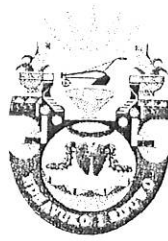


PERFORMANCE AGREEMENT



MADE AND ENTERED INTO BY AND
BETWEEN:

**GREATER GIYANI LOCAL MUNICIPALITY
AS REPRESENTED BY THE
MAYOR: CLLR P HLUNGWANI**

AND

**ACTING MUNICIPAL MANAGER:
NANKI SEDIBANENG HOAEANE**

**FINANCIAL YEAR:
1 AUGUST 2014 - 30 JUNE 2015**

The performance contract does not supersede the employment contract

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 2014 and will remain in force until 30 June 2015 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.

4. Performance Objectives

- 4.1. The Performance Plan (Annexure A) sets out-

The performance contract does not supersede the employment contract

- 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:

Key Performance Areas (KPA's)	Weighting
Spatial Rational	35%
Institutional Development and Transformation	5%
Infrastructure Development and Basic Service Delivery	0%
Local Economic Development	35%
Financial Viability	10%
Good Governance and Public Participation	15%
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)	WEIGHTING
Strategic Capability and Leadership	20%
Programme and Project Management	10%
Financial Management	10%
Change Management	5%
Knowledge Management	5%
Service Delivery Innovation	10%
Problem Solving and Analysis	5%
People Management and Empowerment	10%
Client Orientation and Customer Focus	5%
Communication	5%
Accountability and Ethical Conduct	10%
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.
- 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:

The performance contract does not supersede the employment contract

- 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:

First quarter	:	July 2014 - September 2014
Second quarter	:	October 2014 – December 2014
Third quarter	:	January 2014 – March 2015
Fourth quarter	:	April 2014 – June 2015

- 7.2. The Employer shall keep a record of the mid-year review and annual Assessment meetings.

The performance contract does not supersede the employment contract

- 7.3. Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. Developmental Requirements

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

9. Obligations of the Employer

- 9.1. The Employer shall:
- Create an enabling environment to facilitate effective performance by the employee.
 - Provide access to skills development and capacity building opportunities.
 - Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
 - 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.
 - 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 direct effect on the performance of any of the Employee's functions.
 - Commit the Employee to implement or to give effect to a decision made by the Employer.
 - A substantial financial effect on the Employer.
 - 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:

% 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%

The performance contract does not supersede the employment contract

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.

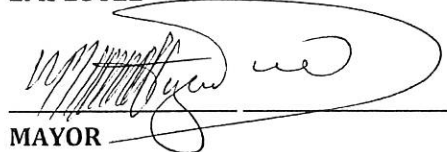
13. General

- 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.

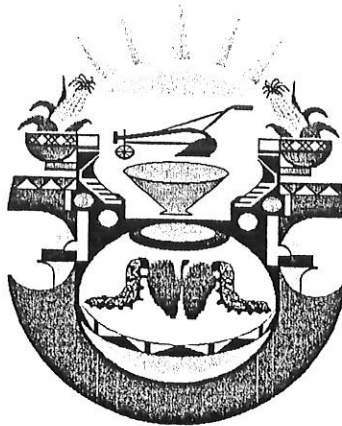
Thus **done** and **signed** aton this the day of 2014



EMPLOYEE



MAYOR



FINANCIAL DISCLOSURES

2014/2015

EMPLOYEE NAME:

NANKI SEDIBANENG HOAEANE

NS

NS

STRICTLY CONFIDENTIAL

Chm
N-5

Financial Disclosure Form

CONFIDENTIAL

I, the undersigned (surname and initials):

Postal address)

(Residential address) :

(Position held) :

(Name of Municipality) : Greater Giyani Municipality

Tel : 015 811 5500

Fax : 015 812 2068

I hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares and other financial interests (Not bank accounts with financial institutions.) See information sheet: note (1)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
100% N/A/ANNA ALBAN	CC	0	ANNA ALBAN.

