

PERFORMANCE AGREEMENT



MADE AND ENTERED INTO BY AND
BETWEEN:

**GREATER GIYANI LOCAL MUNICIPALITY
AS REPRESENTED BY THE
MALULKE RISIMATI HITLER**

AND

ACTING DIRECTOR PLANNING AND DEVELOPMENT

NKUNA NATHANEL JONATHAN

**FINANCIAL YEAR:
1 JULY 2017- 30 JUNE 2018**

The performance contract does not supersede the employment contract

M-J

[Handwritten signature]

1. Introduction

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

2. Purpose of this Agreement

The purpose of this Agreement is to:

- 2.1. Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2. Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.
- 2.3. Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.
- 2.4. Monitor and measure performance against set targeted outputs.
- 2.5. Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job.
- 2.6. In the event of outstanding performance, to appropriately reward the employee.
- 2.7. Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3. Commencement and duration

- 3.1. This Agreement will commence on **1 JULY 2017** and will remain in force until **31 AUGUST 2017** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.
- 3.3. This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 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.

The performance contract does not supersede the employment contract

N-J
JH

4. Performance Objectives

- 4.1. The Performance Plan (Annexure A) sets out-
- 4.2. Key Performance Areas that the employee should focus on.
- 4.3. Core competencies required from employees.
- 4.4. The performance objectives, key performance indicators and targets that must be met by the Employee.
- 4.5. The time frames within which those performance objectives and targets must be met.
- 4.6. The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:
 - 4.6.1. The strategic objectives describe the strategic intent of the organization that needs to be achieved.
 - 4.6.2. The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.6.3. The target dates describe the timeframe in which the work must be achieved.
 - 4.6.4. The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

5. Performance Management System

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.
- 5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3. The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4. The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5. The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.6. The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.7. KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.8. Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.9. 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:

Handwritten initials and signatures at the bottom of the page.

Key Performance Areas (KPAs)	Weighting
Spatial Rational	45%
Institutional Development and Transformation	6%
Infrastructure Development and Basic Service Delivery	0%
Local Economic Development	19%
Financial Viability	11%
Good Governance and Public Participation	19%
Total	100%

- 5.10. 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.
- 5.11. The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES (CMC)	INDICATE CHOICE (X)	WEIGHTING
Strategic Capacity & Leadership		10%
Programme and Project Management		15%
Financial Management	Compulsory	10%
People Management and empowerment	Compulsory	25%
Client Orientation and Customer focus	Compulsory	20%
Communication		20%
Total percentage		100%

6. Evaluating Performance

- 6.1. The Performance Plan (Annexure A) to this Agreement sets out :
- 6.1.1. The standards and procedures for evaluating the Employee's performance.
- 6.1.2. The intervals for the evaluation of the Employee's performance.
- 6.1.3. 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.

The performance contract does not supersede the employment contract

N-J *JHNA*

6.2. 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.

6.3. The Annual performance appraisal will involve:

6.3.1. Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.
- (c) The applicable assessment ratings and scores will calculate a final KPA score.

6.3.2. Assessment of the CCRs:

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.4. Overall rating:

An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.

6.5. The assessment of the performance of the Employee will be based on the rating scale for KPA's and CCRs as outlined in 5.10 and 5.11

6.6. For the purpose of evaluating the performance of the section 57 manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

6.6.1. Municipal Manager

6.6.2. Chairperson of the performance audit committee

6.6.3. Member of the mayoral committee

6.6.4. Municipal manager from another municipality

6.6.5. The manager responsible for human resources or performance management system of the municipality must provide secretariat services to the evaluation panels referred to in sub regulations (d) and (e).

7. Schedule for Performance Reviews

7.1. the performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

7.2.

