

**COLLINS CHABANE  
LOCAL MUNICIPALITY**  
Since 2016



## **PERFORMANCE AGREEMENT**

**2018/2019**

Collins Chabane Municipality herein represented by

**NGOBENI TSAKANI CHARLOTTE,**

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

and

**MAKAMU EADIE,**

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

WHEREBY IT IS AGREED AS FOLLOWS:

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## 1. Introduction

- 1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 This agreement does not at all replace the Employment Contract signed between the parties.
- 1.4 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.5 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

## 2. Purpose of this Agreement

The purpose of this Agreement is to:

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

## 3. Commencement and duration

- 3.1. This Agreement will commence on **1 July 2018** and will remain in force until **30 June 2019 (provided the employment contract signed with the employer is still in force)** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or **any portion thereof**
- 3.2 The parties will review the provisions of this Agreement during June each year





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

#### 4. Performance Objectives

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

#### 5. Performance Management System

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

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A



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

Key Performance Areas	Weighting
Spatial Rationale	0%
Municipal Transformation and Organizational Development	5%
Basic Service Delivery & Infrastructure Development	5%
Local Economic Development	10%
Municipal Financial Management and Viability	55%
Good Governance and Public Participation	25%

- 5.6. Municipal Manager's responsibilities are directed in terms of the abovementioned key performance areas.
- 5.7. The CCRs will make up the other 20% of the Employee's assessment score. The following CCRs are deemed to be most critical for the Employee's specific job.

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# COMPETENCES

Leading Competencies	Weights
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	10
Change Leadership	10
Governance Leadership	10
People Management	10
Core Competencies:	Weights
Moral competence	5
Planning and organising	10
Analysis and Innovation	10
Knowledge and Information Management	5
Results and Quality Focus	10

## 6. Evaluating Performance

6.1. The Performance Plan (Annexure A) to this Agreement sets out :

- 6.1.1. The standards and procedures for evaluating the Employee's performance
- 6.1.2. The intervals for the evaluation of the Employee's performance

6.2. Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force

6.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames

6.4. The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5. The Annual performance appraisal will involve:

- 6.5.1. Assessment of the achievement of results as outlined in the Performance Plan
  - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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

6.5.2. Assessment of the CCRs

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

6.5.3. Overall rating

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

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

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:				
5	4	3	2	1
<b>Outstanding Performance</b>	<b>Performance Significantly Above Expectations</b>	<b>Fully Effective</b>	<b>Not Fully Effective</b>	<b>Unacceptable Performance</b>
Performance far exceeds the standard expected of an employee at this level.	Performance is significantly higher than the standard expected in the job.	Performance fully meets the standards expected in all areas of the job.	Performance is below the standard required for the job in key areas.	Performance does not meet the standard expected for the job.

6.7. For purposes of evaluating the annual performance of the Director, an evaluation panel constituted of the following persons must be established –

6.7.1. Municipal Manager





- 6.7.2. Chairperson of the Performance Audit Committee or a member of the Performance Audit Committee in the absence of the Chairperson of the Performance Audit Committee;
- 6.7.3. Member of the Executive Committee
- 6.7.4. Mayor or municipal manager from another municipality; and
- 6.7.5. The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

## **7. Schedule for Performance Reviews**

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

- First Quarter: July – September 2018
- Second Quarter: October – December 2018
- Third Quarter: January – March 2019
- Fourth Quarter: April – June 2019

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

7.3. Performance feedback shall be based on the Employer's assessment of the Employee's performance

7.4. The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made

7.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made

## **8. Developmental Requirements**

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

## **9. Obligations of the Employer**

The Employer shall:

9.1. Create an enabling environment to facilitate effective performance by the employee

9.2. Provide access to skills development and capacity building opportunities

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

9.4. On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement




9.5. Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement

**10. Consultation**

10.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

10.1.1. A direct effect on the performance of any of the Employee's functions

10.1.2. Commit the Employee to implement or to give effect to a decision made by the Employer

10.1.3. A substantial financial effect on the Employer

10.1.4. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in as soon as is practicable to enable the Employee to take any necessary action without delay

