – 31 Dec 17)	ਜ	100%
		1" Quarter (1 Jul – 30 Sept 17)	n/a	100%
Participation	Budget		ореж	
KPA 6: Good Governance and Public Participation	Annual Target 30/06/18		단	100%
KPA 6: Good Gov	Baseline (30/06/17)		H	100%
	Responsible	Manager	Municipal Manager	Municipal Manager
		Key Performance Indicators	Number of Communication Strategy reviewed and approved by Council by 30/06/18	% for submission of information for publishing on the website as according to legislation checklist
	IDP Objective		Advance good corporate governance	Advance good corporate governance
	Cliteter		Governance and Administratio n	Governance and Administratio n
	DIVIC	No. & Perfor mance	6.10.1	6.10.2



STRATEGIC RISK FOR THE MUNICIPAL MANAGER

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

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Mayor's Signature:

Date:

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Employee's Signature:

Date:

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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 careerpath 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/Perfo rmance 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/develo pment 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/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/develo pment 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/Perf ormance	2. Outcomes Expected	3. Suggested Training	4. Suggested mode of	5. Suggested Time	6. Work opportunit	7. Support Person
	Gap (in	(measurab	and/or	delivery	Frames	y created	
	order of	le Indiantara	developm			to practice skill/develo	
	priority)	indicators: quantity,	ent activity			pment area	
		quality				-	
		and time frames)		1			

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

Column 4: Suggested Mode of Delivery

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/develo pment 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/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/develo pment 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.

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

1.	Skills/Per	2.	Outcomes	3. Suggested	4.	Suggested	5. Suggested	6.	Work	7. Support
	formance		Expected	Training		mode of	Time		opportu	Person
	Gap (in		(measura	and/or		delivery	Frames		nity	
	order of	ļ.	ble	developm					created	
1	priority)		indicators	ent					to	
			: quantity,	activity					practice	İ
1		1	quality						skill/dev	
			and time						elopmen	
			frames)						t area	

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/develo pment area	7. Support Person
----	--	--	--	-------------------------------------	--------------------------------	--	----------------------

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

Personal Development Action Plan

1 63

Support Person					
Work Opportunity Created to Practice Skill / Development	上 二	Approval of	Imp truck	General	impreved englishedes maraganas
Suggested Time Frames					
Suggested Mode of Delivery	External	External	Ellernal	Eliternal	
Suggested Training // Development // Activity	Training on Labour Relations	Bid Evaluations Management	Supply Chain Matters	Contract Management	
Outcomes Expected	Will be able to deal with Labout proffers	Bid Committees	Complicance	(Omp/I and	
Skills Performance Gap	Training Labour Relations	Bid Evaluations Management	Supply chain Management	Contract	MANAGEMENT PROSE

Mayor's Signature:

Employee's Signature:

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Date:

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Annexure C

CORE COMPETENCY FRAMEWORK

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"]

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CORE COMPETENCY FRAMEWORK: MUNICIPAL MANAGER

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Colle Maliageller Skills		1000
Strategic Leadersnip and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and hispine outers in order to deliver on the Municipality's mandate	
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 2
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	1 5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	r 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 ו
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.	135
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 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 25
Communication	Skilis 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.	r 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



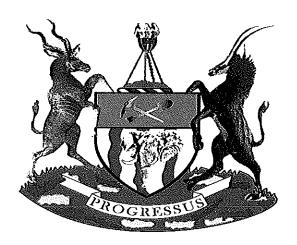
Employee's Signature:

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Mayor's Signature:

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BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT 2017/18

HAROLD ZUNGU

DIRECTOR: COMMUNITY AND SOCIAL SERVICES

PERFORMANCE AGREEMENT

HZ Jum

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

HZ MMM

- 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

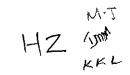
The purpose of this Agreement is to:

HZ MM

- 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 that 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



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- 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	

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

- 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	WEIGHTING	LEVEL ³
	2	%	
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	V	5	-
Change Management		5	
Knowledge Management		5	
Service Delivery Innovation		10	
Problem Solving and Analysis		15	
People Management and	٧	10	
Empowerment			
Client Orientation and Customer Focus	٧	5	
Communication		10	
Accountability and Ethical Conduct		15	
TOTAL PERCENTAGE		100%	<u> </u>

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

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 *adhoc* 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.

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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 far exceeds the standard expected of an
		Performance	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	Performance is significantly higher than the standard
		significantly above	expected in the job. The appraisal indicates that the
		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
			уеаг.
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 does not meet the standard expected for
		Performance	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
	- Province of the Control of the Con		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:

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- 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

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- 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 PHALABORWIA on this the 3RD day of JULY 2017

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AS WITNESSES:	
1	DIRECTOR: COMMUNITY AND SOCIAL SERVICES
2	
Thus done and signed at	
AS WITNESSES:	7
1. Lilias	1mm-slavela
2. Mahakula	MUNICIPAL MANAGER

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

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	• 5	MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound		VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness;		FUNCTIONAL AREA: COMMUNITY AND SOCIAL SERVICES	
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	VISSION: "Provision of quality services for community well-being and tourism development"	₹		2		\supset	

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Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

SPATIAL RATIONALE

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					KPA	KPA 1: Spatial Rationale	nale					
PMS No.	Cluster	IDP Objective	Key	Responsible	Baseline	Annual	Budget		2017/18 Quark	2017/18 Quarterly Projections		Evidence Required
× 0		-	Performance	Manager	(30/06/17)	Target	· · · · ·			de enemal Man		
nce Area			Indicator			30/04/10		14 Quarter	2m Quarter	3rd Quarter	4th Quarter	
- 31						0, /oo/oo						
								02 F	1 04-31	الا المارات الا المارات	(1 Apr – 30	
			THE STATE					<u> </u>	\ \ \	Mar 18)	Jun 18)	
4 miles									A CONTRACTOR AND A CONT			
1.1 Spatia	II Spatial Rationale										动用相似的加热过程	
1.1.4	Governance and	Facilitate	Number of	Director	10	11	Opex	3	5	8	11	land Management
	Administration	sustainable	Land Use	Planning &							l	minutes, agenda and
		development	Management	Development								reports
			Meetings									
			attended									

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AYENTE DEFINITION OF STREET

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					KPA 2: Basic Service Delivery 45%	rvice Delivery 4	%5					
PMS No. &	Cluster	IDP Objective	Key	Responsible	Baseline	Annval	Budget		2017/18 Qua	2017/18 Quarterly Projections	ŞI	Evidence
Performanc e Area			Performanc e Indicator	Manager	(30/06/17)	Target 30/06/18		14 Quarter (1 Jul – 30 Sept 17)	2nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
2.1 Waste Removal	moval											
21.1	Technical infrastructur e	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
21.2	Technical infrastructur e	Integrate technical infrastructure and services for sustainability	R-value and % of waste managemen t services operational budget spent	Director Community and Social Services	100%	700%		25%	%05	75%	100%	Report

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PMS No. &	Cluster	IDP Objective	Key	Responsible	Baseline	Annual	Budget		2017/18 Qua	2017/18 Quarterly Projections	ns	Evidence
e Area			Performanc e Indicator	Manager	(30/06/117)	Target 30/06/18		1# Quarter (1.Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr.— 30 Jun 18)	Required
2.1.3	Technical infrastructur e	Integrate technical infrastructure and services for sustainability	Number of reviewed municipal refuse removal services plan	Director Community and Social Services	-			n/a	n/a	מ/ע	-	Reviewed municipal refuse removal service plan
Vaste M	2.2 Waste Management											-
	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		-	N	m	4	Quarterly report to council and council resolution
arks & C	2.3 Parks & Cemeteries Services	Section				1						
2.3.1	Technical infrastructur e	Sustain the environment	Number of reviewed mowing and maintenance roster	Director Community and Social Services	_	-		ח/מ	n/a	u/a	_	Reviewed maintenance roster
2.3.2	Technical infrastructur e	Sustain the environment	R-value and % of waste managemen t services operational budget spent	Director Community and Social Services	4	4		pro.	п	м	4	reports

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	4th Required Quarter (1 Apr – 30 Jun 18)	100% reports		Reviewed plan	A Minutes/ agenda/ attendance registers		100% reports
2017/18 Quarterly Projections	3rd Quarter 1 Jan – 31 Mar 18)	75%		۵/u	m	100	100%
2017/18 Qu	2nd Quarter (1 Oct – 31 Dec 17)	20%		n/a	7		3001
	14 Quarter (1 Jul 30 Sept 17)	25%		n/a	_	0.00	100%
Budget							
Annual	Target 30/06/18	100%			4		100%
Baseline	(30/06/17)	100%		-	4		•
Responsible	Manager	Director Community and Social Services		Director Community and Social Services	Director Community and Social Services		Director Community and Social Services
Kev	Performanc e Indicator	R-value and % of maintenance budget spent		Number of reviewed municipal libraries developmen t plan	Number of meetings facilitated and secretariat actions completed		% of Monthly enforcement
IDP Objective		integrate technical infrastructure and services for sustainability		Integrate social infrastructure and services for sustainability	Integrate social infrastructure and services for sustainability		Integrate social infrastructure
Cluster		Technical infrastructur e	rvices	Social Infrastructur e	Social infrastructur e	icensing	Social Infrastructor
PMS No. &	Performanc e Area	2.3.3	2.4 Library Services	2.4.1	2.4.2	2.5 Traffic & Licensing	2.5.1

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Evidence	Required		reports	reports
	4th Quarter (1 Apr – 30 Jun	66 60	- 25	%001
Parity Coll 2100	3rd Quarter 1 Jan – 31 Mar 18)		٥	100%
	2nd 2nd Quarter (1 Oct – 31 Dec	17)	9	100%
	1st Quarter (1 Jul – 30 Sept	(2)	m	100%
	Budget Teges			
vice Delivery	Annual Target 30/06/18		12	100%
KPA 2: Basic Service Delivery 45%	Baseline (30/06/17)		12	
775.75	Responsible Manager		Director Community and Social Services	Director Community and Social Services
	Key Performanc e Indicator	Reports (Provision of Traffic Services)	Number of Monthly E- NATIS Audit Reports and Payment of Required fees to Limpopo Province (Operation of the Registration Authority)	% of maintaining the "A" Grade Certificate and Inspectorate Audit Reports.
	IDP Objective	for sustainability	Integrate social infrastructure and services for sustainability	Integrate social infrastructure and services for sustainability
	Cluster		Social Infrastructur e	Social Infrastructur e
	PMS No. & Performanc e Area		2.5.2	2.5.3

Evidence	Required		reports	Attendance register/ agenda
	4th Quarter (1 Apr – 30 Jun 18)		% 000000000000000000000000000000000000	4
2017/18 Quaderly Projections	3 rd Quarter 1 Jan – 31 Mar 18)		%00L	m
2017/18 Qua	2nd Quarter (1 Oct – 31 Dec 17)		100%	а
	1# Quarter (1 Jul – 30 Sept 17)		100%	-
Pridae				
vice Delivery 4	Target 30/06/18		%001	4
KPA 2: Basic Service Delivery 45%	(30/06/17)		ı	4
	Kesponsible Manager		Director Community and Social Services	Director Community and Social Services
	Key Performanc e Indicator	License Testing)	% of maintaining of "A" Grade Certificate (Roadworthy Certifying Centre) and Inspectorate Audit Reports.	Number of Transport Forum meetings facilitated and secretariat actions completed
	DP Objective		Integrate social infrastructure and services for sustainability	Integrate social infrastructure and services for sustainability
	Cluster		Social Infrastructur e	Social Infrastructur e
	PMS No. & Performanc e Area		2.5.4	2.5.5

IDP Objec	Cluster IDP Objective Key Performance	Responsible	Baseline	Annual	Budget	2	2017/18 Quarterly Projections	erly Projectio	ns.	Evidence Required
	Indicator	Manager	(30/06/17)	Target 30/06/18		1# Quarter (1 Jul – 30	# Quarter 2nd Quarter 3nd Quarter 4th Quarter 1 Jul - 30 (1 Oct - 31 (1 Jan - 31 1 Apr - 30 Inc. 17) Marc 190	2nd Quarter 3nd Quarter 4th Quarter (1 Oct - 31 (1 Jan - 31 1 Apr - 30 1 Apr - 30	4th Quarter 1 Apr – 30 11 n – 18)	
						Copi IV		_		
Governance Improve	R-value and % of Director	Director	100%	100%		25%	20%	75%	100%	Expenditure report
financial	Budget spent	Community and								
administrati viability		Social Services								

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MUNICIPAL TRANSFORMATION &

		The Other Party		Responsible		Annual	Budget		2017/18 Quarterly Projections	rly Projection	\$	Evidence
PMS No. & Perform ance Area	Cluster		Key Performance Indicator	Manager	(30/06/17)	Target 30/06/18		1 state	2nd Quarter (1 Oct – 31 Dec 17)	3rd Quarter (1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
5.1 Organ	nisational Desig	5.1 Organisational Design & Human Resource	3)									
5.1.1	Good governance and administrati on	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure by	Director Community and Social Services	_			p/u	υ/u	n/a		Reviewed organizational structure
5.1.2	Good governance and administrati on	Attract, develop and retain best human capital	Number of Submitted attendance registers by the 1st of each month	Director Community and Social Services	12	By the 1st of each month		By the 1st of each month	By the 1st of each month	By the 1st of each month	By the 1st of each month	Dated proof of submission
5.1.3	Good governance and administrati on	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 applicatio n	Within 3 days of applicatio n	Within 3 days of applicatio n	Within 3 days of applicatio n	Dated proof of submission
5.1.4	Good governance and administrati on	Attract, develop and retain best human capital	Submission of overtime before 10th of each month	Director Community and Social Services		Before the 10th of each month		Before the 10th of each month	Before the 10th of each month	Before the 10th of each month	Before the 10th of each month	Dated proof of submission
5.1.5	Good governance and administrati on	Attract, develop and retain best human capital	Number of Departmental Safety meetings held	Director Community and Social Services	11			ო	vo	ω	_	Agenda, safety minutes

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			×	KPA 5: Municipal T	al Transformation	ransformation and Institutional Development 20%	al Developm	ent 20%				
PMS	Cluster	IDP Objective		Responsible	Baseline	Annual	Budget	2	2017/18Quarterly Projections	erly Projectio	ns	Evidence
No. & Perform ance Area			Key Performance Indicator	Manager	(30/06/17)	Target 30/06/18		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)	Required
5.1.6	Good governance and administrati on	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20th of each month	Director Community and Social Services	ı	By the 20th of each month		By the 20th of each month	By the 20th of each month	By the 20th of each month	By the 20th 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	_	υ/u	۳/۵	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	p/u	-	a	۵/и	By law register Government gazette
5.2 Skills	5.2 Skills Development				f							24
5.2.1	Good governance and administrati on	Attract, develop and retain best human capital	Number of Departmental Skills Development Plan reviewed by 31/04/2018	Director Community and Social Services	-	-		n/a	n/a		n/a	Proof of Submission of Departmental Skills Development Plans
5.3 Perfor	5.3 Performance Management System	ment System							·			
5.3.1	Good governance and administrati on	Advance good corporate governance	Number of scheduled senior management meetings attended by 30/06/18	Director Community and Social Services	11			<u>e</u>	ις	ω	-	Minutes & attendance register
5.3.2	Good governance and	Advance good corporate governance	Number of scheduled monthly departmental	Director Community	11	11		က	ડ	ω	11	Minutes & attendance register

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			X	KPA 5: Municipa	nicipal Transformation and Institutional Development 20%	and Institution	al Developme	int 20%				
2845		IDP Objective		Responsible	Baseline	Annual	Budget		2017/18 Quarterly Projections	erly Projection		Evidence
No. & No. & Perform ance Area		a control of	Key Performance Indicator	Manager	(30/06/17)	Target 30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3rd Quarter (1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
	administrati on		meetings successfully held 30/06/18	and Social Services								
5.3.3	Good governance and administrati on	Advance good corporate governance	Number of scheduled monthly portfolio committee meetings successfully held 30 / 06 / 18	Director Community and Social Services		[ო	જ	ω	=	Minutes & attendance register
5.3.4	Good governance and administrati on	Advance good corporate governance	Number of Signed performance agreements for all s57 Manager	Director Community and Social Services	-	-			n/a	n/a	n/a	Copies of signed Performance Agreements & submission letters to CoGHSTA.

