

**TSWELOPELE**  
LOCAL MUNICIPALITY  
A MUNICIPALITY IN PROGRESS

**PERFORMANCE AGREEMENT**

**TSWELOPELE**  
Local Municipality

Made and entered into by and between:

**MS. MRE MOGOPODI (The Municipal Manager)**

and

**MR. S. RABANYE (Director Corporate Services)**

**FOR THE FINANCIAL YEAR:  
01 July 2018 TO 30 JUNE 2019**

MRE

## **ENTERED INTO BY AND BETWEEN**

Tswelopele Local Municipality herein represented by **Ms. MRE Mogopodi – 680102 0949 082** in her capacity as the Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

**Mr. S. Rabanye – 680728 5738 086** the Director Corporate Services for the Municipality of Tswelopele (herein after referred to as the Employee).

## **WHEREBY IT IS AGREED AS FOLLOWS:**

### **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 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 reporting 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 parties agree that the purpose of this Agreement is to:

- 2.1 comply with the provisions of Section 57(1)(b), (4A), (4B), and 5 of the Systems Act; as well as the Contract of Employment entered into between parties;
- 2.2 specify objectives and targets established for the Employee and communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 specify accountabilities as set out in the Performance Plan; (Annexure A)
- 2.4 monitor and measure performance against set targeted outputs;

- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee and/or to assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### **3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the **1<sup>st</sup> July 2018** and will remain in force until **30<sup>th</sup> June 2019** where-after 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 and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 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:
  - 4.1.1 the performance objectives and targets that must be met by the Employee; and
  - 4.1.2 the time-frames within which those performance objectives and targets must be met.

- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee, and based on the Municipal Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's Integrated Development Plan.

## **5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
  - 5.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
  - 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.
- 6.** The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
  - 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

- 6.2.1 The Employee must be assessed against both components, with weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMCs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPA's covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) 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
Municipal Transformation and Organizational Development	30
Infrastructure development and Basic Service Delivery	20
Local Economic Development (LED)	10
Municipal Financial Viability and Management	10
Good Governance and Public Participation	30
<b>Total</b>	<b>100% (80%)</b>

- 6.4. The CMCs will make up the other 20% of the Employee's assessment score. CMCs 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 the Employee:

<b>CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL COMPETENCIES</b>		<b>WEIGHT</b>
<b>Strategic Capability &amp; Leadership</b>	-	<b>10</b>
<b>Programme and Project Management</b>	-	<b>10</b>
<b>Financial Management</b>	-	<b>10</b>
<b>Change management</b>		
<b>Knowledge management of developmental local government</b>		
<b>Service delivery innovation</b>		
<b>Problem Solving and Analytical Thinking</b>	-	<b>10</b>
<b>People Empowerment and Diversity Management</b>	-	<b>20</b>
<b>Client orientation and Customer focus</b>	-	<b>20</b>
<b>Communication</b>		
<b>Accountability and Ethical Conduct</b>		
<b>Honesty &amp; Integrity</b>	-	<b>10</b>
<b>Skills in governance</b>		
<b>Policy conceptualization and implementation</b>	-	<b>10</b>
<b>Mediation skills</b>		
<b>Advanced negotiation skills</b>		
<b>Advanced influencing skills</b>		
<b>Partnership and stakeholder Relations</b>		
<b>Supply Chain Management</b>		
<b>TOTAL</b>		<b>100% (20%)</b>

## **7. EVALUATING PERFORMANCE**

7.1 Annexure A to this Agreement sets out:

- 7.1.1 the standards and procedures for evaluating the Employee's performance; and
- 7.1.2 the intervals for the evaluation of the Employee's performance.

7.2 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.

7.3 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.