[Handwritten signatures]

First quarter	:	July 2017- September 2017
Second quarter	:	October 2017 – December 2017
Third quarter	:	January 2018 – March 2018
Fourth quarter	:	April 2018 – June 2018

- 7.3. The Employer shall keep a record of the mid-year review and annual Assessment meetings.
- 7.4. Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.5. 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.
- 7.6. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. Developmental Requirements

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. Obligations of the Employer

- 9.1. The Employer shall:
 - (a) Create an enabling environment to facilitate effective performance by the employee.
 - (b) Provide access to skills development and capacity building opportunities.
 - (c) Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
 - (d) 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.
 - (e) 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 -
 - (a) A direct effect on the performance of any of the Employee's functions.
 - (b) Commit the Employee to implement or to give effect to a decision made by the Employer.
 - (c) A substantial financial effect on the Employer.
 - (d) The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated as soon as is practicable to enable the Employee to take any necessary action without delay.

11. Management of Evaluation Outcomes

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

The performance contract does not supersede the employment contract

N.S. 

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

- 11.3. In the case of unacceptable performance, the Employer shall:
- 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 counseling 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. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by -
- (a) In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub regulation 27(4) (e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

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.

Thus done and signed at Cape Town on this the 27th day of July 2017

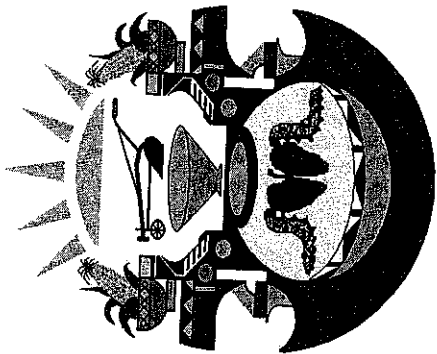
[Signature]
EMPLOYEE

[Signature]
ACTING MUNICIPAL MANAGER

The performance contract does not supersede the employment contract

[Handwritten initials] [Handwritten initials]

GREATER GIYANI MUNICIPALITY

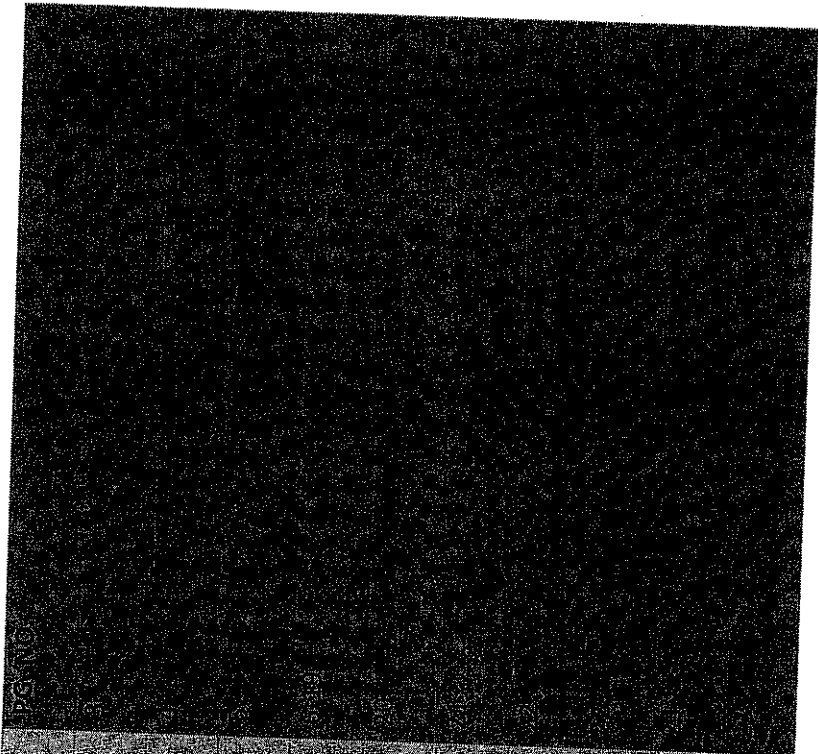


PERFORMANCE PLAN
ACTING MUNICIPAL MANAGER: MALULEKE RH

2017/18

TABLE OF CONTENT

	CONTENT
1	LEGISLATION
2	VISION AND MISSION
3	STRATEGIC OBJECTIVES
4	KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES
5	KPA 6: PUBLIC PARTICIPATION AND GOOD GOVERNANCE
6	PERFORMANCE WEIGHTING PER KEY PERFORMANCE AREAS
7	PERFORMANCE EVALUATION
8	PERFORMANCE ASSESSMENT
9	PERSONAL DEVELOPMENT PLANS
10	SIGNATURES