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				KP	A 6: Good Gov	KPA 6: Good Governance and Public Participation 25%	lic Participation	25%				
PMS	Cluster	dQI	Key	O.	Baseline	Annual	Budget		2017/18 Quarterly Projections	erly Projection	SI	Evidence Required
No. & Perfor manc e Area		Objective	Performance Indicator	Manager	(30/06/17)	Target 30/06/17		14 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. 1 Cot	Council and Executive Management	ive Manageme	nt									
6.1.1	Good governance and administrati on	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	Director Community and Social Services	9	7		2	м	S	7	Minutes , attendance register
6.1.2	Good governance and administrati on	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2018	Director Community and Social Services	Ξ	[m	ĸ	.ω		Minutes of EXCO meetings, attendance register
6.1.3	Good governance and administrati on	Advance good corporate governance	Number of resolution register implemented	Director Community and Social Services	9	9		2	m	s	9	Proof of submission
6.1.4.	Good governance and administrati on	Advance good corporate governance	Deadline for submission of items/reports for Senior management /Exco/Council	Director Community and Social Services	1	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 Put	6.2 Public Participation and Ward Committees	and Ward Com	mittees									
6.2.1	Good governance and administrati on	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	Director Community and Social Services	9	5		8	0	4	ક	Atrendance registers, agendas, invitations

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				Ϋ́	A 6: Good Gov	KPA 6: Good Governance and Public Participation 25%	olic Participation					
PMS	Cluster	IDP	Key	Responsible	Baseline	Annual	Budget	7	2017/18 Quarterly Projections	erly Projection	30	Evidence Required
No. & Perfor manc e Area		Objective	Performance Indicator	Manager	(30/06/17)	Target 30/06/17	:	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 administrati on	Enhance stakeholder involvement	Number of IDP Steering Committee meetings attended by 30/06/2018	Director Community and Social5Service s	٥	\$		2	0	4	S	Attendance registers, agendas, invitations
6.2.3	Good governance and administrati on	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attended by 30/06/2018	Director Community and Social Services	9	5		2	0	4	ક	Attendance registers, agendas, invitations
6.2.4	Good governance and administrati on	Enhance stakeholder management	Number of Mayoral imbizos and public participation held by 30/06/18	Director Community and Social Services	4	4	×edO	ı	2	- د	4	Attendance register
6.2.5	Good governance and administrati on	Enhance stakeholder management	Deadline of submission of responses to batho pele report within 7days of issue to Office of the MM	Director Community and Social Services	Within 7days of issue of Batho Pele Report	Within Zdays of issue of Batho Pele Report		Within 7days of issue of Batho Pele Report	Within 7days 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
3.3 Con	6.3 Corporate Governance	nce de entre en										
6.3.1	Good governance and administrati on	Advance good corporate governance	Number of Local Labour Forum meetings attended	Director Community and Social Services	11	11		м	ડ	8	11	Agenda, Minutes of LLF and attendance register

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	Evidence Required			Minutes, attendance register	Audit committee resolution register	Internal Audit Follow- up report	Dated proof of submission to Internal Audit.	Audited AG Action Plan
	ns	4th Quarter (1 Apr – 30 Jun 18)		7	100%	75%	4	n/a
	2017/18 Quarterly Projections	3 rd Quarter 1 Jan – 31 Mar 18)		\$	100%	75%	m	۵/۵
	017/18 Quar	2 nd Quarter 1 Oct – 31 Dec 17)		4	100%	75%	2	100%
n 25%		1st Quarter (1 Jul – 30 Sept 17)		5	100%	75%	_	100%
lic Participatio	Budget				Opex	Opex	× od O	
KPA 6: Good Governance and Public Participation 25%	Annual	Target 30/06/17		7	100%	75%	4	100%
A 6: Good Gove	Baseline	(30/06/17)		7	r	-	4	75%
KP	10	Manager		Director Community and Social Services	Director Community and Social Services	Director Community and Social Services	Director Community and Social Services	Director Community and Social Services
	Кеу	Performance Indicator	by 30/06/2018	Number of Audit Committee meetings attended by 30/06/18	% implementatio n of Audit Committee resolutions	% implementatio n of Internal Audit recommendati ons	Number for submission of POEs for quarterly performance audits to Internal Audit	% of audit queries addressed (2015/16 Audit Report)
	lΩP	Objective		Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Good corporate governance and public participation
	Cluster			Good governance and administrati on	Good governance and administrati on	Good governance and administrati on	Good governance and administrati on	Good governance and administrati on
	PMS	No. & Perfor manc e Area		6.3.2	6.3.3	6.3.4	6.3.5	6.3.6

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_	_	***************************************	·		9 5			
	Evidence Required		Audited AG Action Plan		Departmental Security Risk reports	Minutes, attendance registers		Dated proof of submission to Communications Unit and legislation checklist
	ns	4th Quarter (1 Apr – 30 Jun 18)	%08		11	4	Herbert Hande	100%
	terly Projectio	3rd Quarter 1 Jan – 31 Mar 18)	%05		ω	೯		100%
	2017/18 Quarterly Projections	2nd Quarter 1 Oct – 31 Dec 17)	n/a		S	2	AND THE PROPERTY OF THE PARTY O	100%
in 25%	2	1st Quarter (1 Jul – 30 Sept 17)	n/a		က	1		100%
lic Participatio	Budget							Opex
KPA 6: Good Governance and Public Participation 25%	Annual	1 arget 30/06/17	%08		11	4		%001
A 6: Good Gov	Baseline	(71/00/05)	75%		11	4		
K	Responsible	Manager	Director Community and Social Services		Director Community and Social Services	Director Community and Social Services		Director Community and Social Services
	Key Performance Indicator		% of audit queries addressed (2016/17Aud it Report)	gement	Number of departmental Risk register implemented	Number of risk committee meetings attended by 30/06/2018		% Submission of information for publishing on the website as according to legislation checklist
	IDP	a Albado	Good corporate governance and public participation	6.4 Risk Management & Security management	Advance good corporate governance	Advance good corporate governance		Advance good corporate governance
	Cluster		Good governance and administrati on	Management 2	Governance and Administrati on	Good governance and administrati on	6.5 Communications	Good governance and administrati on
	PMS	Perfor manc e Area	6.3.7	6.4 Risk	6.4.1	6.4.2	6.5 Com	6.5.1

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Municipal Manager's Signature:

Employee's Signature:

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Date: 3@ July 2017

Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BYTHE MUNICIPAL MANAGER

M.I MOAKAMELA

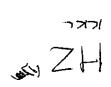
[,the Employer"]

GNA

HAROLD ZUNGU

ACTING DIRECTOR COMMUNITY AND SOCIAL 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 careerpath 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

- Colombia Colombia	Senior Manager: AH\aninisTT	Appraisal of managers reporting to him/her		provider, in line with identified unit standard and not exceeding R6 000	containing theoretical and practical application with coaching in the workplace following frelevant unit standard]	will be able to enter into performance agreements with all managers reporting to him/her, against set criteria, within relevant time trames	Appraise Performance of Managers
;	7. Support Person	6. Work opportunit y created to practice skill/develo pment area	5. Suggested Time Frames	4. Suggested mode of delivery External	3. Suggested Training and/or developm ent activity	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	1. Skills/Perfo rmance Gap (in order of priority)

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

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Organisational Needs:

strategic objectives. Strategic development priorities and competency requirements, in line with the Municipality's

during the probation period and performance appraisal of the employee. the employee to determine the individual's competency gaps. Specific competency gaps as identified profile) as identified in the job description should be compared to the current competency profile of The competency requirements of individual jobs. The relevant job requirements (job competency

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

Column 2: Outcomes Expected

					trames	
					relevant time	
					criteria, within	
				standard]	against set	
•				[relevant unit	appraise them	
				gniwollot	իլա/իеւ,	
				workplace	reporting to	
			900 9H	edt ni	managers	[
*			not exceeding	With coaching	lis Atiw	
			bne brebnete	application	agreements	
_	hlm/her		tinu bəfiltnəbi	and practical	performance	eragensM fo
AH\aninis1T	ot gnifroger		line with	theoretical	enter into	Performance
Manager:	managers		provider, in	containing	will be able to	Appraise
Senior	to lesienqqA	March 200	External	A course	The manager	E.g. 1.
					(səwərf	
1					əwit bap	
				i	dnaμελ	
1	pment area			activity	dnautity	1
	skill/develo			ent	indicators:	priority)
	to practice		_	mqoleveb	əĮ	order of
	y created	Frames	delivery	and/or	(weasnup	ai) qsə
Person	Jinutroqqo	Time	to abom	galalerT	Expected	formance
7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	2. Outcomes	1. Skills/Per

completed the impact it had can be measured against relevant output indicators. Consideration must be given to the outcomes expected in column 2 so that once the intervention is

Column 3: Suggested Training

1						dnajįt		
		pment area			activity	dnautith		
		skill/develo			ent	isaotos:	bulovity)	
		to practice			mqoləvəb	əj	order of	ł
-		y created	Frames	delivery	and/or	(швагпиар	ai) qsD	
İ	Person	opportunit	əmiT	ìo əbom	gninisıT	Expected	ormance	
	7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	z. Outcomes	Skills/Perf	T

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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

7. Suppor Person	6. Work opportunit y created to practice skill/develo pment area	5. Suggested Time Frames	4. Suggested ho abom delivery	3. Suggested Training and\or developm ent ent activity	2. Outcomes Expected (measurab le Indicators: quality, quality and time frames)	Skills/Per formance Gap (in order of priority)	
---------------------	---	--------------------------------	-------------------------------------	--	---	--	--

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

ejo ee 1	Fuggested 6. Work fine opportung opportung fremes y created to practic skill/deve skill/deve opportung frement ar	4. Suggested 19 mode of delivery	3. Suggested Training and/or developm ent activity	2. Outcomes Expected (measurab le indicators: quantity, quality and time	Skills/Per Gap (in order of priority)	<u>'т</u>
----------------	---	--	---	--	--	-----------

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

		practice		-			activity	': dnauent				Г
- }		of					ane	indicators		briority)	ļ	ĺ
		created				ľ	udojeveb	əjq		order of	1	
	Person	opportu nity		Frames	delivery		and/or	(measura	l	Gap (in	ļ	ı İ
$\left. \right $	7. Support	Work	.9	betseggud .c 9miT	Suggested node of	ъ	3. Suggested Training	Outcomes Expected	٠.,	formance		ļ
				<u> </u>	1		hotsoppii2 C	3000031110	۷	Skills/Per	τ	ı

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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

7. Support Person	opportunity created to practice skill/development area	Time Trames	Yravilab	Training and/or developm ent activity	Expected (measurab le indicators: quantity, and time	eansenrol ni) qeĐ so robro (vitrolng	
7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	2, Outcomes	Skills/Per	π.

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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SIPPM	Supply chain	Bid evaluation	Labour relations		Skills Performance Outcomes Suggested Training
				Delivery	
				Suggested Time Frames	
			own/ peacobineme	Work Opportunity Created to Practice Skill / Development	
				Support Person	

		Employee's Signature
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Date:

Municipal Manager's Signature:

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03/07/2017

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BYTHE 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	The second secon
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	Weight%
Programme and Project Management	, manage, monitor and evaluate specific activities in order to ensure that policies	15
Financial Management	includes being ar by allocating	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	intire organisation to collectively create, share and apply knowledge, to better	CA
Problem Solving and Analytical Thinking	cally identify, analyse and resolve existing and anticipated problems in order to reach	15
People and Diversity Management	ole, optimize their outputs, and effectively manage relationships. This includes sions to ensure that team members are made aware of decisions that may affect workloads to ensure that individual skills are used appropriately and so that the at the team has the necessary tools and resources in order to do their work and	C4
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 in the data.	И
Service Delivery Innovation	ne needs of the customer and ings are done and by working deadlines, taking initiative and told to do something, but are	15
	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.	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

Employee's Signature:

Date: 03 July 2017

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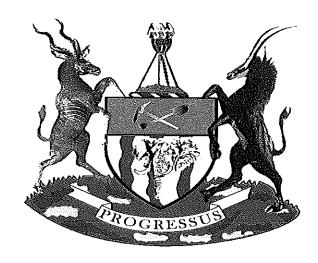
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Municipal Manager's Signature:

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BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT 2017/18

MASHALE TS

ACTING DIRECTOR: CORPORATE SERVICES

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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:

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01 JULY 2017 - 30 JUNE 2018

1. INTRODUCTION

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- 1.1The 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";
- 1.2Section 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;
- 1.3The 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;
- 1.4The 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.

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2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1Comply 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

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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 that 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

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- 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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(M) (C) 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
- 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	٧	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	

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		Conv	erted to 20%
TOTAL PERCENTAGE		100%	
Accountability and Ethical Conduct		10	
Communication		15	
Client Orientation and Customer Focus	٧	25	
Empowerment			
People Management and	٧	10	

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;
- 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

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- (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 adhoc 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 far exceeds the standard expected of an
		Performance	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	Performance is significantly higher than the standard
1		significantly above	expected in the job. The appraisal indicates that the
		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
		1	Performance Plan.
1	0 - 66	Unacceptable	Performance does not meet the standard expected for the
		Performance	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

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- 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

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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

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- 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

- 12.1in 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

- 13.1The 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;
- 13.2Nothing 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

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responsible for local government in the	relevant province as well as the national minister
	urteen (14) days after the conclusion of the assessment.
Thus done and signed at Malaborna	on this the 3rd day of Ahyhrt 2017
AS WITNESSES: 1	
	ACTING DIRECTOR: CORPORATE SERVICES
2	,
Thus done and signed at halaboywa	on this the
AS WITNESSES:	
1. Himphacua	Importanta MUNICIPAL MANAGER
2. Albamatsoma.	

13.3The performance assessment results of the Municipal Manager must be submitted to the MEC

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"]

782 July

CORPORATE SERVICES

ACTING DIRECTOR CORPORATE 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: CORPORATE SERVICES

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Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

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		I IND Objective	Key Performance	Unit of	Responsible	_	Baseline Annual Target	Budget		2017/18 Quar	2017/18 Quarterly Projections	magazini wikatiji 🛚	Evidence
No. & Perfor mance			Indicator	Measurement	Manager		(30/06/17) 30/06/18		1# Quarter (1 Jul – 30 Sept 17)		2 ²⁴ Quarter 3 ⁴⁴ Quarter 4 th Quarter (1 Oct – 31 (1 Jan – 31 1 Apr – 30 Dec 17) Mar 18) Jun 18)	4th Quarter 1 Apr – 30 Jun 18)	Redui
Area						The state of the s	SECOND AND SECOND See ou color South and See see						
Fig.	3.1 Financial Viobility												
3000						, 000,	, ave.		250/	40%	7.5%	100%	
3.1.1	Governance and administration	Improve financial viability	Improve financial Budget expenditure R-value and % of viability Budget spent	R-value and % of Budget spent	Acting Director Corporate Services	%001	%00.1						Expenditure report

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	Evidence Required			Council resolution on Reviewed organizational structure with dates	Proof of submission	Dated proof of submission	Dated proof of submission	Agenda, safety minutes	Dated proof of submission	Council Kesolutions on Reviewed policies and copies of
	The second second	4th Quarter (1. Apr – 30 Jun 18)			12	Within 3 days of submission	The 6 th of each month	11	20" of each month	8 policies Exit policy
	rly Projections	3" Quarter (1 Jan – 31 Mor 18)		n/a	٥	Within 3 days of submission	The 10 th of each month	8	20" of each month	6 policies OHS policy
	2017/18 Quarterly Projections	2" Quarter (1 Oc4! – 31 Dec 17)		n/a	9	Within 3 days of submission	The 10th of each month	3	20th of each month	4 policies Experiential Ieaming
	2	1" Quarter (1 Jul - 30 Sept 17)		n/a	e	Within 3 days of submission	The 10th of each month	m	20" of each month	2 policies Induction7m
al Developmen	Budget									
and Institution	Annual	Target 30/06/18			12	Within 3 days of submission	The 10 th of each month	11	20th of each month	8 policies
ipal Transformation and Institutional Development 45%	Baseline	(30/06/17)		-	12					9
KPA 5: Munic	Responsible	Manager		Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services
	Key Performance	Indicator		Number of Reviewed of Municipal Organisational structure by 30/06/18	Number attendance registers to Finance submitted to Finance	Capturing of leave forms within 3 days of submission	Submission of overtime before 10th of each month	Number of Departmental Safety meetings held by 30/06/18	Deadline for submission of safety findings addressed by the 20th of each month	Number of HR policies reviewed by 30/06/18
	IDD Objective		n & Human	Attract, develop and retain best human capital	Attract, develop and retain best human capital	Attract, develop and retain best human capital	Attract, develop and retain best human capital	Attract, develop and retain best human capital	Attract, develop and retain best human capital	Advance good corporate governance
			5.1 Organisational Design & Human	Good governance and administration	Good governance and	Good governance and	Good governance and	Good governance and administration	Good governance and administration	Good governance and administration
		No. 8 No. 8 Perfor manc e	5.1 Orga		5.1.2	5.1.3	5.1.4	5.1.5	5.1.6	5.1.7

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Evidence Required		Reviewed Policies.	By law register	Government gazette	Appointment letters; appointment register, details of new employees and copies of adverts	Appointment register	Appointment letters; appointment register, Proof of Disadvantaged Employees
	4th Quarter (1 Apr – 30 Jun 18)	COIDA policy	n/a	٥/٧	20 positions to be filled	n/a	۵/رم
rly Projections		Personnel Protective Equipment policy	2	5	15 positions to be filled	u/a	3 positions filled
2017/18 Quarterly Projections	2nd Quarter (1 Oc4t – 31 Dec 17)	policy Staff bursary policy	_		10 positions to be filled	n/a	۵/۵
	1* Quarter (1 Jul = 30 Sept 17)	anual Transfer policy	n/a	n/a	5 positions to be filled		۵/۵
al Development			OPEX	OPEX			
n and Institution	Target 30/06/18		2	2	20 positions to be filled	1 position to be filled	3positions to be filed.
Municipal Transformation and Institutional Development 45%	(30/06/17)		2	2	20		
KPA 5: Munici	Responsible Manager		Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services
	Key Performance Indicator		Number of By- laws reviewed by 30/06/18	Number of Bylaws promulgated by 30/06/18	Number of vacent positions to be filled by 30/06/2018	Number of section 56 Senior Managers positions to be filled by 30/06/18	Number of employees from previously disadvantaged groups appointed in the three highest levels of
	IDP Objective		Good corporate governance and public participation	Good corporate governance and public participation	Arract, develop and retain best human capitai	Attract, develop and retain best human capital	Advance good corporate governance
	Cluster		Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	5.2.1 Good governance and administration
	PMS No. & Perfor manc	Aroc	8.1.8	5.1.9	0 0	5.1.1	5.2 Empl