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

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad hoc* tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a) Each CMC 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 CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CMCs:

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

7.7. For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

6.7.1 Municipal Manager;

6.7.2 Chairperson of the Audit Committee;

6.7.3 Member of the Executive Committee; and

6.7.4 Municipal Manager from another Municipality.



## **8. SCHEDULE FOR PERFORMANCE REVIEWS**

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

Quarter	Date	Assessment Period
First quarter:	July – September 2018	31 October 2018
Second quarter:	October – December 2018	31 January 2019
Third quarter:	January – March 2019	30 April 2019
Fourth quarter:	April – June 2019	30 July 2019

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 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.
- 8.5 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.

## **9. DEVELOPMENTAL REQUIREMENTS**

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

## **10. EMPLOYER OBLIGATIONS**

10.1 The Employer shall –

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;

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

10.1.4 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; and

10.1.5 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.

## **11. CONSULTATION**

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

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

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

12.2 A performance bonus of 8% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance as follows:

<b>% SCORE</b>	<b>% BONUS</b>
A total percentage score of 130% to 135%	6%
A total percentage score of 136% to 140%	8%
A total percentage score of 141% to 145%	10%
A total percentage score of 146% to 150%	12%
A total percentage score of 151% and above	14%

12.3 Any performance bonus that may be payable to the Employee, shall only be paid out after –

- 30 June 2018
- The Employer's Council has approved the Employee's Annual Performance Appraisal as required by section 57 (4b) of the Systems Act and
- The annual report relating to the current financial year has been tabled in the Employer's Council and Council adopted it.

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties.

### **13. DISPUTE RESOLUTION**

13.1 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 –

13.1.1 the Mayor within fourteen (14) days of receipt of assessment results for the review of the performance outcome. The Mayor must mediate within 30 days of receipt of a formal dispute from the Employee; or

13.1.2 any other person appointed by the Mayor.

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

**14. GENERAL**

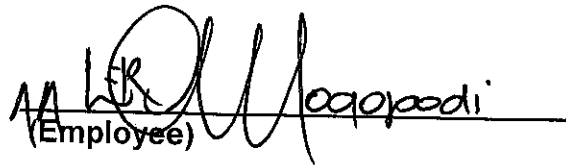
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

14.2 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.

Thus done and signed at **BULTFONTEIN** on 28 day of July 2018.

**AS WITNESSES:**

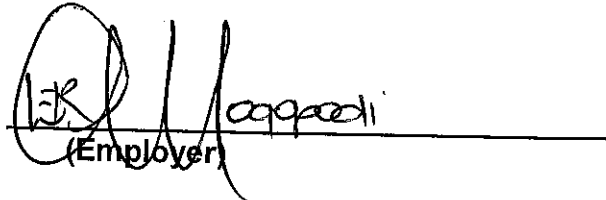
1. ....  
2. ....

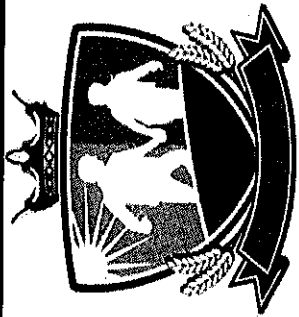
  
(Employee)

Thus done and signed at **BULTFONTEIN** on 28 day of July 2018.

**AS WITNESSES:**

1. ....  
2. ....

  
(Employer)



**TSWELOPELE**

**LOCAL MUNICIPALITY**

**A MUNICIPALITY IN PROGRESS**

**PERFORMANCE PLAN  
DIRECTOR CORPORATE SERVICES  
TSWELOPELE LOCAL MUNICIPALITY  
2018 - 2019**

### **1. Purpose**

The performance plan defines the Council's expectations of the Director Corporate Service performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

### **2. Key Responsibilities**

The following objects of local government will inform the Director Corporate Service performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

### **3. Key Performance Areas**

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery and Infrastructure Development
- 3.3 Local Economic Development
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