2. Directorships and partnerships See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income
N/A	N/A	N/A

3. Remunerated work outside the Municipality must be sanctioned by Council. See information sheet: note (3)

Name of Employer	Type of Employment	Amount of Remuneration/Income
N/A	N/A	N/A

Council _____

Signature on behalf of Council _____

Date _____

Handwritten signature

4. Consultancies and retainerships

See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received
N/A	N/A	N/A	N/A

5. Sponsorships

See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance/ Sponsorship	Value of assistance/sponsorship
N/A	N/A	N/A

6. Gifts and hospitality from a source other than a family member

See information sheet: note (6)

Description	Value	Source
N/A		

7. Land and property

See information sheet: note (7)

Description	Extent	Area	Value
Residential Home	1) Florida 4 rooms	Florida	500 000
	2) Tanzania (3 rooms)	Tanzania	900 000

SIGNATURE OF EMPLOYEE

DATE:  2014/



N5

OATH/AFFIRMATION

N vs S

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the attached Financial Disclosure form (Appendix C):

1. SHARES AND OTHER FINANCIAL INTERESTS

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognized by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

2. DIRECTORSHIPS AND PARTNERSHIPS

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

3. REMUNERATED WORK OUTSIDE THE PUBLIC SERVICE (ALL REMUNERATED EMPLOYMENT MUST BE SANCTIONED PRIOR TO THE WORK BEING DONE.)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service.

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind.

Work means rendering a service for which the person receives remuneration.

4. CONSULTANCIES AND RETAINERSHIPS

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainership of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

5. SPONSORSHIPS



N5

Designated employees are required to disclose the following details with regard to sponsorships:

- The source and description of direct financial sponsorship or assistance; and
- The value of the sponsorship or assistance.

6. GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantage that they received from any source e.g. any discount prices or rates that are not available to the general public.

All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

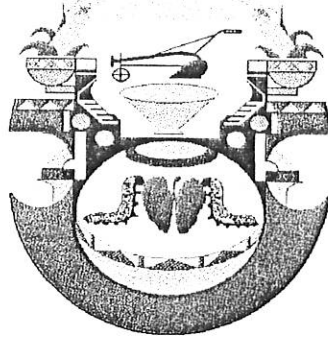
7. LAND AND PROPERTY

Designated employees are required to disclose the following details with regard to their ownership and other interests in

land and property (residential or otherwise both inside and outside the Republic):

- A description and extent of the land or property;
- The area in which it is situated; and
- The value of the interest.


N'S



PERSONAL DEVELOPMENT PLAN 2014/2015

Greater Giyani Municipality herein represented by

Cllr P Hlungwani,

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

and

Ms N S Hoaeane

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

WHEREBY IT IS AGREED AS FOLLOWS:

1. Introduction

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career path planning ensures competent employees for current and possible future positions. It there for identifies, prioritise and implement training needs

Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

2. Competency Modelling

The purpose of this Agreement is to:

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 of all management positions.
- Occupational competence refers to competencies which are job/function specific.

3. Compiling the personal development plan attached as the appendix

The Municipal Manager, in consultation with the employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. Appendix A serves as the Action Plan for the PDP

3.1.Column 1: Skills/Performance GAP

1. Skills /Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill / development area	7.Support Person
E.g.1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	3.Suggested training and / or development activity	4.Suggested mode of delivery	5.Suggested Time Frames	6. Work opportunity created to practice skill / development	7.Support Person

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

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

Organisational needs

Strategic development priorities and competency requirements, in line with the municipality's strategic objectives. The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

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

3.2. Column 2: Outcomes Expected

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--------------------------------------------------	---------------------------------------------------------------------------------	----------------------------------------------------	------------------------------	-------------------------	------------------------------------------------------------------	------------------

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

3.3. Column 3: Suggested training

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--------------------------------------------------	---------------------------------------------------------------------------------	----------------------------------------------------	------------------------------	-------------------------	------------------------------------------------------------------	------------------

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

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes.

4. Column 4 : Suggested mode of delivery

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--------------------------------------------------	---------------------------------------------------------------------------------	----------------------------------------------------	------------------------------	-------------------------	------------------------------------------------------------------	------------------

Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

5. Column 5: Suggested Time Lines

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--------------------------------------------------	---------------------------------------------------------------------------------	----------------------------------------------------	------------------------------	-------------------------	------------------------------------------------------------------	------------------

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

6. Column 6: Work opportunity created to practice skill /development area

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--------------------------------------------------	---------------------------------------------------------------------------------	----------------------------------------------------	------------------------------	-------------------------	------------------------------------------------------------------	------------------

This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

7. Column 7: Support Person

1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
--------------------------------------------------	---------------------------------------------------------------------------------	----------------------------------------------------	------------------------------	-------------------------	------------------------------------------------------------------	------------------