**11. Management of Evaluation Outcomes**

11.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2. A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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

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

11.4. Provide systematic remedial or developmental support to assist the Employee to improve his performance

11.5. After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider



steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties

**12. Dispute Resolution**

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

**13. General**

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

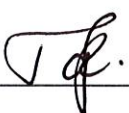

Thus done and signed at Matamulele on this the 20<sup>th</sup> day of July 2018

**AS WITNESSES:**

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

  
\_\_\_\_\_  
**MAKAMU EADIE**  
**EMPLOYEE**

**AS WITNESSES:**

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

  
\_\_\_\_\_  
**MUNICIPAL MANAGER**  
**NGOBENI TSAKANI CHARLOTTE**



**COLLINS CHABANE LOCAL MUNICIPALITY**

**COLLINS CHABANE  
LOCAL MUNICIPALITY**  
founded 2016



**PERFORMANCE PLAN  
CHIEF FINANCIAL OFFICER:**

**2018/19**

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## 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

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2. VISION AND MISSION

Vision

“A spatially integrated and sustainable local economy by 2030”

Mission:

To ensure the provision of sustainable basic services and infrastructure to improve the quality of life of our people and to grow the local economy for benefit of all citizens

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### 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:

KPA's	STRATEGIC OBJECTIVES 2018/19
1. Municipal Transformation and Organisational Development	Improved governance and administration
2. Spatial Rationale	Integrated spatial and human settlement
3. Basic Service Delivery and Infrastructure Development	Improved access to sustainable basic services and Promote community well-being and environmental welfare
4. Local Economic Development	Integrated Local economy
5. Municipal Finance Management and Viability	Sound Financial Management and Viability
6. Good Governance and Public Participation	Improved governance and administration and Effective Community Participation

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**KPA 1: INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT; KPA WEIGHT =5 %**

**OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**

**OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY**

**STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION**

Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Funding Source	Budget 18/19 R'000	Start Date	End Date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	KPI Weight
Frequent Monitoring of the departmental Attendance Register by 30 June 2019	Attendance Registers.	Weekly Monitoring of the departmental Attendance Register by 30 June 2019	Attendance Register	Operating Income	OPEX	01/072018	30/06/2019	Monitoring and Controlling of the departmental attendance register	Monitoring and Controlling of the departmental attendance register	Monitoring and Controlling of the departmental attendance register	Monitoring and Controlling of the departmental attendance register	Controlled and Monitored departmental attendance register	100

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**KPA 3: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT: KPA WEIGHT=5 %**

**OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**

OUTPUT 2: IMPROVING ACCESS TO BASIC SERVICES,

OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME

**STRATEGIC OBJECTIVES: IMPROVED ACCESS TO SUSTAINABLE BASIC SERVICES AND PROMOTE COMMUNITY WELL-BEING AND ENVIRONMENTAL WELFARE**

Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Funding Source	Budget 18/19 R'000	Start Date	End Date	1st quarter	2nd quarter	3rd quarter	4th Quarter	Portfolio of Evidence	KPI Weight
To update Indigent Register on a Continuous basis by 30 June 2019	2017/18 Updated Indigent Register	Updated Indigent Register by 30 June 2019	Indigent Register	Operating Income	OPEX	01/07/2018	30/06/2019	Indigent Register Updated	Indigent Register Updated	Indigent Register Updated	Indigent Register Updated	Updated Indigent Register	100

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**KPA 4: LOCAL ECONOMIC DEVELOPMENT: KPA WEIGHT= 10 %**

**OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**

**OUTPUT 3: IMPLEMENTATION OF THE COMMUNITY WORK PROGRAMME**

**STRATEGIC OBJECTIVE: INTEGRATED LOCAL ECONOMY**

Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Funding Source	Budget 18/19 R'000	Start Date	End Date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	KPI Weight
% Bidders Awarded to Local Bidders by 30 June 2019	Procurement Plan	50 % bidders awarded to Locals	Bidders	Operating Income	OPEX	01/07/2018	30/06/2019	20%	20%	20%	N/A	Report	50
% Awarded Contract subcontracted to Locals by 30 June 2019	Procurement Plan	30 % of Awarded Contract subcontracted to Locals by 30 June 2019	Local Sub Contractors	Operating Income	OPEX	01/07/2018	30/06/2019	30 % of Awarded Contract subcontracted to Locals	30 % of Awarded Contract subcontracted to Locals	30 % of Awarded Contract subcontracted to Locals	30 % of Awarded Contract subcontracted to Locals		50