To promote equal job opportunities, inclusion and redress.	The number of people from employment equity target employed (newly appointed) by 30 June 2019 in compliance with the municipality's approved employment equity plan	The number of people from employment equity target employed (newly appointed) by 30 June 2019 in compliance with the municipality's approved employment equity plan (Employment equity reports approved and submitted)	2 People from employment equity target employed (newly appointed) by 30 June 2019 in compliance with the municipality's approved employment equity plan	2 Reports Submitted	No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter.	2 People from employment equity target employed (newly appointed) by 30 June 2019 in compliance with the municipality's approved employment equity plan	3%		
	Submit monthly report to management on the actual performance against the SDBIP	Monthly report submitted to management	12 Monthly performance report	12 monthly reports	3 performance reports (Jul - Sep)	3 performance reports (Oct - Dec)	3 performance reports (Jan - Mar)	3 performance reports (Apr - Jun)	4%
	Number of OHASA awareness campaigns conducted to ensure protection of employees.	OHASA awareness campaigns conducted (Number of reports submitted)	Quarterly CHASA awareness campaigns conducted	Campaigns/ Reports conducted	Quarterly CHASA awareness campaigns conducted	Quarterly CHASA awareness campaigns conducted	Quarterly CHASA awareness campaigns conducted	Quarterly CHASA awareness campaigns conducted	3%
	Hold quarterly health and safety meetings to discuss all safety related issues of the employees	Quarterly health and safety meetings held (Number of reports submitted)	Quarterly health and safety meetings held	None	Quarterly health and safety meetings held.	Quarterly health and safety meetings held.	Quarterly health and safety meetings held.	Quarterly health and safety meetings held.	3%
	Institutional Workplace Skills Plan developed and submitted to Municipal Manager for approval	Approved workplace skills plan.	Compliant WSP developed and approved (April 2019)	Approved WSP	No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter.	No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter.	No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter. No target for the quarter.	Compliant WSP developed and approved (April 2019)	2%
	Number of officials & Councilors capacitated in terms of Workplace Skills Plan	Identified officials and councilors capacitated in terms of workplace skills plan (quarterly reports on the implementation of the works skills plan)	All identified officials & Councilors trained as per the WSP (Quarterly)	All identified officials and councilors trained	All identified officials & Councilors trained as per the WSP (Quarterly)	All identified officials & Councilors trained as per the WSP (Quarterly)	All identified officials & Councilors trained as per the WSP (Quarterly)	All identified officials & Councilors trained as per the WSP (Quarterly)	2%
	TOTAL							17%	

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Expansion, modernisation, access and affordability of our information and communications infrastructure ensured.	Installation of the Firewall on municipal network infrastructure by December 2018	IT Infrastructure protected against the virus (screen shots and proof of installation)	Firewall installed on municipal IT infrastructure by 30 December 2018.	Firewall installed	No target for the quarter	No target for the quarter	No target for the quarter	5%
	Installation of Microsoft Office in municipal computers by March 2019	All municipal computers and IT infrastructure installed with Microsoft office (screen shots and proof of installation)	Installed MS Office Pro Plus in all municipal computers	100% of Microsoft office 2013 was installed	No target for the quarter	Installed MS Office Pro Plus in all municipal computers.	No target for the quarter	5%
	Installation of anti-virus in all municipal computers and IT infrastructure by December 2018	All municipal computers and IT infrastructure protected against the virus (screen shots and proof of installation)	Anti-virus installed on municipal computers and IT infrastructure by December 2018	100% of anti-virus was installed	No target for the quarter	Anti-virus installed on municipal computers and IT infrastructure by December 2018	No target for the quarter	5%
<b>TOTAL</b>				<b>TOTAL</b>				<b>20%</b>