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

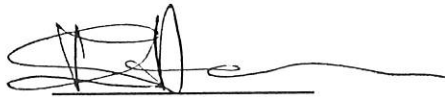
1. Skills /Performance Gap (in order of priority) E.g. 1. Appraise Performance of Managers	2. Outcomes Expected (measurable indicators quantity, quality and time frames) The manager will be able to enter into performance agreements with all managers reporting to him /her, appraise them against set criteria, within relevant time frames	3. Suggested training and /or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill /development area	7. Support Person
Land use management framework	2014/2015	Refresher course on land use management	Workshop/ certificate course with academic institution	2014/2015	Managing Spatial and Town Planning	Mayor
GIS	2014/2015	2 ND Certificate	certificate course with academic institution	2014/2015	Managing GIS	Mayor

Thus done and signed aton this the..... day of 2014

AS WITNESSES:


1.  _____

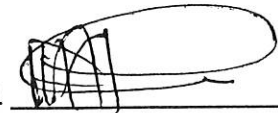
2. _____

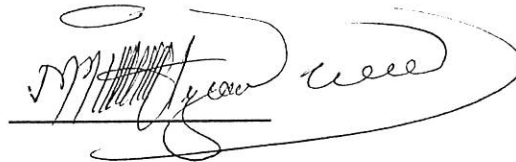
 _____

EMPLOYEE

AS WITNESSES:

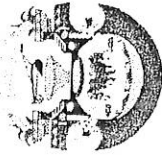
1.  _____

2.  _____

 _____

Mayor

Greater Giyani Municipality



Performance Plan

Name: Nanki Sedibaneng Hoaeane
Position: Acting Municipal Manager
Period: 01/08/2014 to 30/06/2015

3. VISION AND MISSION

The SDBIP is a plan that outlines how the municipality is to realise its vision. It entails all projects and programmes that are budget approved and those that human resource capacity has been committed toward their implementation. The plan is reviewed quarterly and annually. Quarterly reports are submitted on quarterly bases to monitor the progress.

Vision:

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

Mission:

The Mission outlines how and when and what resources the municipality is to employ to realise the vision of the municipality.
“A democratic and accountable municipality that ensures the provision of services through sound environmental management practices, local economic development and community participation”

4. TRATEGIC OBJECTIVES

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

Strategic Objectives are as follows;

KPA's		STRATEGIC OBJECTIVES 2014/15
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

Programme	Measurable Objectives/Key Performance Indicators	Baseline	Annual targets 2014/2015	Budget	Start Date	Completion Date	KPI Weight	1ST Q TARGETS	2ND Q TARGETS	3RD Q TARGETS	4TH Q TARGETS	Portfolio of Evidence required	POE Number
6. KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION (5%)													
Strategic Planning: To develop and retain the best human capital, effective and efficient administrative and operational support systems													
Council	Number of council meetings coordinated by 30 June 2015	Coordination of 12 EXCO (1 special) Meeting and 6 Council Meetings by June 2015	12 EXCO (1 special) Meeting and 6 Council Meetings	Operational budget	1/7/2014	30/06/2015	33.33	3 EXCO and 1 council meeting	3 EXCO and 1 council meeting	3 EXCO and 2 council meetings	3 EXCO and 2 council meetings	Attendance register and Minutes	3
Management	# of Management meetings held	12	12	Operational budget	1/7/2014	30/06/2015	33.33	3	3	3	3	Attendance register and Minutes	4
Appointment of staff	Number of employees appointed by 30 June 2015	36 staff members appointed	27 post filled by June 2015	Operational	1/7/2014	30/06/2015	33.33	7 posts filled	10 posts filled	5 posts filled	5 posts filled	Copy of advertisement; report of appointments	13
8. KPA 4: LOCAL ECONOMIC DEVELOPMENT (35%)													
Strategic Objective: To create an enabling environment for sustainable economic growth													
LED functionality	Number of LED forum meetings held	4	4	Operational	1/7/2014	30/06/2015	100	1 meeting held	1 meeting held	1 meeting held	1 meeting held	Minutes, Attendance Register	63
7. KPA 3: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICES													
Strategic Objective: To develop sustainable infrastructure networks which promotes economic growth and improve quality of life													
Programme	Measurable Objectives/Key Performance Indicators	Baseline	Annual targets	Budget 2014/2015	Start Date	Completion Date		1ST Q TARGETS	2ND Q TARGETS	3RD Q TARGETS	4TH Q TARGETS	Portfolio of Evidence required	POE Number
Project Management	% MIG project implemented within SDBIP timelines	100%	100% (# of MIG within SDBIP timelines/# of MIG projects)	MIG	1/7/2014	30/06/2015	100	100% (# of MIG within SDBIP timelines/# of MIG projects)	100% (# of MIG within SDBIP timelines/# of MIG projects)	100% (# of MIG within SDBIP timelines/# of MIG projects)	100% (# of MIG within SDBIP timelines/# of MIG projects)	Projects Reports	18
9. KPA 5: FINANCIAL VIABILITY (10%)													
Strategic Objective: To improve financial management systems to enhance revenue base													
Capital Budget Expenditure	% Capital Budget spent by 30 June 2015 (R-Value spent/R-Value Budget)	100%	100% Capital Budget spent (R100 918 179/R100 918 179)	100 918 179	1/7/2014	30/06/2015	33.33	25%	50%	75%	100%	Financial report	73
MIG	% MIG Budget spent by 30 June 2015 (R-Value spent/R-Value Budget)	100%	100% MIG Budget spent (R100 918 179/R100 918 179)	MIG	1/7/2014	30/06/2015	33.33	25%	50%	75%	100%	MIG report	74
Operational Expenditure	% Operational Budget spent by 30 June 2015 (R-Value spent/R-Value Budget)	100%	100% Operational Budget spent (R185 437 768/R185 437 768)	185 437 768	1/7/2014	30/06/2015	33.33	25%	50%	75%	100%	Financial report	75