5.5 Performance Management System	ા∈	Nicother of	Acting			3	5
Good Good Corporate governance and public and participation	corporate nance and ipation	Number of scheduled Senior Management meetings held by 30/06/2018	Acting Director Corporate Services				
Good Advance good governance and governance administration	pood 83	Number of scheduled departmental meetings held by 30/06/2018	Acting Director Corporate Services	Ξ	11	r	ડ
Good Advance governance governance governance governance administration	nce good rrate mance	Number of scheduled departmental portfolio committee meeting held by 30/06/2018	Acting Director Corporate Services	11		n	un
Good Advance good governance administration	e good te ince	Number of Signed of Annual performance agreement \$54& 56 Managers	Acting Director Corporate Services	\$	٩	٥	n/a
Good Advance go governance and governance and administration	Advance good corporate governance	Number of Individual Performance assessments of	Acting Director Corporate Services	2	2	n/a	- -

Departmental minutes, attendance registers

Minutes for senior management meetings

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Expenditure reports;

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2.4m

1.8 m

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R2.3m

R2.9m

R1,5m

Acting Director Corporate Services

Number of Reviewed and submitted Skills Development Plan by 30/04/18

Attract, develop and retain best human capital

governance and administration

5.3 Skills Development

Good

5.3.1

EEP (PL 0,2,3)

Acting Director Corporate Services

budget allocated for work place skills plan for 2017/18 budget

1% of municipal

Attract, develop and retain best human capital

governance and administration

Good

5.3.2

implementation reports

WSP & proof of submission to LG SETA

n/a

n/a

n/a

Portfolio committee minutes

Signed performance agreement

n/a

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Performance Assessment reports

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Evidence Required

2017/18 Quarterly Projections

KPA 5: Municipal Transformation and Institutional Development 45%

Budget

Annual Target 30/06/18

Baseline (30/06/17)

Responsible Manager

Key Performance Indicator

IDP Objective

Cluster

No. & Perfor manc

Area

4th Quarter (1 Apr – 30 Jun 18)

34 Quarter (1 Jan – 31 Mar 18)

2" Quarter (1 Oc4t – 31 Dec 17)

1" Quarter (1 Jul – 30 Sept 17)

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2				KPA 5: Mun	KPA 5: Municipal Transformation and institutional Development 45%	ion and Institution	ial Developmen	200		d
PMC	Cluster	IDP Objective	Key Performance	Responsible	Baseline	Annual	Budget		2017/18 Quarterly FTo	ONY PIO
No. & Perfor manc			Indicator	Manager	(30/06/17)	Target 30/06/18		1* Quarter (1 Jul = 30 Sept 17)	1" Quarter 2" Quarter 3 (1 Jul – 30 (1 Oc4f – 31 (1 Sept 17) Dec 17)	3d Que (1 Jan Mar 18
e Ared										
			section 56							
			managers conducted							

4th Quarter (1 Apr – 30 Jun 18)

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Evidance	Dominod			Minutes of	council meetings	Minutes of EXCO meetings	Register of Council resolutions
		4th Quarter (1 Apr – 30 Jun 18)			4	11	7
	2017/18Quarterly Projections	3" Quarter 1 Jan – 31 Mar 18)			m	8	'n
	2017/18Quart	2 nd Quarter 1 Oct – 31 Dec 17)			2	м	en .
		1 st Quarter (1.Jul – 30 Sept 17)			п	m	. 2
ipation 50%	Budget		266 2020 0000 0000 0000				
KPA 6: Good Governance and Public Participation 50%	Annual Target	30/06/18	SECTION OF SECTION SEC		4	11	7
5: Good Governar		(30/06/17)	the substitute of the substitute of		4	11	9
KPA	Responsible	Manager			Acting Director Corporate Services	Acting Director Corporate Services	Acting Director Corporate Services
	Kev	Performance Indicators			Number of scheduled Council meetings held by 30/06/2018	Number of scheduled Exco meetings held by 30/06/2018	Number of resolution registers (worksheets) sessions sent.
	IDP Objective			Management	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance
	70.040			6. 1 Council and Executive Management	Good governance and administratio	Good governance and administratio	n Good governance and administratio n
	200	No. & Perfor mance	Wieg	6.1 Count	6.1.1	6.1.2	6.1.2 a

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Responsible
Manager (30/06/17)
Acting Director Corporate Services
Number of IDP Acting Director Rep Forum Services attended by 30/06/2018
Number of IDP Acting Director Steering Corporate Committee Services attended by 30/06/2018
Number of IDP Acting Director Technical Corporate Committee Services meeting attended by 30/06/2018
Acting Director Corporate Services
Submission of Acting Director Corporate Services

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ı I				KPA 0:		Good Governance and Fubility of Control Budget	Budget		2017/18Quarte	2017/18Quarterly Projections		Evidence
	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
ੋ ਲੋਲ ⊏	and administratio n	management	batho pele report within 7days 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 memorandu m for submission to office of the MM
- 11 1	o de como de c											Por de la constante de la cons
<u>" " " " " " " " " " " " " " " " " " " "</u>	6.3.3 Good governance and and and and and and and administratio	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	н	code of
	Good governance and administratio	Advance good corporate governance	Number of LLF meetings held by 30/06/2018	Acting Director Corporate Services	Ħ	11		<u>π</u>	2	∞	11	Minutes of LLF
II	II n IL										7	T Approved ICT
: I — — —	Good governance and administratio	Advance good corporate governance	Number of ICT Strategy approved	Acting Director Corporate Services	1	1		n/a	n/a	- 	5 /1	strategy
-11 6	A Anna of Andie & Andie Committee	#Committee										Nimitee
: ===	Good governance and administratio	Advance good corporate governance	Number of Audit Committee meetings attended by	Acting Director Corporate Services	7	7		7	4	n		attendance
	:		30/06/18					7006	100%	100%	100%	Audit
	Good governance and administratio	Advance good corporate governance	% implementation of Audit Committee	Acting Director Corporate Services		100%	X O	8/OCT				committee resolution register

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						The second secon	Charles and Charle	A CONTRACTOR OF THE PROPERTY O	700
Rick	Management & S	Risk Management & Security management							1
								۱	Ľ
77	Governance	Advance good	Number of	Acting Director	11	11		n	ი
	and	corporate	Departmental	Corporate					
	Administratio	governance	Risk register	Services					
	٤		implemented						ᅫ

9	Toponio I	IDB Objective	Kev	Responsible	6: Good Governal	6: Good Governance and Public Participation 50% Baseline Annual Target Budget	Sudget		2017/18Quart	2017/18Quarterly Projections		Evidence
No. & Perfor mance			Performance Indicators	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2 nd Quarter 1 Oct – 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
	٢		resolutions									
6.4.4	Good governance and administratio n	Advance good corporate governance	% implementation of Internal Audit recommendatio	Ading Director Corporate Services		75%	Орех	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.5	Good governance and administratio n	Advance good corporate governance	Number of quarterly performance audits POEs for submitted to Internal Audit	Acting Director Corporate Services	4	4	Орех	1	2	ო	4	Dated proof of submission to internal Audit.
6.4.6	Good governance and administratio n	Good corporate governance and public participation	% of audit queries addressed	Acting Director Corporate Services	75%	100%		100%	100%	e/u	n/a	Audited AG Action Plan
6.4.7	Good governance and administratio n	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Acting Director Corporate Services	75%	%08		e/u	n/a	20%	80%	AG Action Plan
6.4.8	Good governance and administratio n	Advance good corporate governance	Number of audit file prepared and submitted for AG audit to Internal Audit	Acting Director Corporate Services		П		Į.	n/a	n/a	n/a	Dated proof of submission
6.7 Risl	k Management & S	6.7 Risk Management & Security management	nt									
6.7.2	Governance and Administratio	Advance good corporate governance	Number of Departmental Risk register implemented	Acting Director Corporate Services	11	11		ო	ıń	∞	11	Monthly Departmental Strategic Risk Register

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				KPA	6: Good Govern≀	(PA 6: Good Governance and Public Participation 50%	icipation 50%					
PMS of	Cluster	IDP Objective	Key	Responsible	Baseline	Annual Target	Budget		2017/18Quarte	2017/18Quarterly Projections		Evidence
Perfor mance Area			Indicators	Wanager Wanager	(T)/qq/(qs)	30/06/18		1 st Quarter (1 Jul – 30 Sept 17)		2 nd Quarter 1 Oct – 31 1 Jan – 31 Dec 17) Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
			by 30/06/18									
6.7.3	Good governance and	Advance good corporate governance	Number of risk committee meetings	Acting Director Corporate Services	4	4		н	2	m	4	Minutes, attendance
	administratio n		attended by 30/06/18									registers
6.9 Com	6.9 Communications											
6.9.1	Good	Advance good		Acting Director		100%	XadO	100%	100%	100%	7000	Dated percent
	governance	corporate	information for	Corporate Services							2001	of submission
	administratio	Porculation										to
	c		according to									Communicati
			legislation checklist									legislation

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Summary of Capital Projects per Responsible Manager by Vote

ote .	Responsible	Vote Responsible Project Name		Pla	Planned Ward	Ward			Quarterly Outputs 2017/18	8	Section of the section of
,	Manager		Capital Budget (R'000)	Date	Completion Date	Š.	1" Quarter 01 Jul - 30 Sept 2017	2" Quarter 01 Oct - 31 Dec 2017	Completion Date No. 1" Quarter 2" Quarter 3" Quarter 4" Quarter 01 Jul - 30 Sept 01 Oct - 31 Dec 01 Jun - 31 Mar 2018 01 Apr - 30 Jun 2017	4th Quarter 01 Apr 30 Jun 2018	Evidence Required
nic	pal Transform	Municipal Transformation and Institutional development	al developme	ı							
	Acting	Finalization of	R1000	71/20/10	30/06/18		Procurement	Procurement	Procurement	Procurement	Requisitions
	Director Corporate	Council Chamber				••					
	Services	and Mayoral									

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		Parlour			-				,	
Office	Office furniture									
	Acting Director Corporate Services	Furniture & Equipment	R 500	71/20/10	30/06/18	Procurement	Procurement	Procurement	Procurement	Requisitions
II										
	Acting	Upgrading of ICT R1 000	R1 000	21/20/10	30/06/18	Procurement	Procurement	Procurement	Procurement	Requisitions
	Corporate	Infrastructure								
	Services	(Cabling,								
		Computers,								
		Switches, Servers								
		printers wireless								
	į	and Laptop								

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1	Date:	(Employee
	9			Employee's Signature:
	The state of the s	`\	S	<u>/</u>)"

Municipal Manager's Signature:

Date: 12 July 2017

STRATEGIC RISK FOR THE DIRECTOR CORPORATE SERVICES

																\neg	
Time Scale		End of first quarter	2017/18		End of first quarter 2017/18			 End of first quarter	2017/18	•		End of first quarter 2017/18		End of first quarter	2017/18		
Actions to	improve	Development of	всь				Implementation	of MSP									
Current control		Uninterrupted	power supply (UPS) installed		Off-site Back-up	tapes			Implementation	of the approved	data policy		Temparature and	water monitoring	in the server	room	
Perceived	ess –	caticfactory															
i sicolational			Likely -					_									
	mpact		Critical -														_
	Background (Cause)		Inadequate disaster recovery	plan (DRP)	Lack of IT master		Lack of resources	(adequate back-	up system)								
	Risk description		Loss of data,	lengthy system	down time or unavailability											· 	
	Link objectives		Advance	corporate	governance												

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

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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"]

TON YOU

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 careerpath 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/Perfo rmance 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/develo pment 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

TENTOM

(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/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/develo pment 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/Pei ormance Gap (in order of priority)	f 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/develo pment area	7. Support Person
--	--	--	-------------------------------	--------------------------------	--	----------------------

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

Column 4: Suggested Mode of Delivery

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/develo pment 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

 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/develo pment 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 (measura ble 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 opportu nity created to practice skill/dev elopmen t area	7. Support Person
---	---	--	----	----------------------------------	--------------------------------	----	--	----------------------

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/ forma Gap (i order priorit	ce Expected (measurab	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/develo pment area	7. Support Person
---	-----------------------	--	-------------------------------------	--------------------------------	--	----------------------

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

Les Trans

Date:	Employee's Signature:	Name of the second	Contract	Training	Supply Chain	Bid Evaluation	Training on Labor	Gap	Skills Performance	
3/2/	i.							EXPONEN	Outcomes	
			Contract Management	Training	Supply Chain Matters – SIPDM	Bid Evaluation	Training on Labor relation	Activity	Suggested Training / Development	
Date:	Munici								Suggested Mode of Delivery	
ate:	Municipal Manager's Signature:								Suggested Time Frames	
	ıre:						*		Work Opportunity Created to Practice Skill / Development	
									Support reison	1 2000

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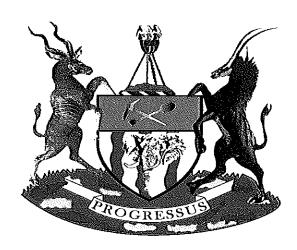
CORE COMPETENCY FRAMEWORK: DIRECTOR CORPORATE SERVICES

		Weight
Core Managerial Skills	Definitions Suils to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to	10
Strategic Leadership and Management		
Programme and Project Management	manage, monitor and evaluate specific activities in order to ensure that policies	10
	-+	ı
Financial Management		<u>-</u>
	able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating	
	+	
Change Management	uccessfully and	ιν
	+	,
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better	ન ન
	+	
Problem Solving and Analytical Thinking	cally identify, analyse and resolve existing and anticipated problems in order to reach	52
	+	
Occasion Officerity Management		15
People alla Diversity iviantable	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	
	+	,
Clean Orientation and Customer Focus		OT
	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 custoffiel and	
	┿	1
Service Delivery Innovation		3
	towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, rating introduced and	
	solving problems to make sure that things get done. Employees do not wait to be told to do sometning, but are	
	encouraged to use their initiative to make sure things get done accurately and efficiently.	
Comminication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order	51
	to explain, persuade, convince and influence others to achieve the desired outcomes.	+
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	OT
	trust in the Municipality.	

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BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT 2017/18

KHATHU MPHARALALA
DIRECTOR: TECHNICAL SERVICES

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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

- 1.1The 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";
- 1.2Section 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;
- 1.4The 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.

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2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1Comply 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;
- 2.5Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6In 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 that 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

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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:

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KPA	Key Performance Areas	100%
No.		
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
- 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	WEIGHTING	LEVEL3
	2	%	
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	٧	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and	٧	10	
Empowerment			
Client Orientation and Customer Focus	٧	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
	<u> </u>	Conve	erted 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 adhoc 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 far exceeds the standard expected of an
		Performance	employee at this level. The appraisal indicates that the
	<u> </u>		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	Performance is significantly higher than the standard
		significantly above	expected in the job. The appraisal indicates that the

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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 does not meet the standard expected for the
		Performance	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.

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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:

Quart	ter 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;

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- 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

- 12.1In 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

- 13.1The 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;
- 13.2Nothing 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
- 13.3The 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 3 day of July 2017

AS WITNESSES:

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1	DIRECTOR: TECHNICAL SERVICES
2	
Thus done and signed at Phalabows on t	this the2017
AS WITNESSES:	
1. The hakular	Unmbakanda MUNICIPAL MANAGER
2. Amatsoma.	