Create an environment that promotes development of the local economy and facilitate job creation.	Percentage of unskilled labour in all the capital projects of the Municipality are from the local municipality area	100% local unskilled labour appointments is local based.	100% of unskilled labour on all the capital projects from the local municipal area	100% of unskilled labour (ongoing)	100%	100%	100%	5%	
	Create Full Time Equivalent (FTE) through government expenditure with EPWP grant by 30 June 2019	Signed appointment letters and statistics submitted to Province/National	Full Time Equivalent created by 30 June 2019	None	6 FTE's	18 FTE's	30 FTE's	48 FTE's	5%
	<b>TOTAL</b>				<b>TOTAL</b>				<b>10%</b>

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<p>Number of reports on the implementation of the revenue enhancement strategy for all the revenue sources applicable to the department.</p>	<p>Proof of collection of the anticipated revenue as per the revenue enhancement strategy.</p>	<p>12 monthly reports on the implementation of the revenue enhancement strategy for the revenue sources applicable to the department.</p>	<p>1 annual report on the implementation of the revenue enhancement strategy.</p>	<p>1 RES report for August 2018 by 30 September 2018.</p>	<p>3 RES reports (Sep - Nov) by 15 December 2018.</p>	<p>3 RES report (Dec - Feb) by 31 March 2019.</p>	<p>3 RES report (Mar - May) by 30 June 2019.</p>	<p>3%</p>
<p>Percentage compliance with section 75 of MFMA (documents to be placed on the website)</p>	<p>1. The annual and adjustment budgets and all budget related documents. 2. All budget related policies. 3. All performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act. 4. All service delivery agreements. 5. All long term-borrowing contracts. 6. All supply chain management contracts above a prescribed value. 7. All annual report.</p>	<p>100% compliance with section 75 of MFMA (document to be placed on the website) Monthly updates</p>	<p>Documents have been placed in the municipal website</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>3%</p>
<p>Number of assets counts perform on a municipal movable assets and submitted to CFO</p>	<p>Signed Assets count sheets</p>	<p>12 counts performed on municipal movable assets and submission to CFO</p>	<p>None</p>	<p>3 count performed on (June - September)</p>	<p>3 count performed on (October - December)</p>	<p>3 count performed by (January to March)</p>	<p>3 counts performed monthly (April - June)</p>	<p>2%</p>
<p>Percentage of training budget spent on the implementation of the approved work skills plan.</p>	<p>100% training budget spent by 30 June 2019</p>	<p>Quarterly reports on the spending of budget for work skills plan.</p>	<p>None</p>	<p>25%</p>	<p>50%</p>	<p>75%</p>	<p>100%</p>	<p>2%</p>

To enhance the revenue base of the municipality, improved audit outcome, promote sound financial governance and management.

Compile monthly leave report.	Monthly leave reports 10 days after the end of each month.	12 monthly leave reports compiled	None	3 monthly leave reports and submitted to CFO	3 monthly leave reports and submitted to CFO	3 monthly leave reports and submitted to CFO	3 monthly leave reports and submitted to CFO	3%
Ensure timely preparation of the Directorate's budget for 2019/20 based on the approved IDP	Departmental budget submitted to finance department.	Departmental budget approved as part of the annual budget by 30 June 2019	Budget inputs submitted to Finance	No target for the quarter	No target for the quarter	No target for the quarter	Submit the draft departmental budget inputs to finance	3%
Ensure timely preparation of the Directorate's adjustment budget for 2018/19 financial year based on the approved mid-year budget and performance assessment.	Departmental adjustment budget submitted to finance department.	Department adjustment budget approved as part of the municipal adjustment budget by February 2019.	Budget inputs submitted to Finance	No target for the quarter	No target for the quarter	No target for the quarter	No target for the quarter	3%
Attend to corrective as identified in internal and external audit reports and reduce risk areas within three months of receipt of reports.	Percentage of issues raised and proposed corrective measures attended to.	95% of issues raised and proposed corrective measures attended to	90% of issues attended to.	95%	95%	95%	95%	3%
			<b>TOTAL</b>					<b>22%</b>