Programme	Measurable Objectives/Key Performance Indicators	Baseline	Annual Target	Budget 2014/2015	Start Date	Completion Date	KPI Weight	1ST Q TARGETS	2ND Q TARGETS	3RD Q TARGETS	4TH Q TARGETS	Portfolio of Evidence required	POE Number
10. KPA 6: PUBLIC PARTICIPATION AND GOOD GOVERNANCE (15%)													
Strategic Objective: To develop governance structures and systems that will ensure effective public consultation and organizational discipline													
Auditing	Number of Audit Reports submitted to Management by 30 June 2015	12 Reports submitted	12 audit reports submitted to management by June 2015	Operational	1/7/2014	30/06/2015	6.66	3 Audit reports developed and submitted	3 Audit reports developed and submitted	3 Audit reports developed and submitted	3 Audit reports developed and submitted	Audit progress reports and minutes of management meetings	107
Auditing	Number of Audit Report submitted to Audit committee by June 2015	4 reports submitted	4 audit reports submitted to the audit committee by June 2015	Operational	1/7/2014	30/06/2015	6.66	1 reports developed and submitted	1 reports developed and submitted	1 reports developed and submitted	1 reports developed and submitted	Quarterly progress reports and minutes of AC meeting.	108
Risk Management	Number of Risk Report as per Risk assessment implementation plan submitted to management committee by 30 June 2015	12 report	12 report	Operational	1/7/2014	30/06/2015	6.66	3 monthly reports developed and submitted to management	3 monthly reports developed and submitted to management	3 monthly reports developed and submitted to management	3 monthly reports developed and submitted to management	Risk progress reports	109
Risk Management	Number of Risk Report as per Risk assessment implementation plan submitted to risk committee by 30 June 2015	4 quarterly risk reports	4 quarterly risk reports submitted to the Risk Committee	Operational	1/7/2014	30/06/2015	6.66	1 report developed and submitted	1 report developed and submitted	1 report developed and submitted	1 report developed and submitted	Quarterly risk progress reports and minutes of Risk Committee meeting	110
Performance Management System	Number of individual performance assessments to be conducted for section 57 managers	None	Conduct individual performance assessments for section 57 managers	100 000	1/7/2014	30/06/2015	6.66	N/A	1 Annual Assessment 2013/2014	1 Mid Year Assessment 2014/2015	N/A	Attendance register	112
Risk Management	# of risk management plan monitoring report developed by 30 June 2015	Risk management plan 2014/15	4 Reports	Operational	1/7/2014	30/06/2015	6.66	1 Risk Management Plan quarterly report developed	1 Risk Management Plan quarterly report developed	1 Risk Management Plan quarterly report developed	1 Risk Management Plan quarterly report developed	Risk management Plan annual reports.	113
Risk Management	% implementation of dept risk management register by 30 June 2015	Risk management plan 2014/15	100% Implementation of dept risk management	Operational	1/7/2014	30/06/2015	6.66	On going	On going	On going	100% implementation	Supporting evidence to the action plan implemented by dept	114
Clean Audit Report	% implementation of AG and Internal Audit plans by 30 June 2015	Action plan 2011/12 of AG and Internal Audit plans	100% Implementation of AG and Internal Audit plans	Operational	1/7/2014	30/06/2015	6.66	On going	On going	On going	100% implementation	Supporting evidence to the action plan implemented by management	115