S-S

~~MM~~

1. **LEGISLATION**

The following legislation governs the development of the SDBIP and Performance management plan and functions within the Budget and Treasury Office.

a. **Legislation Governing the Development of the SDBIP and Performance Contracts of Section 57 Managers**

- **Municipal Finance Management Act 56 of 2003 (MFMA)**, requires municipalities to develop Service Delivery and Budget Implementation Plan (SDBIP) and must be signed by the Mayor within 28 days after the budget has been approved.
- **Municipal Systems Act 32 of 2000**, requires municipalities to develop Performance management Plan that must be reviewed quarterly. The performance management plan must be aligned to the IDP and indicate measurable and realistic targets for each Key Performance Indicator.
- **Performance Regulations, 2006, for managers reporting to the municipal manager and the municipal manager**, outlines the process of the development of Performance agreements. The MFMA, 56 of 2003, further requires that Section 56 manager and municipal manager must develop performance agreement that must be signed by the municipal manager and the Mayor respectively. This Performance plans must be linked to the SDBIP, IDP and Budget.

b. **Legislation Governing the departmental Functions:**

- The Constitution
- The Municipal System Act, 32 of 2000
- The Municipal Structures Act
- Municipal Finance Management Act 56 of 2003
- Performance regulations of 2006

2. VISION AND MISSION

The SDBIP must ensure that all projects and programmes assist the municipality to realise its vision. The SDBIP gives effect to the IDP and budget, and is a plan to be monitored quarterly and annually as required by legislation.

Vision

"A Municipality where environmental sustainability, tourism and agriculture thrive for economic growth"

The Mission outlines how and when and what resources the municipality is to employ to realise the vision of the municipality.

Mission:

"A democratic and accountable municipality that ensures the provision of services through sound environmental management practices, local economic development and community participation"

3: STRATEGIC OBJECTIVES

Chapter two of the IDP indicates Municipal Strategic Objectives which further indicates what the municipality needs to achieve. These strategic objectives were developed to ensure that all National Key Performance Areas are addressed.

Table A: Strategic Objectives are as follows:

NPA's	STRATEGIC OBJECTIVES 2017/18
1. Spatial Rational	To develop an effective spatial framework that promotes integrated and sustainable development.
2. Institutional Development and Transformation	To develop and retain the best human capital, effective and efficient administrative and operational support systems.
3. Infrastructure Development and Basic Service Delivery	To develop sustainable infrastructure networks which promotes economic growth and improve quality of life.
4. Local Economic Development	To create an enabling environment for sustainable economic growth.
5. Financial Viability	To improve financial management systems to enhance revenue base.
6. Good Governance and Public Participation	To develop governance structures and systems that will ensure effective public consultation and organizational discipline.

S.S. 

KPA 1: SPATIAL RATIONAL - KPA WEIGHT = 4
OUTPUT 4: ACTIONS SUPPORTIVE OF THE HUMAN SETTLEMENT OUTCOMES
 Strategic Objective: To develop an effective spatial framework that promotes integrated and sustainable development.

Programme	Measurable Objectives/ key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	KPI Weight
Spatial and Town Planning	To monitor the review and align the SDF in line with	Approved Spatial Development Framework (SDF)	Monitoring the Review the SDF by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	N/A	Monitor the Submission of the Draft SDF to	Monitor the Submission of the SDF to Council	100

S-S 

	SPLUMA by 30 June 2018																	



KPA 2: Institutional Development And Transformation: KPA WEIGHT= 31	
Output 1: Implement A Differentiated Approach To Municipal Financing, Planning And Support: Output 4: Actions	
Supportive Of The Human Settlement Outcomes	
Strategic Planning: To Develop And Retain The Best Human Capital, Effective And Efficient Administrative And Operational Support Systems	