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**KPA 5: MUNICIPAL FINANCE MANAGEMENT AND VIABILITY KPA WEIGHT = 55 %**

**OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM**

**OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY**

**STRATEGIC OBJECTIVE: SOUND FINANCIAL MANAGEMENT AND VIABILITY**

Development Objective	Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Budget 18/19 R'000	Start Date	End date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	KPI Weight
Sound Financial Management and Viability	% Revenue collected by 30 June 2019	30%	100%	Revenue Management	OPEX	01/07/2018	30/06/2019	100%	100%	100%	100%	Financial Report	9.1
Sound Financial Management and Viability	% Capital budget spent by 30 June 2019	85%	100%	Capital Budget	OPEX	01/07/2018	30/06/2019	100%	100%	100%	100%	Financial Report	9.1
Sound Financial Management and Viability	% tenders adjudicated within legislative timeframe	90%	100%	SCM	OPEX	01/07/2018	30/06/2019	100%	100%	100%	100%	Financial Report	9.1
Sound Financial Management	To update the Asset Register by 30 June 2019	Asset Register updated	Asset Register updated	Asset Management	OPEX	01/07/2018	30/06/2019	Update monthly asset	Update monthly asset	Update monthly asset	Update monthly asset	Asset Register	9.1



Development Objective	Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Budget 18/19 R'000	Start Date	End date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	KPI Weight
Sound Financial Management and Viability	To submit the Annual Financial Statement by 31 August 2018	AFS submitted by 1 <sup>st</sup> September 2017	AFS	AFS	OPEX	01/07/2018	30/06/2019	AFS submitted	N/A	N/A	N/A	AFS	9.1
Sound Financial Management and Viability	To adjust the budget by 28 February 2019	Budget was adjusted by 28 February 2019	Budget adjustment	Budget adjustment	OPEX	01/07/2018	30/06/2019	N/A	N/A	Midyear budget adjustment	N/A	Adjusted budget	9.1
Sound Financial Management and Viability	To submit the draft budget by 31 March 2019	Draft budget by 31 March 2018	Budget development	Budget development	OPEX	01/07/2018	30/06/2019	N/A	N/A	draft budget submitted	N/A	Draft Budget	9.1
Sound Financial Management and Viability	To submit the final budget by 31 May 2018	Final budget by 31 May 2019	Budget development	Budget development	OPEX	01/07/2018	30/06/2019	N/A	N/A	N/A	Final Budget submitted	Final Budget	9.1
Sound Financial Management and Viability	Number of section 52 report submitted within 10 days after the end of the quarter	4	4	Section 52	OPEX	01/07/2018	30/06/2019	1	1	1	1	4	9.1

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Development Objective	Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Budget 18/19 R'000	Start Date	End date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	KPI Weight
Sound Financial Management and Viability	Number of section 71 report submitted within 10 days after the end of the Month	12	12	Section 71	OPEX	01/07/2018	30/06/2019	3	3	3	3	12	9.1
Sound Financial Management and Viability	To compile section 72 report by 31 January 2019	Section 72 report by 31 January 2018	Section 72 reporting	Section 72 reporting	OPEX	01/07/2018	30/06/2019	N/A	N/A	Section 72 report submitted to Relevant Authorities by 25 January 2018	N/A	Section 72 report	9.1