Programme	Measurable Objectives/Key Performance Indicators	Baseline	Annual targets	Budget 2014/2015	Start Date	Completion Date	KPI Weight	1ST Q TARGETS	2ND Q TARGETS	3RD Q TARGETS	4TH Q TARGETS	Portfolio of Evidence required	POE Number
Communication related	Number of Newsletters published by 30 June 2015	4 News letter	4 news letters to be published	700 000	1/7/2014	30/06/2015	6.66	1 Newsletter per quarter.	1 Newsletter per quarter.	1 Newsletter per quarter.	1 Newsletter per quarter.	Copy of newsletter	122
	To review the communication strategy and policy by 31 December 2015	None	Review of communication strategy and approve the policy		1/7/2014	30/06/2015	6.66	Review meeting, circulation of draft.	Approval by council	Implementation	Implementation	Approved communication strategy and policy, Council Resolution	123
	Number of special events advertised by 30 June 2015	6 special events were advertised	Advertise 10 special events in the media		1/7/2014	30/06/2015	6.66	1 Imbizo, 1 gender campaign, 1 Youth event	1 Imbizo, 1 gender campaign, 1 Youth event, Matric message, Christmas Message	1 Imbizo, 1 gender campaign, 1 Youth event, Matric congratulatory message.	1 Imbizo, Budget speech, 1 Youth event, Mayors tournament.	Copy of advert, Report	124
Event Management	To support all special programmes events by 30 June 2015	None	Coordinate and support event related activities (internal & external)	200 000	1/7/2014	30/06/2015	6.66	Support youth, gender, imbizo, wellness day, Mayor's	Support youth, gender, imbizo, wellness day, Mayor's tournament.	Support youth, gender, imbizo, wellness day, Mayor's tournament.	Support youth, gender, imbizo, wellness day, Mayor's tournament.	Attendance register, Report	125
Disaster Relief	% Disaster cases attended to by 30 June 2015	DM plan	Disaster cases attended as and when need arises	330 000	1/7/2014	30/06/2015	6.66	100% Disaster cases attended as and when need arises	100% Disaster cases attended as and when need arises	100% Disaster cases attended as and when need arises	100% Disaster cases attended as and when need arises	Assessment reports	127
Disaster Management Capacity Building	To establish Municipal DM inter-departmental committee by 31 March 2015	DM plan	Facilitate trainings and workshops for officials and stakeholders		1/7/2014	30/06/2015	6.66	Facilitate DM training for officials	Conduct DM stakeholder workshop	Establish Municipal DM inter-departmental committee	N/A	Reports	128
DM Awareness Campaigns	Number of campaigns held conducted by 30 June 2015	DM plan	Conduct 4 disaster risk reduction awareness campaigns		1/7/2014	30/06/2015	6.66	Conduct 1 community and school based awareness	Conduct 1 community and school based awareness	Conduct 1 community and school based awareness	Conduct 1 community and school based awareness	Reports	129

Core Managerial Competencies:		Weights
Strategic Capability and Leadership		10%
Programme and Project Management		10%
Financial Management		15%
Change Management		5%
Knowledge Management		5%
Service Delivery Innovation		15%
Problem Solving and Analysis		5%
People Management and Empowerment		10%
Client Orientation and Customer Focus		5%
Communication		5%
Accountability and Ethical Conduct		15%
Total percentage		100%

The assessment of the performance of the Employee will be based on the following				
5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable Performance
Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. 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 Assessment Process

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

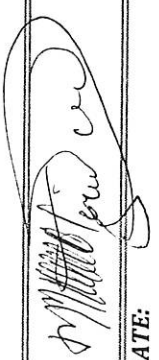
1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place a least twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Progress against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be
 3. The process for determining Employee ratings are as follows:
 - 3.1. The employee to motivate for higher ratings where applicable.
 - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI /CCR. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
 4. The five point rating scale referred to in regulation 805 correspond as follows:

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

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

Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshoping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>	<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan.</p>
<p>Signed and accepted by the Supervisor on behalf of Council:</p> 	<p>Signed and accepted by the Employee:</p>
<p>DATE:</p>	<p>DATE:</p>