Programme	Measurable Objectives/ key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	KPI Weight
Institutional Management meetings	No of management meetings held by 30 June 2018	12	12 Management meetings to be held	Operational	1/7/2017	30/6/2018	3 Management meetings to be held	3 Management meetings to be held	3 Management meetings to be held	3 Management meetings to be held	11.11
Performance Management	% Senior Managers with signed performance plans and agreements by 30 June 2018 (# of Performance Agreements signed addressed/# of Senior	5 Senior by 30 June 2018 or Managers	100% Managers to sign Performance Agreement and Plans by 30 June 2018	Operational	1/7/2017	30/6/2018	100% Managers to sign Performance Agreement and Plans	100% Managers to sign Performance Agreement and Plans	100% Managers to sign Performance Agreement and Plans	100% Managers to sign Performance Agreement and Plans	11.11

S.S. ~~W.A.~~

Performance Management	Managers appointed)	2	4 Individual Assessment for departmental managers to be conducted by 30 June 2018	Operational	1/7/2017	30/6/2018	Conducting 1 Informal Assessment Of departmental managers	Conducting 1 formal Assessment Of departmental managers	Reports and Attendance Registers	11.11
Local Intergovernmental Relations		4	4 Local IGR forum to be attended by 30 June 2018	Operational	1/7/2017	30/6/2018	1 Local IGR forum to be attended	1 Local IGR forum to be attended	Attendance Register	11.11
Local Intergovernmental Relations			100% implementation of IGR forum resolutions by 30 June 2018	Operational	1/7/2017	30/6/2018	100% implementation of IGR forum resolutions	100% implementation of IGR forum resolutions	Resolution Register	11.11
Council Support		11	12 EXCO meetings and 1 Special to be Coordinated and Supported by 30 June 2018	Operational	1/7/2017	30/6/2018	3 EXCO meetings	3 EXCO meetings	Notices of Invitations, Minutes, Attendance Register	11.11

S.S

Council Support	Number of Council Meeting to be Coordinated and Supported	13 Council meetings held in 2015/16	6 Council Meetings coordinated and supported by 30 June 2018	Operational	1/7/2017	30/6/2018	1 Council meeting to be Coordinated and Supported	1 Council meeting to be Coordinated and Supported	2 Council meetings to be Coordinated and Supported	2 Council meeting to be Coordinated and Supported	Notices of Invitations, Minutes, Attendance Register	11.11
Council Support	% of implementation of Council Resolutions by 30 June 2018	100%	100% implementation of Council resolutions by 30 June 2018	Operational	1/7/2017	30/6/2018	100% implementation of Council resolutions	100% implementation of Council resolutions	100% implementation of Council resolutions	100% implementation of Council resolutions	Resolution Register	11.11
Management of litigation	% litigation cases attended by 30 June 2018 (# of cases attended # of cases received)	10% of litigation finalized in 2015/16 financial year(Out of 10 Litigation only 1 finalized)	100% cases attended by 30 June 2018 (# of cases attended # of cases received)	Operational	1/7/2017	30/6/2018	100% cases attended (# of cases attended # of cases received) by 30 June 2017	100% cases attended (# of cases attended # of cases received) by 30 June 2017	100% cases attended (# of cases attended # of cases received) by 30 June 2017	100% cases attended (# of cases attended # of cases received) by 30 June 2017	Litigation Register and Report	11.11

5-5



KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES: KPA WEIGHT=10

OUTCOME NINE (OUTPUT 2- IMPROVING ACCESS TO BASIC SERVICES, OUTPUT 3- IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME)

Strategic Objective: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life?