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KPA 6 :GOOD GOVERNANCE AND PUBLIC PARTICIPATION KPA WEIGH= 25 %

OUTCOME NINE: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

OUTPUT 5: DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE MODEL

OUTPUT 6: ADMINISTRATIVE AND FINANCIAL CAPABILITY

STRATEGIC OBJECTIVE: IMPROVED GOVERNANCE AND ADMINISTRATION

Programme	Measurable Objectives/ key performance indicator	Baseline	Annual Target	Budget	Start Date	Completion Date	1 <sup>st</sup> Q TARGET	2 <sup>nd</sup> Q TARGET	3 <sup>rd</sup> Q TARGET	4 <sup>th</sup> 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 to by 30 June 2018	Operational	01/072018	30/06/2019	100% departmental audit queries raised by Internal Audit attended to by 30 June 2018	100% departmental audit queries raised by Internal Audit attended to by 30 June 2018	100% departmental audit queries raised by Internal Audit attended to by 30 June 2018	100% departmental audit queries raised by Internal Audit attended to by 30 June 2018	Report on departmental related internal audit queries addressed	20
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 to	Operational	01/072018	30/06/2019	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	20



Risk Management	Identification and Implementation of the departmental strategic risk by 30 June 201	Risk Register	Strategic Risks for the department identified and implemented by 30 June 2018	Operational	01/072018	30/06/2019	Mitigation of the Strategic Risks for the department	Mitigation of the Strategic Risks for the department	Mitigation of the Strategic Risks for the department	Mitigation of the Strategic Risks for the department	to by 30 June 2018	to by 30 June 2018	to by 30 June 2018	to by 30 June 2018	Departmental Risk Register and Implementation Report	20
Risk Management	Identification of departmental risks on the Operational Risk Register and Mitigate them by 30 June 2017	Risk Register	Departmental Risks identified on the Operational Risk register and mitigated by 30 June 2018	Operational	01/072018	30/06/2019	Mitigation of departmental risks on the Operational Risk Register	Mitigation of departmental risks on the Operational Risk Register	Mitigation of departmental risks on the Operational Risk Register	Mitigation of departmental risks on the Operational Risk Register	to by 30 June 2018	to by 30 June 2018	to by 30 June 2018	to by 30 June 2018	Departmental Risk Register and Implementation Report	20
Council Services	12# of Portfolio Committee meetings held by 30 June 2018	12	12	OPEX	1/7/2018	30/6/2019	3	3	3	3	3	3	3	Portfolio Committee Minutes	20	

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#### 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 (KPA's) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPA's covering the main areas of work will account for 80% and CCR will account for 20% of final assessment

Table B: WEIGHTING ON KPAs

KEY PERFORMANCE AREAS	WEIGHT
Spatial Planning & Rationale	0%
Institutional Development and Transformation	5%
Basic Service Delivery & Infrastructure Development	5%
Local Economic Development	10%
Municipal Financial Management and Viability	55%
Good Governance and Public Participation	25%
<b>TOTAL WEIGHTING</b>	<b>100%</b>

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**TABLE C: CORE COMPETENCY REQUIREMENTS (CCRs)**

Leading Competencies	Weights
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	10
Change Leadership	10
Governance Leadership	10
People Management	10
<b>Core Competencies:</b>	<b>Weights</b>
Moral competence	5
Planning and organising	10
Analysis and Innovation	10
Knowledge and Information Management	5
Results and Quality Focus	10
<b>Leading Competencies</b>	<b>Weights</b>
Strategic Capability and Leadership	10

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**5. PERFORMANCE EVALUATION**

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**

	<b>Score</b>	<b>Definition</b>
<b>Outstanding Performance</b>	<b>5</b>	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.
<b>Performance Significantly Above Expectations</b>	<b>4</b>	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.
<b>Fully Effective</b>	<b>3</b>	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.
<b>Not Fully Effective</b>	<b>2</b>	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.
<b>Unacceptable Performance</b>	<b>1</b>	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.

*MB*  
*[Signature]*

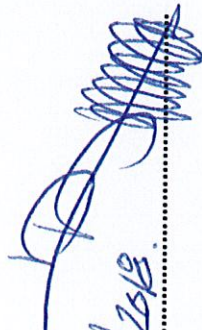


**7. PERSONAL DEVELOPMENT PLANS (PDP)**

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.

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.

DATE.....*20/02/2018*.....  


**CHIEF FINANCIAL OFFICER**

**MAKAMU E**

DATE..........

**MUNICIPAL MANAGER**

**NGOBENI TC**