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

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: TECHNICAL SERVICES

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Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

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KPA 1: Sp	KPA 1: Spatial Rationale											
PMS No.	PMS No. Cluster	IDP Objective	Key	Responsible		2000 2000 2000 2000 2000 2000 2000 200	Budget	2017/18 Qua	2017/18 Quarterly Projections	S		Evidence Required
& Perform			Performance Indicator	Manager	(30/06/17)	Target		1" Quarter	2 nd Quarter	3rd Quarter	4th Quarter	
ance						30/06/18		64 Info 20	(1.0 mm 21		(1 Apr = 3)	
Area								Sept 17)	Dec 17)	Mar 18)		
1.1 Spatia	1.1 Spatial Rationale											
114	T Governance and	Eacilitate	Number of	Director	10	11	Opex	3	5	8	11	Land Management
•	Administration	sustainable	Land Use	Technical								minutes, agenda and
		development	Management	Services								reports
			Meetings					_				
			attended									

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	Evidence	wednired Tednired		Ţ.				
	3	Ā.		Job card	report	Report	report	report
		4 th Quarter (1 Apr – 30 Jun 18)		09	18	350	12	16
	2017/18 Quarterly Projections	3 rd Quarter 1.1an – 31 Mar 1.8)		45	13	264	6	12
	2017/18 Quar	2 rd Quarter (1.0ct – 31 Dec 17)		30	Ø	176	· ω	8
		1" Quarter (1 Jul – 30 Sept 17)		rt ro	4	88	m	4
ery	Budget			Opex		Opex	Opex	Орех
KPA 2: Basic Service Delivery	Annual	Responsible Baseline Manager (30/06/17)		09	18	350	12	16
KPA 2:1	Baseline			09	18	350	12	16
	Responsible			Director Technical Services	Director Technical Services	Director Technical Services	Director Technical Services	Director Technical Services
	Key			Number of water connected within 15 days	Number of wards attended for leak dictator per quarter (Reduction of water losses)	Number of old water meter relocated to outside the yard (Replacement of water meter)	Number of samples taken from water distribution to laboratory for testing. (Improving water quality to Blue Drop Compliance)	Number of samples taken from boreholes
	IDP Objective			Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of sustainable integrate infrastructure and services	Provision of sustainable Integrate
	Cluster		2.1 Water Services	Technical infrastructure	Technical infrastructure	Technical infrastructure	Technical infrastructure	Technical infrastructure
	PMS	No. & Perfor manc e Area	2.1 Wate	2,1,1	2.1.2	2.1.3	2.1.4	2.1.5



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June 1

_l sмa	Cluster	IDP Objective	[Kev	Responsible	Baseline	Annual	Budget		2017/18 Qua	2017/18 Quarterly Projections		Evidence
			Performance Indicator	Manager	(30/06/17)	Target 30/06/18		1 ^{rt} Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1.0ct –31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4th Quarter (1.Apr – 30 Jun 18)	Required
		infrastructure and services	to laboratory for testing.									
<u> </u>	Technical infrastructure	Provision of sustainable Integrate Infrastructure and services	Number of Reviewed water maintenance plan	Director Technical Services	н	1	Орех	n/a	n/a	e/u	ਦ	Reviewed maintenance plan
	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Local Water Forum meeting attended	Director Technical Services	Ħ	2		,	1	-	2	Minutes of the meeting, attendance register
ΙĒ	2.2 Electricity							Special property of the second	\$200 Miles			
	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
1	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of Reviewed of electricity maintenance plan by 30/06/2018	Director Technical Services	H	1	Орех	n/a	n/a	П	n/a	Reviewed maintenance plan
	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	7	xədo	n/a	1	u/a	2	Assessment Report

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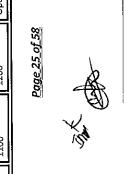
		ine Oktober		Responsible	Baseline	ine Annual B	Budget		2017/18 Qua	2017/18 Quarterly Projections		Evidence
PMS No. & Perfor manc	Cluster	expelio do	Ney Performance Indicator	Manager	(30/06/17)	Target 30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2 rd Quarter (1 Oct – 31 Dec 17)	3rd Quarter 1. Jan — 31. Mar 1.8)	4 th Quarter (1 Apr – 30 Jun 18)	Required
2.2.4	Technical infrastructure	Provision of sustainable Integrate infrastructure and services	Number of planned cleaning and inspections	Director Technical Services	9	ω		2	m	v	ω	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	ٯ		2	m	4	د	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	9		2	cn	4	9	Minutes of the meeting
ΙĒ	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	ব	4		1	7	<u></u>	4	Assessment Report
2.3.2	Technical	Provision of	Number of	Director	12	12		3	9	6	12	Monthly Report
I						Page 22 of 58	C o:1					
						<						

Evidence	Required			Project Report. Projects Completion certificates and report	Payment Certificates and expenditure report	Reviewed Maintenance programme	
	4th Quarter (1 Apr – 30 Jun 18)			2.2km	R19.86m	2	1000 m²
2017/18 Quarterly Projections	3" Quarter 1. Jan – 31 Mar 18)			1.5km	R15m	11/ع	750 m²
2017/18 Quar	2™ Quarter (1 Oct −31 Dec 17)			Jkm	R12m	Ħ	500 m ²
	1" Quarter (1 Jul – 30 Sept 17)			Okm	R4m	n/a	250 m²
				R16.8m	R19.86m		
	Target 30/06/18			2.2km	R19.86m	2	1 000 m²
	(30/06/17)			4.5km	R21,4m	2	1 000 m²
	Manager	Technical Services		Director Technical Services	Director Technical Services	Director Technical Services	Director Technical
Kov	Performance Indicator	assessment conducted on the condition of sewer pump station		Number of km of gravel roads upgraded to tar by 30/06/2018 (Top Ville to Score is 3.2 km of paving Jambo phase 1 is about 0.6 km of asphat road	R-value and % of roads capital funding spent	Number of reviewed Roads and storm water maintenance programme	Number Total m²
100 Objective	Bennagion Act	sustainable Integrate Infrastructure and services		Provision of sustainable integrated infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of sustainable integrate infrastructure and services	Provision of sustainable Integrate
	assum	infrastructure	2.4 Roads & Storm Water	Technical infrastructure	Technical infrastructure	Technical infrastructure	Technical infrastructure
1	PMS No. & Perfor manc e Area		2.4 Roads	2.4.1	2.4.2	2.4.3	2.4.4

Evidence	Required			Reports	Minutes of the meeting		Minutes, attendance register	Minutes, attendance register
	4th Quarter (1 Apr – 30 Jun 18)		200	12	o.		ഗ	4
2017/18 Quarterly Projections	3 rd Quarter 1 Jan – 31 Mar 18)		350	o .	۵		· σ	es .
2017/18 Qua	2™ Quarter (1.0ct ~ 31 Dec 17)		200	۵	4		4	2
200 200 200 200 200 200 200 200 200 200	1" Quarter (1 Jul – 30 Sept 17)		100	m	2		7	H
Budget								
	Target 30/06/18		200	12	б		ത	4
	(30/06/17)		500	12	11		12	4
Responsible	Manager	Services	Director Technical Services	Director Technical Services	Director Technical Services		Director Technical Services	Director Technical
Key	Performance Indicator	of road patched	Number of km of gravel roads graded	Number. Of barrel of culvert (storm water cleaned)	Number of Road maintenance forum attended		Number of MIG district meeting attended	Number of MIG Provincial meeting
IDP Objective		infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services	G Projects	Provision of sustainable integrate infrastructure and services	Provision of sustainable Integrate
Cluster			Technical infrastructure	Technical infrastructure	Technical infrastructure	2.5 Implementation of MIG Projects	Technical infrastructure	Technical infrastructure
PMS	No. & Perfor manc e Area		2.4.5	2.4.6	2.4.7.	2.5 Imple	2.5.1	2.5.2



Evidence	Required		Report	Expenditure report		Reviewed maintenance plan	Report	Inspection sheet
	4 th Quarter (1 Apr – 30 Jun 18)		12	Казан		2	24	1200
2017/18 Quarterly Projections	3™Quarter 1 Jan – 31 Mar 18)		ര	24m		n/a	18	006
2017/18 Quan	2 nd Quarter (1.0ct – 31 Dec 17)		₀	16m		п	12	009
	1" Quarter (1 Jul = 30 Sept 17)		ო	sm s		e/u	o	300
Budget				CPEX			New	xədo
Annual	Target 30/06/18		12	R38m		2	24	1200
Baseline	(30/06/17)		12	R30.568		2		1100
Responsible	Manager	Services	Director Technical Services	Director Technical Services		Director Technical Services	Director Technical Services	Director
Key	Performance Indicator	attended	Number of MIG reports compiled and submitted	R-value of capital budget spent (MIG)		Number of reviewed of sanitation maintenance plan	Number of sample taken and delivered to an approved laboratory (Waste water Management)	Number Sewer
IDP Objective		e e e		Provision of sustainable integrate infrastructure and services		Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of
Cluster			Technical infrastructure	Technical infrastructure	ttion	nical structure	Technical infrastructure	Technical
T SM4	No. & Perfor manc e Area		2.5.3	2.5.4	2.6 Sanitation	2.6.1	2.6.2	2.6.3



	Evidence	Required		Target (1975) (1985) (1985) (1985) (1985)	Maintenance Report		Report
		4 th Quarter (1.Apr.–30 Jun.18)			2	400M²	50
	2017/18 Quarterly Projections	3" Quarter 1 Jan – 31 Mar 18)		200 Sept. 10 10 00 00 00 00 00 00 00 00 00 00 00	υ/a	300M²	40
	2017/18 Qua	2 ^{md} Quarter (1 Oct – 31 Dec 17)			1	200M²	50
		1* Quarter (1.Jul – 30 Sept 17)			ıı/a	1,00M²	10
ivery	Budget				Opex	× o o o o o o o o o o o o o o o o o o o	Ореж
KPA.2: Basic Service Delivery	Annual	Target 30/06/18			2	400 M²	20
KPA 2: B	Baseline	(30/06/17)			ı	400 M²	31
	Responsible	Manager	Technical Services		Director Technical Services	Director Technical Services	Director Technical Services
	Key	Performance Indicator	blockage attended to within 24 hours of reporting		Number of approved maintenance schedules of municipal buildings	Total square meters to be attended for fixing of ceiling for Municipal buildings (Town halls and offices)	Number of replacement of stolen manholes
	IDP Objective		sustainable Integrate infrastructure and services	2.7 Municipal Buildings and Other Facilities	Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services	Provision of sustainable Integrate infrastructure and services
	Cluster		infrastructure	icipal Buildings a	Technical infrastructure	Technical infrastructure	Technical infrastructure
	PMS	No. & Perfor manc e Area		2.7 Muni	2.7.1	2.7.2	2.7.3

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PMS	Cluster	IDP Objective		Responsible	Baseline	Annual Target	Budget		2017/18 Quarterly Projections	orly Projections		Evidence Required
No. & Perfor mance Area			Key Performance Indicators	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)		2 nd Quarter 3 nd Quarter 4 nd Quarter (1 Oct – 31 1 Apr – 30 Dec 17) Mar 18) Jun 18)	4 th Quarter 1 Apr – 30 Jon 18)	
3.1 Fin	3.1 Financial Management	nt and an article										
3.1.1	Governance and administration	Improve financia! viability	R-value and % of Budget spent	Director Technical Services	%5%	,00%		25%	50%	75%	100%	Financial report
3.1.2	Good Advance go governance and corporate administration governance	Advance good corporate governance	Number of approved departmental adjustments budget	Director Technical Services		-		n/a	n/a		n/a	Approved Adjustment budget document; council resolution

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	Evidence	Keguired		ID Numbers of people appointed and Payroll Reports	ID Numbers of people appointed and Payroll Reports	Report
	<u></u>			of p app	O o o o o o o o o o o o o o o o o o o o	EP.
		4th Quarter 1 Apr – 30 Jun 17)		p/c	D/u	u/a
	2017/18 Quarterly Projections	3 rd Quarter (1.Jan – 31.Mar 17)		110	73	n/a
	2017/18 Quar	2nd Quarter (1.0ct – 31 Dec 16)		\$0	ဝ	ъ
		1" Quarter (1.Jul – 30 Sept 16)		20	0.	4
opment	Budget			R2.m	ml.18	
KPA 4: Local Economic Development	Annual	Target 30/06/17	and the second second	011	73	6
KPA 4: Local E	Baseline	(31/06/16)		155	08	۵
	Responsible	Manager		Director Technical Services	Director Technical Services	Director Technical Services
	Key	Performance Indicator		Number of jobs created through capital projects by 30/06/2018 (Temporary jobs)	Number of jobs created through the EPWP approach on the implementation of the 2017/18Approved Capital Programme	Number of Projects implemented EPWP way(Mashishim ale sports, Selati sub, Exension 1 Exension 2 Exension 3 Exension 3 Exension 3 Exension 3 Exension 4 Exension 4 Exension 5 Exension 5 Exension 5 Exension 6 Exension 7 Exe
	100	Objective		Develop tourism and grow the economy	Promotion of local economy	Promotion of local economy
	Cluster		ation	Economic	Economic	Economic
	PMS No.	& Perform ance Area	4.1 Job Creation	4.1.1	4.1.2	4.1.3



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						The of the second and the other				0.000	
10000	IDP	Key	Responsible	Baseline	Annual	Budget		2017/18 Quar	2017/18 Quarterly Projections		Evidence
	Objective	Performance Indicator	Manager	(31/06/16)	Target 30/06/17		1" Quarter (1.lul – 30 Sept 1.6)	2 nd Quarter (1.0ct – 31 Dec 16)	3'd Quarter 4" Quarter (1.Jan – 31 Mar 1. Apr – 30 17) Jun 17)	4th Quarter I Apr.—30 Jun 17)	Keguileo
-		Benfarm street,									
		Tshelang Gape									
		and Tambo	•								
		phase 2,									
		Replacement of									
-		street light									

MUNICIPAL TRANSFORMATION &



				KPA 5: Munic	KPA 5: Municipal Transformation and Institutional Development 10%	n and Institutional	Development	%0 1				
PMS	Cluster	IDP Objective	Key Porformance	Responsible	Basoline	Annual	Budget		2017/18 Quarterly Projections	erly Projection		Evidonce
Perfor manc Area			Topical Control	assource	(11/00/100)	30/06/18		14 Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 st Quarter (1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
5.1 O	ganisational Desi	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		_	n/a	p/u	n/a	-	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 1st of each month	Director Technical	21	By the 1st of each month		By the 1st of each month	By the 1st of each month	By the 1st of each month	By the 1st 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	١	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 10th of each month	Director Technical	1	Before the 10th of each month		Before the 10th of each month	Before the 10th of each month	Before the 10th of each month	Before the 10th 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		೯	5	ω	-	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 20th of each month	Director Technical		By the 20th of each month		By the 20th of each month	By the 20th of each month	By the 20th of each month	By the 20th of each month	Dated proof of submission
5.1.7	Good	Good Corporate governance	Number of by- Laws reviewed by 30/06/2018	Director Technical		1	OPEX	n/a		n/a	n/a	By law register
5.2 Skill	5.2 Skills Development								Marie produce professional			
5.2.1	Good governance and	Attract, develop and retain best human capital	Number of Reviewed and submitted	Director Technical	_			n/a	n/a	1	n/a	WSP & proof of submission to LG



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	Evidence	Koquired	SETA		Minutes , attendance register	Minutes for senior management meetings	Portfolio committee minutes	Copies of signed Performance Agreements & submission letters to COCHSTA.
		4th Quarter (1 Apr – 30 Jun 18)			<u> </u>	Ţ.	င	۵/۳
	2017/18 Quarterly Projections	3** Quarter (1 Jan – 31 Mar 18)		Appropriate the second	ω	ω	೯	n/a
	2017/18 Quan	2 ^{ml} Quarter (1 Oct – 31 Dec 17)			ч	৸	7	۵/ر
		1# Quarter (1 Jul = 30 Sept 17)			м	п	က	_
Development	Budget							
and Institutiona	Annual	Target 30/06/18			11		11	_
Municipal Transformation and Institutional Development 10%	Baseline	(30/06/17)			11	-	1.	_
KPA 5: Municip	Responsible	Manager			Director Technical	Director Technical	Director Technical	Director Technical
	Key Performance	Indicator	departmental Skills Development Plan by 30/06/18		Number of scheduled senior management meetings attended by 30/06/18	Number of scheduled departmental meetings attended by 30/06/18	Number of scheduled portfolio committee meetings attended by 30/06/18	Number Signed of performance agreements for all s56 Manager
nientightenikkethkinniien	IDP Objective			ment System	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation
	Cluster		administration	5.3 Performance Management System	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration
9383687	PMS	No. & Perfor manc e Area		5.3 Perfe	5.3.1	5.3.2	5.3.3	5.3.4

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COOD CONERNANCE & PUBLIC NO E V G D L Y G

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Drug	- Clistor	Do Oktober		Recognition (RPA)	6: Good Governar	KPA 6: Good Governance and Public Participation 25%	sipation 25%		2017/18 Quarterly Projections	rlv Projections		Evidence
No. & Perfor mance Area			Performance Indicator	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2" Quarter 1 Oct – 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
6.1 Cour	6.1 Council and Executive Management	Management	Par and a second									
6.1.1	Good governance and administratio n	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	Director Technical Services	۲	7		2	m	ν. ·	7	Minutes , attendance register
6,1.2	Good governance and administratio n	Advance good corporate governance	Number of scheduled EXCO meetings attended by 30/06/2018	Director Technical Services	다 단	11		m	Ŋ	_∞	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	\$	٥		7	es	5	*	Proof of submission
6.1.4.	Good governance and administration	Advance good corporate governance	Deadline for submission of items/reports for Senior management	Director Technical Services	ı	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 Publ	ic Participation an	6.2 Public Participation and Ward Committees	S									
6.2.1	Good governance and administratio n	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	Director Technical Services	و	ĸ		2	0	4	ĸ	Attendance registers, agendas, invitations
6.2.2	Good governance and administratio n	Enhance stakeholder involvement	Number of IDP Steering Committee meetings	Director Technical Services	۵	ĸ		2	o	4	5	Attendance registers, agendas, invitations



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	You

Cluster IDP Ob	70 dat	IDP Objective	Key	KPA (6: Good Governar Baseline	KPA 6: Good Governance and Public Participation 25% le Baseline Annual Target Budget	cipation 25% Budget		2017/18 Quart	2017/18 Quarterly Projections		Evidence
			Performance Indicator	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2™ Quarter 1 Oct 31 Dec 17)	3" Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
			30/06/2018									
Good Enhance governance stakeholder and involvement administratio	Enhance stakeholder involvement		Number of IDP Technical Committee meeting attended by 30/06/2018	Director Technical Services	9	ĸ		2	o	4	ហ	Attendance registers, agendas, invitations
Good Enhance governance stakeholder and management administratio	Enhance stakeholder management		Number of Mayoral imbizosand public participation	Director Technical Services	4	4	Opex	н	2	m	ব	Attendance register,imbiz o report
Good Enhance governance stakeholder and management administratio	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 memorandu m for submission to office of the MM
6.3 Corporate Governance	3	(85)										
Good Advance good governance corporate and administratio			Number of Local Labour Forum meetings attended by 30/06/2018	Director Technical Services	11	T e		m	ហ	œ	11	Agenda, Minutes of LLF and attendance register
6.4 Internal Audit		100										
Good Advance good governance corporate and governance administratio	Advance good corporate governance		Number of Audit Committee meetings attended	Director Technical Services	7	7		7	4	ιν	7	Minutes, attendance register
		ı										