Programme	Measurable Objectives/Key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1st Q TARGET	2nd Q TARGET	3rd Q TARGET	4th Q TARGET	Portfolio Evidence	KPI Weight
MIG Projects	% MIG Spent by 30 June 2018 (R62 736 000 Value spent/ R61 736 000 Value Budget)	78660000 (89%)	100 % MIG Spent by 30 June 2018 (R61 736 000 Value spent/ R61 736 000 Value Budget)	R61 736 000	1/7/2017	30/6/2018	N/A	N/A	N/A	100% MIG Spent (R61 736 000 Value spent/ R61 736 000 Value Budget)	MIG spending Report	33.33
INEP Projects	% INEP Spent Grant Spent(20 000 000 Value spent/ 7000 000 Value budget)	100 %	100% INEP Grant Spent by 30 June 2017(R20 000 000 Value spent/ R20 000 000 Value budget)	R20 000 000	1/7/2017	30/6/2018	N/A	N/A	N/A	100 % INEP Grant spent (20 000 000 Value spent/ R7000 000 Value budget)	INEP Spending Report	33.33

S.S

EPWP	% EPWP Grant Spent by 30 June 2018 ((4 364 000 Value spent/ 4 364 000 Value budget)	100 %	100% EPWP Grant Spent by 30 June 2018 (R 4 364 000 Value spent/ R 4 364 000 Value budget	R 4 364 000	1/7/20 17	30/6/20 018	N/A	N/A	N/A	100 % EPWP Grant spent (R 1 158 000 Value spent/ R 4 36 000 Value budget	EPWP Spending Report	33.33
------	--	-------	--	-------------	--------------	----------------	-----	-----	-----	--	----------------------	-------

S.S



8. KPA 4: LOCAL ECONOMIC DEVELOPMENT: KPA WEIGHT= 4

OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

Strategic Objective: To create an enabling environment for sustainable economic growth

Programme	Measurable Objectives/ key performance indicators	Baseline	Annual Target	Budget	Start Date	Completion Date	1ST Q TARGET	2ND Q TARGET	3RD Q TARGET	4TH Q TARGET	Portfolio of Evidence	KPI Weight

S.S

LED Strategy Implementation	% implementation of the LED action plan by 30 June 2018	LED Strategy in place	100% implementation of the LED action plan by 30 June 2018	Operational	1/7/2017	30/6/2018	100% implementation of the LED action plan	100% implementation of the LED action plan	100% implementation of the LED action plan	100% implementation of the LED action plan	100% implementation of the LED action plan	Progress report on action plan	100
-----------------------------	---	-----------------------	--	-------------	----------	-----------	--	--	--	--	--	--------------------------------	-----

S.S



KPA 5: Financial Viability: KPA WEIGHT= 20
Outcome Nine (Output 6: Administrative And Financial Capability)
Strategic Objective: To Improve Financial Management Systems To Enhance Revenue Base

Programme	Measurable Objectives/ key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	Portfolio of evidence	KPI Weight
Revenue Enhancement strategy	% implementation of the Revenue Enhancement Strategy by 30 June 2018	Revenue Enhancement Strategy	100% Implementation of the departmental revenue strategy by 30 June 2018	Operational	1/7/2017	30/6/2018	100% Implementation of the departmental revenue strategy	100% Implementation of the departmental revenue strategy	100% Implementation of the departmental revenue strategy	100% Implementation of the departmental revenue strategy	Reports on implementation of departmental revenue sources	17
Assets and Inventory Management	To monitor 2 Institutional assets	Institutional Assets	Monitoring of 2 Institutional asset	Operational	1/7/2017	30/6/2018	N/A	Monitor 1 Institutional asset verification	N/A	Monitor 1 Institutional asset verification	Reports on assets in the custody of the	17

S.S

nt	verifications by 30 June 2018	verifications to be conducted by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	department	17
SCM - Demand Management	To ensure the development and implementation of procurement plan developed and implemented by 30 June 2018	Procurement Plan	Ensuring development and implementation by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Approved annual departmental procurement plan	17	
Expenditure management	% budget spending on institutional Capital budget by 30 June 2018	100 %	100 % spending of the Institutional projected Capital budget by 30 June 2018		1/7/2017	30/6/2018	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	25% spending of the Institutional projected Capital budget	Quarterly Financial Report	17	
Budget and Reporting	To obtain unqualified audit opinion by 30 June 2018	Qualified Audit Opinion	Unqualified Audit Opinion Obtained by 30 June 2018	Operational	1/7/2017	30/6/2018	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	AGSA Audit Report	17	