	Evidence	4th Quarter (1 Apr – 30 Jun 18)	100% Audit committee report to council	% Internal Audit Foliow-up report	Dated proof of submission to internal Audit.	a Audited AG Action Plan	% Audited AG Action Plan		Departmental Security Risk reports	Minutes,
	2017/18 Quarterly Projections	3 rd Quarter 4 th 1 Jan – 31 (1 <i>y</i> Mar 18) Jun	75% 100	90% 75%	w 4	n/a n/a	80%		8 11	3 4
	2017/18 Quart	2™ Quarter 1 Oct – 31 Dec I7)	50%	75%	2	100%	n/a		ιń	2
		1" Quarter (1 Jul – 30 Sept 17)	20%	20%	रन -	100%	n/a		m	₽4
icipation 25%	Budget		хэдО	Орех	xadO	Орех	Opex		хэдО	Opex
KPA 6: Good Governance and Public Participation 25%	Annual Target	30/06/18	100%	100%	4	100%	%08		11	4
6: Good Governa	Baseline	(30/06/17)	100%	50%	4	75%	75%		11	4
KPA	Responsible	Manager	Director Technical Services	Director Technical Services	Director Technical Services	Director Technical Services	Director Technical Services		Director Technical Services	Director
	Key	Performance Indicator	% implementation of Internal Audit Plan by 30/0/18	% implementation of internal Audit Action Plan by b30/06/18	Number of POEs files submitted for quarterly performance audits to Internal Audit	% of audit queries addressed (2015/16 Audit Report)	% of audit queries addressed (2016/17 Audit Report)	ement	Number of departmental Risk register implemented	Number of risk
	IDP Objective		Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Good corporate governance and public participation	Good corporate governance and public participation	6.5 Risk Management & Security management	Advance good corporate governance	Advance good
	Cluster		Good governance and administratio n	Good governance and administratio n	Good governance and administratio n	Good governance and administratio n	Good governance and administratio n	Management 8	Governance and Administratio n	Good
popular and party.	PIMS	No. & Perfor mance Area	6.4.2	6,4,3	6.4.4	6.4.5	6.4.6	6.5 Risk	6.5.1	6.5.2





ipation 25%	Budget		×edO	<u>88</u>
KPA 6: Good Governance and Public Participation 25%	Annual Target 30/06/18		100%	Page 39 of 58
5: Good Governar	Baseline (30/06/17)		1	Chin
KPA	Responsible Manager	Technical Services	Director Technical Sevices	

to Communicati ons Unit and legislation checklist

of submission

Dated proof

100%

100%

100%

100%

% Submission

Advance good corporate governance

6.6 Communications Good

6.6.1

meetings affended by 30/06/17 committee

governance corporate

governance and administratio

Key Performance Indicator

IDP Objective

Cluster

PMS No. & Perfor mance

Area

of information for publishing on the website as according to legislation checklist

administratio governance and

c

attendance registers

Evidence Required

4th Quarter (1 Apr – 30 Jun 18)

2" Quarter 3" Quarter 1 Oct - 31 1 Jan - 31 Dec 17) Mar 18)

1" Quarter (1 Jul – 30 Sept 17)

2017/18 Quarterly Projection

, •



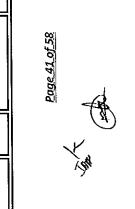
NTIA SYYON TYLIAYD

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| Summary|of|Capital Projects|per|Responsible|Manager by Vote

70 I	essessed l			
	Evidence required		Progress reports and Completion report and Completion Certificate	Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate
rs 2016/17	4" Quarter 01 Apr – 30 Jun 2018		Handover to Municipality	Handover to Municipality
Quarterly Outputs 2016/17	3" Quarter 01 Jan – 31 Mar 2018		Completion of the project	Completion of the project
	2 rd Quarter 01 Oct - 31 Dec 2017		construction	construction
	14 Quarter 01 Jul - 30 Sept 2017		11& 12 Handover of the site	Specification Advertise evaluation adjudication appointment of contractor
Ward	o O		21.8	118 12
Planned	Completion Date		01/07/17 30/06/18	30/06/18
Planned	Start Date		71/20/10	01/02/17
	Budget (R'000)		R1500	R4m
Project Name	Extension 1: Upgrading of Single phase network. Phase		Extension 1: Upgrading of Single phase network. Phase 2	Upgrading of Selati Substation to safe capacity 030mva
Responsible	Manager	P. Carlotte	Director Technical	Director Technical
	No.	Electricity		



							Handover of the site				
	Director Technical	Installation of Quality of Supply instrumentation on Electrical Network to comply to NRS 048	R750	01/02/12	30/06/18	All wards	Specification Advertise evaluation adjudication appointment of contractor Handover of the site	construction	Completion of the project	Handover to Municipality	Bid Committees minutes and registers, advertisoments. Progress reports and Completion report and Completion Certificate
Roads	Roads and storm water										
INEP	Director Technical Technical	Installation of storm water culverts at Maseke (Ward 10), Makhushane (Ward 2) and Lulekani (Ward15 Electrification of Buffer Zone and Kurula	R3 m	01/07/17	30/06/18	5 5 5 5	Specification Advertise evaluation adjudication contractor Handover of the site Specification Advertise evaluation adjudication adjudication adjudication	Construction Site meeting	Construction Sire 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 Bid Committees minutes and registers, advertisements. Progress reports and Completion report and Completion Certificate

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							Handover of the site				
EEDSM				eta deplata ferranas.	ego jedjejški karis stas	The Additional Control					
	Director Technical	Replacement of streetlights to	R5m	01/07/17 30/06/18	30/06/18	11&12	Specification Advertise	Construction Site meeting	Construction Site meeting	Completion of the project	Bid Committees minutes and registers, advertisements. Progress reports and
		energy saving lights in Ba-					evaluation			Handover to Municipality	Completion report and Completion Certificate
		Phalaborwa					adjudication				
							appointment of contractor				
							Handover of the site				:
Pire Tea	Director Technical	Upgrading of Benfarm street	R 5 916 831	72/20/1	30/06/18	3/17	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
riQ 54	Director Technical	Mashishimale sport complex	R 16 042 169,3	01/07/17	30/06/18	8,9 & 10	Construction Site meeting	Construction Site meeting	Completion of the project Handover to Municipality		Progress reports and Completion Certificate

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



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Municipal Manager's Signature:

Employee's Signature:

Date:

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STRATEGIC RISK FOR DIRECTOR TECHNICAL SERVICES

Category	Risk Description	Background To The Risk	<u> </u>	Current Controls	RRE	Mitigation	Action	Time Scale
Service	Inability to	1. Poor maintenance of	25	1. Electricity	16.25	1. implementation	Director	Continuous
delivery	provide	electricity		maintenance plan		of the maintenance	Technical	
	electricity	infrastructure.		in place.		plan. (to be	Services	
	services.			2. Master plan in		unpacked)		
		2. Lack of upgrading of				od+		Continuo
		electricity infrastructure		מפנה		לי ווויסובווופיון רוופ	Director	COLUMNICA
						projects indicated	Technical	
	-	3. Non implementation				in the SDBIP.	Services	
(A) 73	ervice		Inability to provide electricity services.	Inability to 1. Poor maintenance of provide electricity electricity infrastructure. 2. Lack of upgrading of electricity infrastructure 3. Non implementation	Inability to 1. Poor maintenance of 25 provide electricity infrastructure. Services. 2. Lack of upgrading of electricity infrastructure electricity infrastructure 3. Non implementation	Inability to 1. Poor maintenance of 25 1. Electricity provide electricity infrastructure. Services. 2. Lack of upgrading of electricity infrastructure electricity infrastructure 3. Non implementation	Inability to 1. Poor maintenance of 25 1. Electricity 16.25 provide electricity infrastructure. Services. 2. Lack of upgrading of electricity infrastructure alectricity infrastructure 3. Non implementation	Inability to 1. Poor maintenance of 25 1. Electricity 16.25 1. Implementation

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Risk Category	Risk Description	Background To The Risk	胀	Current Controls	RRE	Mitigation	Action Owner	Time Scale
		of the electricity master				- Upgrading of		
		plan due to lack of				single phase in		
		funds				extension 1		
						- installation of		
						remote control		
						in substation		
						- installation of		
						dnality supply		
						instrumentatio		
						n in electrical		
						network to		
						comply with		
						NRS 048		
	Ageing	1. Inadequate	25	1. Implementation	16.25	1. Prioritization of	Director	Continuous
	infrastructure	implementation of the		of responsive		repairs and	Technical	
		maintenance plan		maintenance plan		maintenance	Services	
		(roads and building) due	•	on infrastructure		budget.		
•		to lack of funds.						Continuous
							Director	
		2. Lack of building		2. Periodic		2. Implementation	Technical	
		infrastructure master		maintenance plan		of roads master	Services	31 July

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15

Time Scale	2017						
Action Owner		Director	Technical	Services			
Mitigation	plan.		3. Develop a	maintenance plan	for buildings		
RRE							
Current Controls	on roads.						
ag E							
Background To The Risk	us		3. Lack of storm water	master plan.			
Risk Description Ba	plan		<u></u>	m. me			
Risk Category							
<u>8</u>							

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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

KHATHU MPHARALALA

DIRECTOR TECHNICAL 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 careerpath 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/Perfo rmance 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/develo pment 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/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/develo pment 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/Perf ormance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time	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/develo pment area	7. Support Person
		frames)					

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

Column 4: Suggested Mode of Delivery

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/develo pment 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/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/develo pment 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.





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

for Gaj <i>ord</i>	lis/Per 2 mance p (in der of ority)	Expected (measura ble indicators : quantity, quality	3. Suggested Training and/or developm ent activity	4.	Suggested mode of delivery	5. Suggested Time Frames	6.	Work opportu nity created to practice skill/dev	7. Support Person
		and time frames)						elopmen t area	

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/develo pment area	7. Support Person	
----	--	--	--	-------------------------------	--------------------------------	--	----------------------	--

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

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Personal Development Action Plan

4 32 ST

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				The state of the s
Bid Evaluation		Bid- Evaluation				
Supply Chain Matters -SIPDM	Annihita da da da da da da da da da da da da da	Supply Chain Matters -SIPDM	The second secon	A CONTRACTOR OF THE PROPERTY O		
Contract Managemnet		Contract Managemnet				
Employee's Signature:	01		Municipa	Municipal Manager's Signature:		
			7			
	Topped the second secon		Limbe	IMPRET and G.		
Date:			Date:			

Annexure C

e G

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"]





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25 9 15 15 9 10 25 15 3 Ŋ Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are abie to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and 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 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 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 Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and resources efficiently and understanding and anticipating the impact of other departments on won budget encouraged to use their initiative to make sure things get done accurately and efficiently. to explain, persuade, convince and influence others to achieve the desired outcomes are implemented and that local government objectives are achieved providing an appropriate service based on those underlying needs. deliver on service delivery commitments optimum solutions in a timely manner. deliver on the Municipality's mandate achieve institutional objectives trust in the Municipality. Municipality. Problem Solving and Analytical Thinking Client Orientation and Customer Focus Strategic Leadership and Management Programme and Project Management Accountability and Ethical Conduct People and Diversity Management Service Delivery Innovation Knowledge Management Financial Management Change Management Communication

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CORE COMPETENCY FRAMEWORK: ACTING DIRECTOR TECHNICAL SERVICES





Employee's Signature:

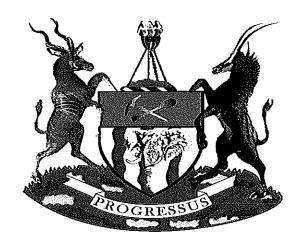
Date:

63/02/2017

Municipal Manager's Signature:

BA-PHALABORWA MUNICIPALITY

1 Carlo



PERFORMANCE AGREEMENT 2017/18

MALULEKE HP
DIRECTOR: PLANNING AND DEVELOPMENT

HP

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

<u>Page 2 of 49</u>

HD VIM

1. INTRODUCTION

- 1.1The 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;
- 1.4The 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:

- 2.1Comply 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;
- 2.6In 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 that 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

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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:

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KPA	Key Performance Areas	100%
No.		
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
- 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!	V	WEIGHTING	LEVEL ³
	2	%	
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	٧	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and	٧	10	
Empowerment			
Client Orientation and Customer Focus	٧	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
		Conve	erted 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;
- 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;
- 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 adhoc 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 far exceeds the standard expected of an
	[Performance	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	Performance is significantly higher than the standard
		significantly above	expected in the job. The appraisal indicates that the

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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 does not meet the standard expected for the
		Performance	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.

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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:

112 112 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

12.1In 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

13.1The 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;

13.2Nothing 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

13.3The 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 PHALABORUA on this the 03 day of JULY 2017

AS WITNESSES:

1	DIRECTOR: PLANNING & DEVELOPMENT
2	
Thus done and signed at	on this the03 day of
AS WITNESSES:	
1. Hiphaculer	<u>Immodarela</u> MUNICIPAL MANAGER
2. All materials	

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"]

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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

Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

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PMS No.	Cluster	IDP Objective	Key	Responsible Manager	Baseline (30/06/17)	e Annudl E	Budget		2017/18 Qua	2017/18 Quarterly Projections		Evidence Required
Performa nce Area			Indicator			30/06/18		1* Quarter (1 Jul - 30 Sept 17)	2mc Quarter (1 Oct – 31 Dec 17;	34 Quarter (1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	
I. Spatial Kationale	Rationale											
1.1.1	Governance and Administration	Sustain the environment	Number of supplementar y valuation roll reviewed by 30/06/2018	Director Planning & Development	ਜ	н	x ad O	e/u	n/a	n/a	п	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 8. 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	m	4	Орех	r	2	m	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	I.T.	Opex	m	มา	ω	11	Land Management minutes, agenda and reports
1.1.5	Governance and Administration	Facilitate sustainable development	Number of Reviewed Spatial	Director Planning &	0	r.t	орех	e/u	n/a	n/a	rel .	Council Resolution on the approved SDF and Copy of Reviewed SDF

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					KPA	KPA 1: Spatial Rationale	iale					
PMS No. 8 8 Performa nce Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/17)	Annual Target 30/06/18	Budget	1# Quarter (1 Jul – 30 Sept 17)	2017/18 Quarte 2rd Quarter (1 Od – 31 Dec 17)	2017/18 Quarterly Projections 1"Quarter 2" Quarter 3" Quarter 5" Quarter 5" Quarter 5" Quarter 7" Quarter	4th Guerrer (1 Apr.– 30 Jun 18)	Evidence Required
			Development Framework SDF	Development								

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BASICSERVICE DELIVERY

PMS	Cluster	IDP Objective	Key	Responsible	Baseline	Annual	Budget		2017/18 Quai	2017/18 Quarterly Projections		Evidence
No. & Perfor mance Area	4.71 (20)		Performance Indicator	Manager	(71/90/0E)	Target 30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2nd Quarter (1 Oct – 31 Dec 18)	3™ Quarter 1 Jan – 31 Mar 18)	4 th Quarter (1.Apr – 30 Jun 18)	Required
WHT?	2.4 Human Settlements											
2.1.1	Governance and Administratio n	Facilitate sustainable development	Number of reviewed municipal housing beneficiary list	Director Planning & Development	-	ਦ	Opex	n/a	n/a	n/a	Ę.	Council Cognisant Beneficiary list
2.1.1	Governance and Administratio	Facilitate sustainable development	Number of Quarterly progress	Director Planning &	4	4	хәф	17	2	m	4	Approved Quarterly reports

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5000	IDP Objective	Key	Responsible	Baseline	Annual	Budget		2017/18 Qua	2017/18 Quarterly Projections		Evidence
92000000000000000000000000000000000000		Performance Indicator	Manager	(30/06/17)	Target 30/06/18		1" Quarter (1.1ul - 30 Sept.17)	2 ^m Quarter (1 Oα – 31 Dec 18)	3"-Quarter 1.Jan – 31 Mar 1.8)	4th Quarter (1.Apr – 30 Jun 18)	Required
		reports submitted to	Development						:		
		Council on									
		of RDP						···			
7 30		Sesmou II									
	Provision of	er of	Director 2:	96	100	Opex	25	20	75	100	Notices issued for
וווומאלו מרוחוב	sustainable Integrate infrastructure	illegal buildings inspected	Planning & Development								
	and services										
Technical infrastructure	Provision of sustainable	Number of plans	Director Planning &	33	07	Opex	20	30	40	70	Report
	Integrate infrastructure	approved within 20	Development								
	and services	working days									

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Adjustment budget document; council	n/a		p/u	n/a		1		Director Planning & Development	Number of approved Director departmental & Develo	Advance good corporate	Good Advance goo governance and corporate	3.3.2
										tut.	3.3 Financial Management	3.3 Fin.
Expenditure report	100%	75%	20%	25%		100%	100%	Director Planning 100% & Development	mprove financial R-value and % of //ability Budget spent	Improve financial viability	Governance and administration	3.1.1
										jut	3.1 Financial Management	3.1 Fin.
	4th Quarter 1 Apr – 30 Jun 18)	2 nd Quarter 4 th Quarter (1 Oct – 31 (1 Jan – 31 1 Apr – 30 Dec 17) Mar 18) Jun 18)	2 rd Quarter (1 Oct – 31 Dec 17)	1" Quarter (1 Jul – 30 Sept 17)		91/00/00	() () () () () () () () () ()	9 0 0 1				Porfor mance Area
Evidence Required		erly Projections	2017/18 Quarterly Projections		Budget	Baseline Annual Target	Baseline (20/05/17)	Responsible	Key Performance	IDP Objective	Cluster	PMS No. 8

IDP Objective K	Key Porformance	Responsible	Baseline	nrible Several Annual Budget	Budget		2017/18 Quar	2017/18 Quarterly Projections	2	Evidence
			(2/1/80/08)	30,06/18		1# Quarter (1 Jul = 30 Sept 17)	2 rd Quarter (1 Oct – 31 Dec 17)	34 Quarter (1 Jan – 31 Mar 18)	4" Quarter (1 Apr – 30 Jun 18)	Required
[특숙 중요환	Number of Reviewed Departmental Organisarional structure	Director Planning & Development		-	Opex	n/a	p/u	۵//۵		Council resolution on Reviewed organizational structure with dares
Numba attend registe by the month	Number of attendance registers submitted by the 1st of each month	Director Planning & Development	12	12	Орех	ю	9	٥	12	Dated proof of submission
[중 호 호 중 [등]	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
[K f c	Submission of overtime before 10th of each month	Director Planning & Development	Before the 10th of each month	Before the 10th of each month	Opex	Before the 10th of each month	Before the 10th of each month	Before the 10th of each month	Before the 10th of each month	Dated proof of submission
Numb Depa Safet held	Number of Departmental Safety meetings held	Director Planning & Development	11	-	Opex	м	Ŋ	ω		Agenda, safety minutes
[유토유분기	Deadline for submission of safety findings addressed by the 20th of each month	Director Planning & Development	By the 20th of each month	By the 20th of each month	Орех	By the 20th of each month	By the 20th of each month	By the 20th of each month	By the 20th of each month	Dated proof of submission
l 품 호 O	Number of By- laws reviewed by 30/06/18	Director Planning & Development	_		OPEX	n/a	-	n/a	u/a	By law register

5.5 Perf	5.4.3	5.4.2	5.4.1	5.4 Into	5.3.1	5.3 Skil	5.1.8		PMS No. & Perfor manc o Area	020000000
5.5 Performance Management System	Governance and administration	Governance and administration	Governance and administration	5.4 Integrated Development Planning	Good governance and administration	5.3 Skills Development	Good governance and administration	administration	Cluster	
nent System	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	nt Planning	Attract, develop and retain best human capital		Good corporate governance and public participation	participation	IDP Objective	
	Number I of 2018/19 Final IDP approved by 28/05/2018	Number of 2018/19 Draft IDP approved by 31/03/2018	Number I of reviewed IDP/Budget/PMS/M PAC Process Plan by Council by 31/07/2017		Number of Reviewed and submitted Departmental Skills Development Plan by 31/04/2018		Number of By- laws promulgated by 30/06/18		Key Performance Indicator	
	Director Planning & Development	Director Planning & Development	Director Planning & Development		Director Planning & Development		Director Planning & Development		Responsible Manager	KPA 5: Munici
	1	-	1		1		1		Baseline (30/06/17)	KPA 5: Municipal Transformation and Institutional Development 20
	1		_				-1		Annual Target 30/06/18	and Institutional
	Opex	Орех	Opex		Opex		OPEX		Budget	Development
	n/a	n/a	_		n/a		n/a		1" Quarter (1 Jul - 30 Sept 17)	20%
	ח/ם	n/a	n/a		n/a		n/a		2017/18 Quarter 2 nd Quarter (1 Od – 31 Dec 17)	
Speciment Second Sec	n/o	-	n/o		n/a		~-		2017/18 Quarterly Projections 2rd Quarter 3rd Quarter (1 Oct - 31 (1 Jan - 31) Dec 17) Mar 18)	
and the state of t	-	n/a	n/o		_		n/a		4th Quarter (1 Apr = 30 Jun 18)	
	I Council Resolution, Council approved 2018/19 Final IDP	Council Resolution, Council approved 2018/19 Draft IDP	Council Approved IDP, Budget, PMS Process Plan	State of the state	WSP &Proof of Submission of Departmental to LG SETA		By law register And Government gazette		Evidence Required	

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5,5,6	5.5.5	5.5.4	5.5.3	5.5.2	5.5.1	PMS No.: & Perfor manc &
Good	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	Cluster
Good corporate governance and	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	IDP Objective
Number of Annual performance	Number of Mid-Year performance individual assessment for \$ 54 & 56 conducted	Number of S54&56 signing of Annual Performance Agreements by 30/07/2017 (one month after the start of each financial year	Number of scheduled portfolio committee meetings held by 30/06/2018	Number of scheduled monthly departmental meetings successfully attended by 30/06/2018	Number of scheduled senior management meetings attended by 30/06/2018	Key Performance Indicator
Director Planning &	Director Planning & Development	Director Planning & Development	Director Planning & Development	Oirector Planning & Development	Director Planning & Development	Responsible Manager
-1	-1	0	55	11	13	Responsible Baseline Annual Budget Manager (30/06/17) 30/06/18 Sep
		٥	5.5 5.5	=	=	Annual Target 30/06/18
Opex	Opex	Opex	Opex	Opex	Opex	Budget
	n/a	۰	, o	ω	۵	1+ Quarter (1 Jul = 30 Sept 17)
n/a	η/α	n/a		6	·	2017/18 Quar 2nd Quarter (1 Oct = 31 Dec 17)
n/a	_	n/0	40	α		2017/18 Quarterly Projections 2nd Quarter (1 Oct = 31 Dec 17) Mar 18)
n/a	n/a	, ,		n h	:	4th Quarter (1 Apr – 30 Jun 18)
Performance Assessments	Performance Assessments Reports	signed PA WITH DATEXS COMPLYING THE LEGISLATED TIME LINE & SUBMISSION LETTERS TO coghsta	committee minutes	committee	EXCO meetings, attendance register	Evidence Required



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5.5.13	5.5.12	5.511	5.5.10	5.5.9	5.5.8	5.5.7		PMS No. & Porfor manc o
Good governance	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration	Good governance and administration		Cluster
Good corporate governance and	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation	Good corporate governance and public participation		IDP Objective
Number of Mid-Year report submitted to	Number of Reviewed Institutional 2016/17 SDBIP	Number of approved 2018/19 SDBIP by Mayor (28 days after the adoption of the IDP and Budget approves by mayor	Number of reviewed 2017/18 SDBIP approved by 31/03/2018	Number of Draft 2018/19 SDBIP submitted to the Mayo for approval (14 days after the adoption of the IDP and Budget)	Number of 2016/17 Draft Annual Report approved by 31/01/18	Number of 2016/17 AFS & Arnual Performance Report submitted to AG by 31/08/2016	assessment for S 54 & 56 conducted	Key Performance Indicator
Director Planning &	Director Planning & Development	Director Planning & Development	Director Planning & Development	Director Planning & Development	Director Planning & Development	Director Planning & Development	Development	KPA 5: Munici Responsible Manager
1		1	1	-				KPA 5: Municipal Transformation and Institutional Development 20 Responsible Baseline Annuel Budget Target 30/06/17) Manager 30/06/17) Manager 30/06/18
	11	1			1	1		Annual Turget 30/06/18
Opex	Opex	Opex	Opex	Opex	Opex	Opex		Budget
n/a	7/0	n/a	n/a	n/a	n/a	1		20% 1" Quarter (1 Jul = 30 Sept 17)
n/a	n/a	n/a	n/a	n/o	n/a	n/a		2017/18 Quar 2nd Quarter (1 Oct - 31 Dec 17)
		_		n a	_	n/a		2017/18 Quarterly Projections 2nd Quarter (1 Oct – 31 Dec 17) Man 18)
n/a	n/a	η/Ω	n/a		n/a	n/a		4% Quarter (1 Apr. – 30 Jun 18)
Dated proof of submission	Approved Reviewed 2015/16 SDBIP by the Mayor.	Signed and Approved Final SDBIP by the Mayor	Reviewed SDBIP signed by the mayor	2018/19 bratt SDBIP approved by the Mayor Signed & date	Council Approved 2016/17 Annual Report	Submission letter and copy of AFS AG		Evidence Required

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Area and administration Cluster public participation IDP Objective stakeholders by 25/01/2018 Key Performance Indicator Development Responsible Manager KPA 5: Municipal Transformation
Responsible Baseline
Manager (30/06/17) Annual Target 30/06/18 Budget 1# Quarter (1 Jul – 30 Sept 17) 2rd Quarter (1 Oct = 31 Dec 17) 3rd Quarter (1 Jan – 31 Mar 18) 4th Quarter (1 Apr = 30 Jun 18) Evidence Required

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PMSS Cluster IIDP Objective No. 28 Cluster Vertor Petron P						KPA 6: Good Gov	KPA 6: Good Governance and Public Participation	Participation		00 T 10 O 10 D 10 D 10 D 10 D 10 D 10 D 10 D	du Brolantions		Evidence Required
Submisher of Director Council	PIVIS No. & Perfor	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	(30/06/17)	Annual larget 30/06/18	buuger	5 %	2 nd Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	
Number of Councilided Scheduled Scheduled Scheduled Scheduled Planning & Covelopment meetings antended by 30/06/2018 Director III III Opex Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Planning & Scheduled Scheduled Planning & Scheduled Scheduled Planning & Scheduled Scheduled Scheduled Scheduled Scheduled Planning & Scheduled Sche	Area 6.2 Public F	articipation and	Ward Committees										
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administratio n meetings and advance good of meeting severance corporate and n advance good n n n n n n n n n n n n n n n n n n		governance	corporate	scheduled Council	Planning &		•						attendance registers
n advance good Sumber of Societor 111 11 Opex 3 5 8 11 Societor 2 Societor 2 Societor 3 Societor 3 Societor 3 Societor 3 Societa 3 Societor 3 Societor 3 Societor 3 Societor 3 Societor 3 Societa 3 Societor 3 Societor 3 Societor 3 Societor 3 Societor 3 Societa 3 Societor 3 Societor 3 Societa 3 Societor 3 Societa 3 So		administratio	(meetings									
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Mumber of Director Forum Planning & Development		administration	9	for Senior	Development					·			
Number of Director 6 5 Opex 2 0 4 5 IDP Rep Forum Planning & meetings held by 30/06/2018				management									
Number of Director 6 S Opex 2 0 4 5 IDP Rep Forum Planning & meetings held by Development by 30/06/2018				11									
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inistratio by 30/06/2018		governance	involvement	meetings held	Flatilities &								invitations
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6.4.5	6.4.4	6.4.3	6.4.2	6.4.1	6.3.2 Good governa and adminis		PMS No. & Perfor mance Area
Good	Good governance and administratio n	Good governance and administratio n	Good governance and administratio	Good governance and administratio	Good governance and administratio n		Cluster
Good corporate	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance		IDP Objective
% of audit	Number of submission of POEs for quarterly performance audits to Internal Audit	% implementation of Internal Audit recommendatio ns	% implementation of Audit Committee resolutions	Number of Audit Committee Meetings held	Number of Local Labour Forum meetings aftended by 30/06/2018	30/09/17	Key Performance Indicators
Director Planning &	Director Planning & Development	Director Planning & Development	Director Planning & Development	Director Planning & Development	Director Planning & Development		Responsible Manager
75%	4	-	50%	7	11		RPA 6: Good Go Baseline (30/06/17)
100%	4	75%	100%	7	11		RPA 6: Good Governance and Public Participatio Baseline Annual Target Budget (30/06/17) 30/06/18
Opex	Opex	Opex	Opex	Opex	Opex		Budget
100%	1	75%	100%	2	ω		1" Quarter (1 Jul – 30 Sept 17)
100%	2	75%	100%	4	V		2017/18 Quarterly Projections 2nd Quarter
n/a	ω	75%	100%	5	oc		ard Quarter 1 Jan – 31 Mar 18)
n/a	4	75%	100%	7	F		4 th Quarter (1 Apr – 30 Jun 18)
Audited AG Action Plan	Dated proof of submission to Internal Audit.	Internal Audit Follow-up report	Audit Committee Resolution Register	Attendance registers	attendance register		Evidence Required

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6,9,1	6.7.2	6.7.1	6.4.7	PMS No. & Perfor mance Area	
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Good governance and administratio	6.7.2 Good governance and administratio n	6.7.1 Governance and Administration	Good governance and administratio	Cluster	
Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	Advance good corporate governance	IDP Objective	
% Submission of information for publishing on the website as according to legislation	Number of risk committee meetings attended	Number of Departmental Risk register implemented	Audit Report Number of submission of audit file for AG audit to Internal Audit	Key Performance Indicators	
Director Planning & Development	Director Planning & Development	Director Planning & Development	Director Planning & Development	Responsible Manager	
-	4	11	1	Baseline (30/06/17)	KPA 6: Good Gov
100%	4	11	1	Annual Target 30/06/18	KPA 6: Good Governance and Public Participation
Орех	Opex	Opex	Opex	Budget	Participation
100%	1	3	1-1	1" Quarter (1 Jul – 30 Sept 17)	
100%	2	5	n/a	2017/18 Quarterly Projections 2 nd Quarter 3 nd Quarter 1 Jan - 31 1 Jan - 31 Dec 17) Mar 18)	
100%	ω	8	n/a	rly Projections 3rd Quarter 1 Jan – 31 Mar 18)	
100%	4	11	n/a	4 th Quarter (1 Apr.—30 Jun 18)	
Dated proof of submission to Communications Unit and legislation checklist	Minutes, attendance registers	Council Approved Departmental Strategic Risk Register	Dated proof of submission to Internal Audit	Evidence Required	

Date: 03/07/2017

Municipal Manager's Signature:

Employee's Signature:

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Date:

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	Promotion of the local economy							capical	Capital	retain best	and	Attract.	Chicago	
	Local Economy						-				resource	Human	Common of the co	Risk
	Unsustainability of LED initiatives									(Key personnel)	turnover	High staff	7110	Risk
	Unconducive economic environment						of the Area	Remoteness	<u></u>	sectors	Competition	a)	114 114 114 115 115 115 115 115 115 115	Background To The Risk
	16											20		RE
version).	Implementation of the LED strategy (2013/14	policy	c) Transfer	policy	provisioning	staff	Implementation	<u>b</u>)		strategy	Implementation of retention	a)	7.00 7.00 7.00 7.00 7.00 7.00 7.00 7.00	Current Controls
	10.4											00		RRE
	1. Review and implementation of the LED strategy									implement)	(Review and	1. Cascade the	Of The KISK	Actions To Improve Management
	Director: Planning and Development									-	Development	Planning and		Action Owner
	31 March 2017											Filst Maire	Einch Ollotter	Time Scale

Annexure B

(PDP) PERSONAL DEVELOPMENT PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

['the Employer"]

QNA

WALULEKE HP

DIRECTOR PLANNING AND DEVELOPMENT

["tpe 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 careerpath 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

					trames	
			ł		relevant time	
					criteria, within	
				[brebneta]	tes teniege	
				[relevant unit	appraise them	
				gniwollof	րәփ/ալփ	
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			Be 000	ədt ni	managers	
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	him/her		inu bəfiifnəbi	and practical	performance	f Managers
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Senior	Popraisal of	March 200	External	A course	The manager	,L .3,
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	y created	Frames	delivery	and/or	(швагицар	uį) deg
Person	opportunit	əmiT	node of	3ninis1T	Expected	เมเยมต
7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	2. Outcomes	Skills/Perfo

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(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 these needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

				(brebnesta	egainst set criteria, within relevant time frames	
				[relevant unit	appraise them	
				gniwolloì	իլա/կեւ՝	
				workplace	reporting to	
		1	000 9 ₈	in the	managers	
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Senior	Appraisal of	March 200	External	9s1uoo A	The manager	E.g. 1.
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	skill/deveto			ant	indicators:	(yiiority
	to practice		_	developm	əį	order of
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Person	opportunit	əmiT	to abom	gninierT	Expected	formance
7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	2. Outcomes	1. Skills/Per

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

	skill/develo pment area	į		ent activity	indicators: quantity, quality and time frames)	priority)	
7. Support Person	6. Work opportunit y created to practice	5. Suggested Time Frames	4. Suggested mode of delivery	S. Suggested Training To\bns mqoleveb	2. Outcomes Expected (measurab le	Skills/Perf ormance Gap (in order of	'T

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

Column 4: Suggested Mode of Delivery

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	pment area			activity	dnautity		
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	y created	Frames	qejjvery	and/or	(weasurab	uį) deg	
Person	opportunit	Time	to abom	Training	Expected	formance	
7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	z. Outcomes	2kills/Per	۲,

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

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		pment area			sctlvłty	dnautity,		
		skiji/qevelo			ţuə	indicators:	priority)	
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		y created	Frames	qelivery	and/or	(швагпиар	ul) qaĐ	
	Person	opportunit	5miT	node of	Bninis₁T	Expected	formance	
	7. Support	6. Work	5. Suggested	4. Suggested	3. Suggested	z. Outcomes	Skills/Per	٠τ

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

П		t area						(sawes)			
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		zkill/qev						Λημοπb			
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	7. Support	Work	.9	5. Suggested	bətsəgguð	' Þ	3. Suggested	Outcomes	۲,	Skills/Per	Ţ,

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

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1						dnajj¢k		
1		pment area	ĺ		scrivity	dnαυειελ		
1		skill/develo			aue	indicators:	βι ίοιί ί Υ)	
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1	Person	tinutroggo	1լա6	mode of	Training	expected	formance	
1	7. Support	6. Work	5. Suggested	4. Suggested	3, Suggested	2, Outcomes	Skills/Per	·τ

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

Charles .