S.S

FMG	% FMG Spent by 30 June 2018.(R 2 145 000 Value spent/ R 1 810 000 Value Budget)	100%	100 % FMG Spent by 30 June 218.(R2 145 000 Value spent/ R2 145 000 Value Budget)	R2 145 000	1/7/20 17	30/6/20 18	N/A	N/A	N/A	100 % FMG Spent 2017.(R2 145 000 Value spent/ R 2 145 000 Value Budget	FMG Spending Report	17
-----	---	------	--	------------	-----------	------------	-----	-----	-----	--	---------------------	----

S.S



KPA 6: Public Participation And Good Governance: KPA Weight= 31

Output 5: Deepen Democracy Through A Refined Ward Committee Model, Output 6: Administrative And Financial Capability

Strategic Objective: To Develop Governance Structures And Systems That Will Ensure Effective Public Consultation And Organizational Discipline

Programme	Measurable Objectives / key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	Portfolio of evidence	KPI Weight
Auditing	% of departmental audit queries raised by internal audit unit addressed by 30 June 2018	Internal Audit Action Plan	100% departmental audit queries raised by Internal Audit attended by 30 June 2018	Operational	1/7/2017	30/6/2018	100% departmental audit queries raised by Internal Audit attended	100% departmental audit queries raised by Internal Audit attended	100% departmental audit queries raised by Internal Audit attended	100% departmental audit queries raised by Internal Audit attended	Report on departmental related internal audit queries addressed	10
Auditing	% of departmental audit queries raised by external audit unit addressed by 30 June 2018	AG Action Plan	100% departmental audit queries raised by external Audit attended by 30 June 2018	Operational	1/7/2017	30/6/2018	100% departmental audit queries raised by external Audit attended	100% departmental audit queries raised by external Audit attended	100% departmental audit queries raised by external Audit attended	100% departmental audit queries raised by external Audit attended	Report on departmental related external audit queries addressed	10

S.S

Risk Management	To monitor the development and implementation of Institutional Risk Register by 30 June 2018	Risk Register	Monitor the development and implementation of Institutional Risk register by 30 June 2018	Operational	1/7/2017	30/6/2018	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Monitor the development and implementation of Institutional Risk register	Institutional register and Implementation Report	10
-----------------	--	---------------	---	-------------	----------	-----------	---	---	---	---	---	--	----

Project	KPI/Measurable Objective	Baseline	Annual Target	Budget	Start Date	Completion Date	1st Q TARGET	2nd Q TARGET	3rd Q TARGET	4th Q TARGET	Portfolio of evidence	KPI Weight
Auditing	To ensure the submission of 4 the audit report to Audit Committee by 30 June 2018	6 Audit Committee Report submitted	Ensuring submission of 4 of the audit report to Audit Committee by 30 June 2018	Operational	1/7/2017	30/6/2018	Ensuring submission of 1 of the audit report to Audit Committee	Ensuring submission of 1 of the audit report to Audit Committee	Ensuring submission of 1 of the audit report to Audit Committee	Ensuring submission of 1 of the audit report to Audit Committee	Audit Committee Reports	10
Auditing	% Implementation of Audit Committee Resolutions by 30 June 2018	27%	100% Implementation of audit Committee Resolutions by 30 June 2018	Operational	1/7/2017	30/6/2018	100% Implementation of audit Committee Resolutions	100% Implementation of audit Committee Resolutions	100% Implementation of audit Committee Resolutions	100% Implementation of audit Committee Resolutions	Resolution Register	10