Personal Development Action Plan

 $e^{-\frac{\sqrt{2}}{2}(x)} = e^{-\frac{\pi}{2}}$

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

Municipal Manager's Signature:

Employee's Signature:

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Date: 03/07/2011

Date:

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"]

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CORE COMPETENCY FRAMEWORK: DIRECTOR PLANNING & DEVELOPMENT

 $c = \frac{5 \sqrt{c}}{\sqrt{c}}$

Core Managerial Skills	Definitions	Majohe
Strategic Leadership and Management	able to provide a vision, set the direction for the Municipality or department and inspire others in order to	10
Production (Special production of the speci	deliver on the Municipality's mandate	}
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies	10
	are implemented and that local government objectives are achieved	
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being	2
	resources efficiently and understanding and anticipating the impact of other departments on won budget	
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and	50
	deliver on service delivery commitments)
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better	15
	_	
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes	15
	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	
100 100 100 100 100 100 100 100 100 100	Municipality,	
Client Orientation and Customer Focus	to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are	10
	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.	
Service Delivery Innovation	nprove on the way things are done and by working	25
		ì
	encouraged to use their initiative to make sure things get done accurately and efficiently.	
Communication	priate for the audience in order	15
Accountability and Ethical Conduct	and build the highest standards of ethical and moral conduct in order to promote confidence and	10
P. C. Carlotte Control of the Contro	n'ast in the Municipality.	



Employee's Signature:

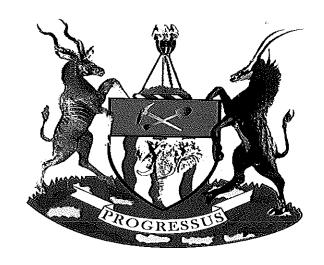
Immedianle

Date: 03/07/2017

Date: 03/07/2017

Municipal Manager's Signature:

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

Mint J.

1. INTRODUCTION

- 1.1The 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";
- 1.2Section 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;
- 1.3The 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;
- 1.4The 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.

MAN T. J.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 2.1Comply 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;
- 2.5Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6In 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 that 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;
- 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	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
- 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	WEIGHTING	LEVEL ³
	2	 %	
Strategic Capability and Leadership		10	·
Programme and Project Management		10	
Financial Management	٧	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and	٧	10	
Empowerment			

Client Orientation and Customer Focus	٧	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
		Conv	erted 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;
- 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 *adhoc* 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 far exceeds the standard expected of an
	ļ	Performance	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

Level	% score	Terminology	Description
			PA and Performance Plan and maintained this in all areas
			of responsibility throughout the year.
4	133 – 166	Performance	Performance is significantly higher than the standard
		significantly above	expected in the job. The appraisal indicates that the
		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
	ļ		Performance Plan.
1	0 - 66	Unacceptable	Performance does not meet the standard expected for the
		Performance	job. The review/assessment indicates that the employee
	1	<u> </u>	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:

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- 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

- 12.1In 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

- 13.1The 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;
- 13.2Nothing 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
- 13.3The 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-plalada	onthis the day of July 2017
AS WITNESSES: 1	CHIEF FINANCIAL OFFICER
Thus done and signed at	സ്ത്രon this the
AS WITNESSES:	
1	MUNICIPAL MANAGER

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"]

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BUDGET AND TREASURY

CHIEF FINANCIAL OFFICER 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: BUDGET AND TREASURY

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Monthly Projections of Revenue for Each Source

Vote Sources of Revenue		20	17 Month!	y Projection	2017 Monthly Projections	ELECTRONICH STANCES CONTRACTORS	OF ACCOUNTS OF OFFICE AND ACCOUNTS.	2	2018 Monthly Projections Total	y Projection	STATE STATE	
Z o.			R O	8					R'000	Ŝ		
	Jul. Aug.	and the state of t	Sep. Od.	Control of the Contro	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	Мау	June
Property Rates	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	9 467	THE CONTRACTOR	9 467
Service charges -velectricity	10 343	10 343	10 343	10 343		10 343	10 343			10 343	12	10 343
Service Charges – Refuse	1 510	1510	1510	1510	1510	1 510	1 510					1510
Rental of Facilities and Equipment	42	42	42	42	42	42	42		Ì			42
interest on external investments	45	45	45	45	45	45	45	45	45	45	1	45
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	1 2
Dividends received	0	0	0	0	0	0	0	0	0	0		0
Fines	38	38	38	38	38	38	38	38	38	38	38	<u>00</u>
Licenses and Permits	994	994	994	994	994	994	994	994	994	994	994	4
Agency services	225	225	225	225	225	225	225	225	225	225	225	U.S.
Transfers recognised - operational	43 312				43 312				43 312			1
Transfers recognised - capital	15 740				15 740				15 740			
Other Revenue	144	144	144	144	144	144	144	144	144	144	144	
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	ا درا
												الحصيب



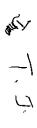


Monthly Projections of Expenditure (Operating and Capital) and Revenue by Vote: First Quarter

43 574	5 260	42 199	43 574	5 260	42 199	43 574	5 260	42 199	Total by Vote	
	208	771	1986	208	771	1 986	208	771	Waste Management	
									Waste Water Management	
									Water	1
12 443	1 271	11 404	12 443	1 271	11 404	12 443	1 271	11 404	Electricity	
	3 435	7 418	4 657	3 435	7 418	4 657	3 435	7 418	Road Transport	
		3 347	58		3 347	58		3 347	Economic and Environmental Services	
		0			0			0	Public Safery	
	96	3 724	24	96	3 724	24	96	3 724	Community and Social Services	
	208	3 844	54	208	3 844	54	208	3 844	Corporate Services	A A A A A A A A A A A A A A A A A A A
24 352	42	7 461	24 352	42	7 461	24 352	42	7 461	Budget and Treasury	***************************************
		4 134			4 134			4 134	Executive and council	
Rev	Capex	Opex	Rev	Capex	Opex	Rev	Capex	Opex		
2017	September 2017			August 2017			July 2017		Expenditure and Revenue by Vote	No.

Monthly Projections of Revenue and Expenditure by \forall ote: Second Quarter





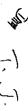
	42 199	43 574	5 260	42 199	43 574	5 260	42 199	Total by Vote
	771	1986	208	771	1986	208	771	Waste Management
L								Waste Water Management
								Water
	11 404	12 443	1 271	11 404	12 443	1 271	11 404	Electricity
	7 418	4 657	3 435	7 418	4 657	3 435	7 418	Road Transport
	3 347	58		3 347	58		3 347	Economic and Environmental Services
	0			0			0	Public Safety
ri	3 724	24	96	3 724	24	96	3 724	Community and Social Services
7	3 844	54	208	3 844	54	208	3 844	Corporate Services
	7 461	24 352	42	7 461	24 352	42	7 461	Budget and Treasury
	4 134			4 134			4 134	Executive and council
1	Opex	Rev	Capex	Opex	Rev	Capex	Opex	
- 11 · ·								
3.1	Detember 2017		November 2017		October 2017	68er 2017		Expenditure and Revenue by



Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

48 3/4	007.0	E61 7#	47.0.24	097.5	42 199	435/4	5 260	42 199	Lotal by vote
75 E71				1 100	33.20				# T
1 986	208	771	1 986	208	771	1986	208	771	Waste Management
									Waste Water Management
								***************************************	Water
12 443	1 271	11 404	12 443	1 271	11 404	12 443	1 271	11 404	Electricity
4 657	3 435	7 418	4 657	3 435	7 418	4 657	3 435	7 418	Road Transport
58		3 347	58		3 347	58		3 347	Economic and Environmental Services
		0			0			0	Public Safety
24	96	3 724	24	96	3 724	24	96	3 724	Community and Social Services
54	208	3 844	54	208	3 844	54	208	3 844	Corporate Services
24 352	42	7 461	24 352	42	7 461	24 352	42	7 461	Budget and Treasury
		4 134		THE STATE OF THE S	4 134	нунан-амара десанарагалеван казен	777777777777777777777777777777777777777	палент пенентиний и да да да да да да да да да да да да да	Executive and council
Rev	Capex	Opex	Rey	Capex	Opex	Rev	Capex	Opex	
018	March 2018			February 2018			January 2018	Janu	Vote No. Expenditure and Revenue by Vote

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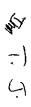


Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Expenditure and Revenue by Vote	A TATALISM SALVANOS DE SONO DE	April 2018	SON OF THE PROPERTY OF THE PRO	THE PARTY AND PROPERTY OF THE PARTY AND PARTY	May 2018			
Z°.	умунциональный Овех	Сарех	Rev	Opex	C	Capex	apex Rey	WHO THE THE WATER CONTRACT
Executive and council	00 desentation	20000000000000000000000000000000000000	PRODUCTION OF THE PROPERTY OF	4 134		Constitution (American)	O THE STATE OF THE	4 134
Budget and Treasury	7 461	42	24 352	7 461		42	42 24 352	
Corporate Services	3 844	. 208	54	3 844		208	208 54	
Community and Social Services	3 724	96	24	3 724		96	96 24	
Public Safety	0			0				0
Economic and Environmental Services	3 347		58	3 347			58	58 3347
Road Transport	7 418	3 435	4 657	7 418		3 435	3 435 4 657	
Electricity	11 404	1 271	12 443	11 404		1 271	1 271 12 443	
Water								
Waste Water Management	ALC:							
Waste Management	771	208	1 986	771		208	208 1 986	
Total by Vote	42 199							

Monthly projection Expenditure and Revenue for 2017/18





-		**************************************	A CANDING TO SECURITY OF THE PROPERTY OF THE P
522 891	60 119	506 387	Total by Vote
23 835	2500	9 247	Waste Management
			Waste Water Management
	The state of the s		Water
149 311	15 250	136 851	Electricity
55 888	41 219	89 016	Road Transport
691		15 494	Economic and Environmental Services
			Public Safety
293	1 150	78 540	Community and Social Services
651	2 500	46124	Corporate Services
292 202	500	90 697	Budget and Treasury
And the second and the second		***	Executive and Council
Rev	Opex		eti karakikan karakikan karakikan karakan karakan karakan karakikan karakikan karakikan karakikan karakikan ka
AND THE PROPERTY OF THE PROPER		2017/18 Total Exp	Vote No. Expenditure and Revenue by Vote



Quarterly Projections of Service Delivery Targets and Performance Indicators per KPA

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SPATE RATIONALE



PMS No. Cluster IDP Objective Responsible Responsible Performance Manager 100/06/17) Indicator Indica	Land Management minutes, agenda and reports	11	00	и	ω	Opex	11	10	Chief Finance Officer	Number of Land Use Management Meetings attended	Facilitate sustainable development	Governance and Administration	1.1,4
MS.No. Cluster IDP Objective Key Responsible Manager (30/06/17) Responsible Manager (30/06/17) Responsible Target Target Target (1-Jul-30 Dec 17) Dec 17) Mar 18)												lationale.	1.4 Spatiall
MS.No. Cluster IDP Objective Key Responsible Saseline Annual Budget 2017/18 Quarterly Projections Performance Indicator Target 30/06/17) Target 30/06/18		(1 Apr = 30 Jun 18)	(1 Jan = 31 Mar 18)	7 0a - 31	(1.Jul = 30 Sept 17)								
VS.No. Cluster IDP Objective Key Responsible Baseline Annual Budget 2017/18 Quarterly Projections		4th Quarter	3rd Quarter	2 nd Quarter	Til Quarter		30/06/18			Indicator			Performa nce Area
	Evidence Required		terly Projections	2017/18 Quad		Budget	Annual Target	Baseline (30/06/17)	Responsible Manager	Key Performance	IDP Objective	Cluster	PMS No.

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KPA 2

BASIC SERVICE DELIVERY

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KPA3

MUNICIPAL FINANCIAL VIABILITY AND VANAGEMENI

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				KPA 3: I	Municipal Finan	KPA 3: Municipal Financial Viability and Management	Managemen	t 50%				
PMS No.	Cluster	IDP Objective		Responsible	Baseline	Annual Target	Budget	2	2016/17 Quarterly Projections	rly Projections		Evidence Required
& Performa nce Area			Key Performance Indicator	Manager	(30/06/17)	30/06/18		1# 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 Financ	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 250 000 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	3.2 Grant Expenditure and Management	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 .	29,460m	R38m	Opex	₹15m	R25m	R30,m	238m	Finance reports/MIG Monitoring report
3.2.3	Good governance and administratio	Improve financial viability	% of Municipal Capital Budget spent	Chief Financial Officer	100%	%001	Cpex	25%	50%	75%	100%	Finance reports





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				KPA 3: N	lunicipal Finan	KPA 3: Municipal Financial Viability and Managem		ant 50%				
PMS No.	Cluster	IDP Objective		Responsible	Baseline	Annual Target	Budget		2016/17 Quarterly Projections	orly Projections		Evidence Required
& Performa nce Area			Ney renormance Indicator	Manager	(30/06/17)	30/06/18		1" 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	R-value of operational conditional grants spent FMG.	CFO			Opex					
					1,550	1600		400	800	1,200	1,600	Finance reports
3.3 Finan	nagement											
	governance and administration	governance and public participation	Approved budget planning schedule by 31/08/16 (Legislated date)	Ç	-	_	C pex		2/2	Z	N/A	approved budget planning schedule by council.
3.3. 2.2	Good governance and administration	Good corporate governance and public participation	Number of Approved of Draft Budget by Council by 31/03/2018	CFO	1	-	Opex	m/a	n/a	_	n/a	Draft Budget by Council, council resolution
ນ. ໝູ່. ຜູ	Good governance and administration	Good corporate governance and public participation	Number of Approved Final Budget by Council by 31/05/2017	CFO		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	Opex	N/A	N/A	-	N/A	Adjustment budget document; council resolution
3.3.5	Good governance and	Good corporate governance and	Number of Reviewed budget	CFO			Opex	N/A	N/A	1	N/A	Approved budget related policies





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				KPA 3: I	Municipal Finar	KPA 3: Municipal Financial Viability and Management	d Managemei	nt 50%				
PMS No.	Cluster	IDP Objective	V. B. forman	Responsible	Baseline	Annual Target	Budget		2016/17 Quarterly Projections	rly Projections		Evidence Required
e Performa nce Area			Indicator	Manager	(30/06/17)	30/06/18		1* Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4th Quarter 1 Apr – 30	
	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	GFO .	သ	ω	Opex	3(Specification N/A s,Evaluation,A djustment	N/A	N/A	N/A	Appointment letters of bid committees members
3.3.7	Governance and administration	improve financial viability	Number of movable asset verifications conducted by 30/06/2018	CFO	4	4	Opex	-	ю	ω	4	Quarterly assets verifications reports
ມ. ຜູ້ ອ	Governance and administration	Improve financial viability	Number of oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	CFO	4	4	Opex	s-sal	δ	ω	4	Quarterly Audit committee report
3.3.9	Governance and administration	Improve financial viability	Number of oversight on monthly financial reports	Municipal Manager	11	11	Opex	ω	6	9	1	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	QFO	4	4	Opex	-	2	ω	4	Quarterly reports on revenue enhancement



		KPA 3: /	Aunicipal Finar	KPA 3: Municipal Financial Viability and Management 50%	Managemen	+50%				
Cluster IDP Objective		Responsible	Baseline	Annual Target	Budget		2016/17 Quarterly Projections	rly Projections		Evidence Required
	Key Performance Indicator	Manager	(30/06/17)	30/06/18		1s Quarter (1 Jul – 30	2 nd Quarter (1 Oct = 31	ਹੈ। 31	4th Quarter 1 Apr – 30	
						Sept 17)	Dec 17)	Mar 18)	Jun 18)	
	strategy									
Governance Improve financial and viability	% improvement in revenue collection	CFO	90%	100%	Opex	100%	100%	100%	100%	Quarterly reports on revenue collection
inistration	(Improvement from 65% to 95% by									
	ond 2017/18budget									
	year)									
Governance Improve financial and viability administration	% of Current Debt collected by 30/06/18	Chief Financial Officer		100%	Opex	100%	100%	100%	100%	Quarterly reports on debt collection
Governance Improve financial and viability administration	% of Old outstanding Debt collected by 30/06/18	Chief Financial Officer		100%	Орех	100%	100%	100%	100%	Quarterly reports on debt collection
Good Good corporate governance and governance and public participation	Number of 2016/17 unaudited annual financial statements submitted to relevant stakeholders by 31/08/2017	CFO	_	and .	Opex		N/A	N/A	N/A	Dated proof of submission
Good Good corporate governance and governance and administration public participation	Number of reports on the review of Annual/Quarterly financial statements	CPO	0,	().	Opex	Ю	3	4	S	Quarterly financial statements
Good Governance and corporate administration governance	Number of compliance/ financial reports submitted to Treasuries and CoGHSTA	CFO	12	12	Opex	3	6	9	12	Proof of submission
	COGRAIA									

3.3.16

3.3.17

PMS No. 2. Performa nce Area

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3.1.10

3.3.15



				KPA 3: N	funicipal Finan	KPA 3: Municipal Financial Viability and Management	Managemer	50%) 			
PMS No.	Cluster	IDP Objective	,	Responsible	Baseline	Annual Target	Budget		2016/17 Quarterly Projections	rly Projections		Evidence Required
& Performa nce Area			Key Performance Indicator	Manager	(30/06/17)	30/06/18		In Quarter (1 Jul – 30 Sept 17)	2 nd Quarter (1 Oct – 31 Dec 17)	3rd Quarter (1 Jan – 31 Mar 18)	4 th Quarter 1 Apr – 30 Jun 18)	
3.3.18	Good Advance of Corporate	Advance good	Number of Sec 71 Reports submitted	CFO	12	12	Opex	ω	6	9	12	Monthly Dated proof of submission
	administration	governance	within 10 days at bthe end of each									
			month to National and Provincial									
			treasury									
3.3.19	Good Advance g	Advance good corporate	Number of Monthly reports,f Invoices	CFO	12	12	Opex	3	თ	9	12	Monthly reports, submitted to MDM,
	administration	governance	and Payment of									Invoices & proof of payments to
			water Service Level				·					
			Agreement)									

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The Carried Annual Control

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development 10%

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PMS No. Cluster
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Area