S.S

Project	KPI/Measurable Objective	Baseline	Annual Target	Budget	Start Date	Completion Date	1 st Q TARGET	2 nd Q TARGET	3 rd Q TARGET	4 th Q TARGET	Portfolio of evidence	KPI Weight
Auditing	No of audit committee meeting held by 30 June 2018	4	4 audit committee meeting held by 30 June 2018	Operational	1/7/2017	30/6/2018	1 Audit Committee meeting to be held	1 Audit Committee meeting to be held	1 Audit Committee meeting to be held	1 Audit Committee meeting to be held	Attendance register	10
Clean Audit Report	% of audit queries raised by internal audit unit by 30 June 2018	74 %	100% implementation of audit queries by internal audit unit by 30 June 2018	Operational	1/7/2017	30/6/2018	100% implementation of audit queries by internal audit unit	100% implementation of audit queries by internal audit unit	100% implementation of audit queries by internal audit unit	100% implementation of audit queries by internal audit unit	Action plan	10
Clean Audit Report	% of audit queries raised by external audit unit by 30 June 2018	27%	100% implementation of audit queries by external audit by 30 June 2018	Operational	1/7/2017	30/6/2018	100% implementation of audit queries by external audit	100% implementation of audit queries by external audit	100% implementation of audit queries by external audit	100% implementation of audit queries by external audit	Action plan	10
Clean Audit Report	No of audit steering committee meeting by 30 June 2018	12	24 Steering Committee meeting to be Coordinated by 30 June 2018	Operational	1/7/2017	30/6/2018	6 Steering Committee meeting to be Coordinated	6 Steering Committee meeting to be Coordinated	6 Steering Committee meeting to be Coordinated	6 Steering Committee meeting to be Coordinated	Attendance register and minutes	10



S.S

4. PERFORMANCE WEIGHTINGS PER KEY PERFORMANCE AREAS

The criterion upon which the performance of the employee must be assessed consists of 2 components both of which must be contained in the performance agreement. The employee will be assessed against both components, with a weight of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCR will account for 20% of final assessment.

S.S



Table B: WEIGHTING ON KPAS

KEY PERFORMANCE AREAS	WEIGHT
Spatial Rational	0%
Institutional Development and Transformation	15
Infrastructure Development and Basic Service Delivery	23
Local Economic Development	0%
Financial Viability	31
Good Governance and Public Participation	31
TOTAL WEIGHTING	100%

TABLE C: CORE COMPETENCY REQUIREMENTS (CCRs)

CORE MANAGEMENT COMPETENCIES	INDICATE CHOICE (X)	WEIGHTING
Programme and Project Management		25
Financial Management	Compulsory	15
Communication		10
Client Orientation and Customer Focus		15
Service Delivery Innovation		20
People Management and empowerment	Compulsory	15
TOTAL WEIGHT		100%

5. PERFORMANCE EVALUATION

S.S. 

Performance evaluation will be done in line with section 23(c) of the Performance Regulation of 2006. Performance Regulation of Managers Reporting to the Municipal Manager and the Municipal Manager.

6. PERFORMANCE ASSESSMENT

	Score	Definition
Outstanding Performance	5	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance Significantly Above Expectations	4	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully Effective	3	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.
Not Fully Effective	2	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable Performance	1	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement. Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

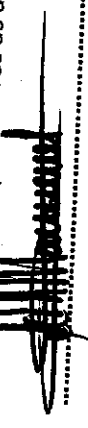
7. PERSONAL DEVELOPMENT PLANS (PDP)

Section 29 of the Performance Regulation of 2006, requires that managers must develop personal Development Plan that must address all gaps and this plan must be part of the performance agreement.

S.S



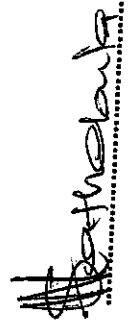
This performance is signed in line with the Municipal Finance Management Act 56 of 2003. All s57 Managers are required performance plan and sign performance agreements with the accounting officer.
This performance plan serves as an Annexure to the signed Performance Agreement.



ACTING MUNICIPAL MANAGER

MALULEKE RH

DATE...2017/07/27.....



MAYOR
MATHEBULA SS

DATE..2017/07/27.....

S.S 