4.2 Enterprise Support 10% Economic Develop tourism and grow the economy Objective Đ SMMEs supported through municipal SCM(procurement by 30/06/18 Number of Key Performance Indicator S Responsible Manager 120 Baseline (31/06/17) 80 Annual Target 30/06/18 Opex Budget 1" Quarter (1 Jul – 30 Sept 17) 20 2rd Quarter (1 Oct = 31 Dec 17) 40 3rd Quarter (1 Jan – 31 Mar 18 8 4th Quarter 1 Apr = 30 Jun 18) 80 System generated expenditure reports Evidence Required

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MUNICIPAL TRANSFORMATION &

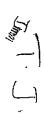
NSTITUTONAL DEVELOPMENT

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				KPA 5: Mun	KPA 5: Municipal Transformation and Institutional Development 15%	on and Institutios	al Developmen	±15%				
PMS No. &	Cluster	IDP Objective	Key Performance	Responsible	Baseline (20/04/17)	Annud	Budget		2016/17Qu	2016/17Quarterly Projections	ns	Evidence
Perfor manc e Area				71-01-10 10 00 01 10 00 01	(40/00/10)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2 rd Quarter (1 Oct = 3) Dec 17)	3rd Quarter (1 Jan – 31 Mar 18)	4th Quarter (1 Apr = 30 Jun 18)	Required.
5.1 On	ganisational Desig	5.1 Organisational Design & Human Resource										
5.1.1	Good	Attract, develop	Number of	CFO	1	T	Opex	n/a	n/a	n/a		Council resolution
	and administration	human capital	Departmental Organisational structure by 30/06/2018								-	on Reviewed organizational structure with dates
5.1.2	Good	Attract, develop	Number of	CFO	12	12	Opex	3	٥	9	12	Dated proof of
	governance and administration	and retain best human capital	attendance registers submitted by the 6th of each month						,	•	4	submission
5.1.3	Good governance	Attract, develop and retain best	Submission of leave forms within 3 days	CFO	100%	100%	Opex	100%	100%	100%	100%	Dated proof of
	and administration	numan capital	of application								,	75/54
5.1.4	Good governance and	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	C C C	•	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	Dated proof of submission
5.1.5	2	A separate alaumian										
:	governance and administration	Arract, aevelop and retain best human capital	Number of Departmental Safety meetings held by 30/06/18	Ç.		3	Opex	ы	<i>ს</i> ა	8	11	Agenda, safety minutes
5.1.6	Good governance	Attract, develop and retain best		CFO	1	By the 20 th of each month	Opex	By the 20th of each	By the 20th of each	By the 20* of each	By the 20th of each	Dated proof of
	administration	ionian capital	month					month	month	month	month	
5.3 Skil	5.3 Skills Development											
5.3.1	Good governance and	Attract, develop and retain best	Number of Reviewed and	CFO	_	1	Opex	n/a	n/a		n/a	Proof of Submission of Departmental
	administration	7	Development Plan by 30/04/18		i						<u> </u>	Skills Development Plans
5.4 inte	5.4 Integrated Development Planning	nt Planning										
5.4.1	Good	Advance good	`&	Cro	1	1	n/a		n/a	n/a	n/α	Council Approved
	governance	corporate	IDP/Budget/PMS/									IDP, Budget, PMS

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				KPA 5: Munici	cipal Transformation and Institutional Development 15%	n and Institutiona	Development	15%				
PMS	Cluster	IDP Objective	Key Performance	Responsible	Baseline	Annual	Bodget		2016/17Qua	2016/17Quarterly Projections		Evidence
No. & Perfor manc & rea			Indicator	Manager	(30/06/17)	Target 30/06/18		14 Quanter (1 Jul – 30 Sept 17)	2" Quarter (1 Oct – 31 Dec 17)	3 rd Quarter (1 Jan – 31 Mar 18)	4th Quanter (1 Apr – 30 Jun 18)	
	and administration	governance	MPAC Framework and Process Plan approved by council									Process Plan
5.5 Perf	5.5 Performance Management System	ment System										
5.5.1	Good governance and administration	Advance good corporate governance	Number of scheduled Senior Management meetings held by 30/06/2018	Go Graphis	-	_	Opex	m	ر.	ω	11	Minutes of EXCO/attendance register
5.5.2	Good governance and administration	Advance good corporate governance	Number of departmental meetings hold by 30/06/2017	terby terby	11	-	Opex	en en	\$	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	o.		11	Opex	en e	5	ω	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	Ō		E.	Орех	_	n/a	n/a	n/a	Copy of signed agreements & submission to Coghsta
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	S	_	e-	Орех		n/a	n/a	η/α	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	Opex	n/a	n/a	_	n/a	Council Approved 15/16 Annual report with Council resolution

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COOD COVERNANCE & PUBLIC PARTICIPATION

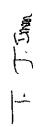
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PMS	Cluster	IDP Objective	Key	KPA &	6: Good Governa Baseline	KPA 6: Good Governance and Public Participation 15% esponsible Baseline Annual Target Budget	ficipation 15% Bodget		2016/17 Quan	2016/17 Quarterly Projections		Evidence
No. & Perfor mance Area			Performance Indicator	Manager	(30/06/17)	30/06/18		1** Quarter (1 Jul – 30 Sept 17)	2rd Quarter 1 Oct - 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr - 30 Jun 18)	Required
11 %	6.1 Council and Executive	ive										
	Good governance and administration	Advance good corporate governance	Number of scheduled Council meetings attended by 30/06/2018	8	₹	শ	Орех	v	2	ო	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	g.	1	ï.	хэдо	e	ч	ω	<u>-</u>	Minutes of EXCO meetings, Attendance register
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented	GFO	۰,	٥	Орех	7	м	જ	\$	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.	ڻ ت	9 days prior to the meeting	9 days prior to the meeting	хэдО	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
2	olic Participation	6.2 Public Participation and Ward Committees	iffees									
6.2.1	Good governance and administratio n	Enhance stakeholder involvement	Number of IDP Rep Forum meetings attended by 30/06/2018	СFО	۵	м	Орех	2	0	4	rv.	Attendance registers, agendas, invitations
6.2.2	Good	Enhance	Number of IDP	CFO	9	5	Opex	2	0	4	2	Attendance



DMC	1	IDP OKlantiva		KPA 6	s: Good Governa: Baseline	A 6: Good Governance and Public Participation 15% Baseline	cipation 15% Budget		2016/17 Quarterly Projections	rly Projections		Evidence
No. & No. & Perfor mance Area	<u>.</u>		Performance Indicator	Manager	(30/06/17)	30/06/18		1" Quarter (1 Jul – 30 Sept 17)	2" Quarter 1 Oct – 31 Dec 17)	3 rd Quarter 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
	governance and administratio n	stakeholder involvement	Steering Committee meetings attended by 30/06/2018									registers, agendas, invitations
6.2.3	Good governance and administratio n	Enhance stakeholder involvement	Number of IDP Technical Committee meeting attendance by 30/06/2018	CFO	؈	رم د	орех	2	0	4	ъ	Attendance registers, agendas, invitations
6.2.4	Good governance and administratio n	Enhance stakeholder management	Number of Mayoral imbizo and public participation attended	O-O-O-O-O-O-O-O-O-O-O-O-O-O-O-O-O-O-O-	4	4	Opex	ਜ	2	m	4	Attendance register
6.2.5	Good governance and administratio n	Enhance stakeholder management	Number of days for Submission of responses to batho pele report to Office of the MM	O l O	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	xədO	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 memorandu m for submission to office of the
6.2.6	Good governance and administratio n	Good corporate governance and public participation	Number Reviewed, documented approved internal controls (Creditors Control	Chief Financial Officer	н	 1	xədO	n/a	e/u	n/a	н	Approved copy of internal controis
6.3 Corp	6.3 Corporate Governance											
6.3.1	Good	Advance good	Number of	GO			Opex	1	n/a	n/a	n/a	Dated proof



	Evidence	Required	of submission	Approved copy of internal controls	Agenda, Minutes of LLF and attendance register		Copies of minutes, attendance registers	Copies of minutes, attendance registers
		4th Quarter (1 Apr – 30 Jun 18)		n/a	11		4	12
	2016/17 Quarterly Projections	3 ⁴ Quarter 1 Jan – 31 Mar 18)		<u>-</u>	Θ.		m	6
	2016/17 Quar	2 ^{nt} Quarter 1 Oct – 31 Dec 17)		المراق	រេ		N	9
		1** Quarter (1. Jul – 30 Sept 17.)		١١/ﻫ	м		н	
cipation 15%	Budget			Орех	Opex		Орех	Орех
KPA 6: Good Governance and Public Participation 15%	Annual Target	30/06/18		-	11		4	12
: Good Governan	Baseline			-	11		4	12
KPA 6	Responsible	Manager		GFO	CFO		CFO	GFO
	Key	Performance Indicator	unaudited annual financial Statements and Annual Performance Report submitted	Number of Reviewed, documented approved internal controls (Creditors payment procedure manual) by 30/06/2018	Number of Local Labour Forum meetings attended by 30/06/2018		Number of Performance Audit Committee meetings attended by 30/06/2018	Number of Steering Audit Committee meetings attended by
	IDP Objective		corporate governance	Advance good corporate governance	Advance good corporate governance		Advance good corporate governance	Advance good corporate governance
	Cluster		governance and administration	Good governance and administration	Good governance and administratio n	al Audit	Good governance and administratio n	Good governance and administratio n
	PMS	No. & Perfor mance Area		6.3.2	6.3.3	6.4 Internal Audit	6.4.1	6.4.2

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					KPA6	R Good Governa	6: Good Governance and Public Participation 15%	icipation 15%					
Continue	PMS	Cluster	IDP Objective	Key	Responsible	Baseline	Annual Target	Budget		2016/17 Quart	erly Projections		Evidence
Good Cool corporate Countrible of Cool corporate Countrible of C	No. & Perfor mance Area			Performance Indicator	Manager	(30)00/17)	8 - 600 000		1" Quarter (1 Jul – 30 Sept 17)	2rd Quarter 1 Oct – 31 Dec 17)	34 Quater 1 Jan – 31 Mar 18)	4th Quarter (1 Apr – 30 Jun 18)	Required
Good				30/06/2018									
Good	6.4.3	Good governance and administratio n		in 6	СFO	2	4	R70000	П	2	ო	4	Audit Committee Resolution Register
Good	6.4.4	Good governance and administratio n	Advance good corporate governance	plementation Internal Idit Action an by	OF O	50%	100%	Opex	%0%	75%	%06	100%	Internal Audit Follow-up report
Good corporate governance and gueries and addressed administration participation no form of administration governance cand addressed administration participation no form of governance cand addressed administration and addressed administration and governance cand addressed administration and governance cand administration and submission of and governance cand administration and governance corporate governance and addressed administration and governance cand administration and governance corporate governance and addressed administration and governance corporate governance and addressed administration and governance corporate governance and addressed administration and governance corporate governance and addressed administration governance corporate governance corporate governance corporate governance and governance corporate governance and governance corporate governance corporate governance corporate governance corporate governance corporate governance corporate governance and file for AG	6.4.5	Good governance and administratio n	Advance good corporate governance		CFO	4	4	хэдО	ь	2	m	4	Dated proof of submission to Internal Audit.
Good corporate and queries and queries and addressed administration participation by Preparation and CFO 15% 16/08/16 governance corporate submission of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of and and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an and sign of an analysis of an analysi	6.4.6	Good governance and administratio n	Good corporate governance and public participation	ii b	CFO	75%	100%	Opex	100%	100%	e/u	n/a	Audited AG Action Plan
Good Advance good Preparation and CFO 16/08/16 Opex 16/08/16 n/a n/a n/a n/a governance governance audit file for AG	6,4,7	Good governance and administratio n	Good corporate governance and public participation	Jit Sd	CFO.	75%	80%	Opex	n/a	n/a	%05	%08	Audited AG Action Plan
	5.4.8	Good governance and	Advance good corporate governance		CF0	16/08/16	16/08/16	орех	16/08/16	n/a	n/a	n/a	Dated proof of submission to Internal

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Evidence	Required	Audit		Council Approved Departmental Strategic Risk Register	Minutes, attendance registers		Dated proof of submission to Communicati ons Unit and legislation checklist
	4th Quarter (I Apr – 30 Jun 18)			П	4		100%
201.6/17 Quantary Projections	3" Quarter 1 Jan – 31 Mar 18)	A STATE OF THE STA		e/u	ന		100%
0016/17 Quan	2 rd Quarter 1 Oct – 31 Dec 17)			n/a	2		100%
	1" Quarter (1 Jul – 30 Sept 17)			e/u	ਜ		100%
ov ci nomedia				Орех	Opex		Opex
KPA 6: Good Governance and Public Famicipanion 12/08	30/06/18			1	4		100%
: Good Governan	(30/06/17)			1	4		r'
KPA6	Responsible Manager			GFO	GFO		CF0
	Key Performance Indicator	audit to Internal Audit		Number of reviewed Institutional strategic Risk Register of approved by 30/06/18	Number of quarterly Institutional Risk Management Committee meetings attended by 30/06/18		% Submission of information for publishing on the website as according to legislation checklist
	DP Objective		6.7 Risk Management & Security management	Advance good corporate governance	Advance good corporate governance		Advance good corporate governance
	Cluster	administratio n	Aanagement & S€	Governance and Administratio n	Good governance and administratio n	6.9 Communications	Good governance and administratio n
	PMS No. & Perfor mance Area		6.7 Risk h	6.7.1	6.7.2	6.9 Com	6.9.1

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	느	0.0000000	TANK TO SEE THE PERSON OF THE	Planned	Planned	Ward No.	Quarterly Outputs		STORY OF THE	Codmerty Corpors 4017 110	
Yote Note	Kesponsib	Frejeci Monne	Capital	Start Date	Completi		2017/18	2nd Quarter 3rd Quarter	3rd Quarter	4th Quarter	Evidence required
	Manager		Budget		on Date		ol Jul - 30 Sept 2017	01 Oct - 31	01 Jan – 31 Mar 2018	01 Apr - 30 1 2018	
			3					-	O LOW INUIT		
		Continued (1900) Standard Continued	Supplied with the supplied of								
Financ	inancial Recovery										A 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
	 		0030	21/20/10	30/06/18		Implementation	Implementatio	Implementatio Implementation	Implementation	riogies report
_	- E	Kevenue recovery,	300		12 /22 /22			c			Payment certificate
	Financial	motom to material									
	Officer	Instandation of ineters									
		and maintenance (AIMR)									
_											

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STRATEGIC RISK FOR ACTING CHIEF FINANCIAL OFFICER

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

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

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

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Employee's Signature:

Date: 2017 07 03.

Municipal Manager's Signature:

Inmontant.

Date:

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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

TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

('The employee)

T. J Win

1. ["the Employee"]NTRODUCTION

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 careerpath 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/Perfo rmance 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/develo pment 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/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/develo pment area	7. Support Person
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

Column 3: Suggested Training

1.	Skills/Perf ormance 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/develo pment 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/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time	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/develo pment area	7. Support Person
		frames)]				

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/Per	2. Outcomes	3. Suggested	4. Suggested	5. Suggested	6. Work	7. Support
	formance Gap <i>(in</i>	Expected (measurab	Training and/or	mode of delivery	Time Frames	opportunit v created	Person
	order of	le	developm	delivery	l rames	to practice	
i	priority)	indicators:	ent			skili/develo	1
		quantity, quality	activity			pment area	
		and time					
		frames)					

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.

J.J. View

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

	1.	Skills/Per formance	2.	Outcomes Expected	3. Suggested Training	4.	Suggested mode of	5. Suggested Time	6.	Work opportu	7. Support Person
		Gap (in		(measura	and/or	ŀ	delivery	Frames		nity	
		order of		ble	developm					created	
		priority)		indicators	ent					to	
l,				: quantity,	activity					practice	
	1		Ī	quality						skill/dev	}
				and time						elopmen	}
				frames)						t area	

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

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

Support Person											
Work Opportunity	Created to Practice	Skill / Development	Doige overlywater	for beautiful Report	greefise managere	amarpico	Hading or	latrack Oth partico			
Suggested Time	Frames		3 (Amec) Norths		Some (1) Sear	anse !	1 (one) march Hadling of	Course			
Suggested Mode of	Delivery		Attending Marining	on ellen -maraner	Attodace se	COURT CANON	att donce ad	assessment			
Suggested Training	/ Development	Activity	Excel on steriods fixed stall on Excel Training- Attending Games Mondes	Advanced	Resporte for the	(Com se cate 12) (TS)	alterdace of	Trainity courte)		
Outcomes	Expected		Excel stall on	date wanipulation	Stills on formal	Management Stelle	المحارات المحار	to Marcine (approximately)			
Skills Performance	Gap		Exici on steriods	Financial modelling	MAP (Aduned)	margamine Manageminh Still Course of 151 (2)	40100 D24	المعاصد المرادامة			

Municipal Manager's Signature:

Employee's Signature:

Umochowk

Date:

2017/07/03.

103/01/20 Date:

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

['The Employer"]

AND

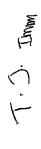
TSHEPO JACK MOGANO

CHIEF FINANCIAL OFFICER

["The Employee"]

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 10 deliver on the Municipality's mandate	2
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies 10 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 5 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	
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and 5 deliver on service delivery commitments	
Knowledge Management	Skilis to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better 15 achieve institutional objectives	72
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach 25 optimum solutions in a timely manner.	55
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes 15 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 and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	ın
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.	0:
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 25 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.	S
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order 15 to explain, persuade, convince and influence others to achieve the desired outcomes.	τύ
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 10 trust in the Municipality.	O.



Employee's Signature:

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Municipal Manager's Signature:

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Min Mosels

Date:

3/07/2017