Annual calendar developed & adopted by Council, EXCO, Sec 80 Comm, Audit Committee, Risk Committee and MPAC	Approved annual calendar	Developed & approved annual calendar of council meetings (July 2018)	Approved annual calendar of council meetings	Developed & approved annual calendar of council meetings (July 2018)	No target for the quarter	No target for the quarter	No target for the quarter	1%
Number of LLF Meetings conducted	Attendance register and minutes of the LLF meetings	4 LLF Meetings per annum (1 per quarter)	4 Meetings held	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1 LLF meeting held.	1%
Percentage of Council minutes dispatched to departments	Acknowledgement of receipt by relevant officials.	100% of council minutes dispatched (quarter) to departments	100% of council minutes circulated and dispatched	100%	100%	100%	100%	1%

To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and responsive governance structures.	Implementation of a compliance checklist pertaining to key legislation requirements for the department.	Number of progress reports on the implementation of a compliance checklist.	4 quarterly reports on the implementation of the compliance checklist.	None	1 quarterly report on the implementation of the compliance checklist	1 quarterly report on the implementation of the compliance checklist	1 quarterly report on the implementation of the compliance checklist	1 quarterly report on the implementation of the compliance checklist	2%
	Number of consolidated ward committee reports submitted	Quarterly consolidated reports	4 quarterly consolidated ward committee reports.	Monthly reports have been submitted	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	Quarterly consolidated ward committee reports	
	% distribution of the council resolution to all the relevant officials for implementation	100% distribution of the council resolutions to all relevant officials	100% council resolutions distributed	None	100%	100%	100%	100%	1%
	Percentage of resolutions (Council, Sec. 80, Management) implemented within the required time frames	Percentage of resolution implemented within the required time frame	100% of the resolutions implemented on time	None	100%	100%	100%	100%	1%
Expansion, modernisation, access and affordability of our information and communications infrastructure ensured.	Number of risk assessment and action plan reviews/ updates	Reports on the implementation of the risk management action	12 monthly risk assessment and action plan reviews/ updates	Monthly risk Assessments	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	3 monthly risk assessment and action plan/ reviews	2%
	Number of ICT steering committee meetings held	Attendance register and minutes of the ICT steering committee meeting	4 ICT steering committee Meetings per annum (1 per quarter)	4 Meetings held	1 ICT steering committee meeting held	1 ICT steering committee meeting held	1 ICT steering committee meeting held	1 ICT steering committee meeting held	1%
				TOTAL					10%

# Director Corporate Services

Core Managerial and Occupational Competencies		Weighting	Description/Definition	Comments/Observations	Rating			
Compulsory Core Competency Requirements					1Q	2Q	3Q	4Q
Financial Management	10	Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.						
People Management and Empowerment	20	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's Strategic Objectives						
Client Orientation and Customer Focus	20	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.						

# Director Corporate Services

Core Managerial and Occupational Competencies		Weighting	Description/Definition	Comments/Observations				Rating			
		Selected Core Competency Requirements						1 Q	2 Q	3 Q	4 Q
Strategic Capability and Leadership	10	Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate									
Problem Solving and Analysis	10	Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.									
Programme and Project Management	10	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.									
Honesty and Integrity	10	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.									
Policy conceptualization and implementation	10	Ability to conceptualize policies and ensure policy implementation									

Signed and accepted by (Director Corporate Service): \_\_\_\_\_ Date: 27 July 2018

Signed and accepted by (Municipal Manager) on behalf of the Council:  Date: 27 July 2018

### Key Performance Area

	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Municipal Transformation and Organisational Development	#REF!	30	#REF!	#REF!	#REF!	#REF!
2 Basic Service Delivery	20	20	0	0	0	#REF!
3 Municipal Financial Viability and Management	#REF!	10	#REF!	#REF!	#REF!	#REF!
4 Good Governance and Public Participation	10	10	#REF!	#REF!	#REF!	#REF!
5 Local Economic Development	30	30				
<b>Total Achieved</b>	<b>#REF!</b>	<b>100</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>	<b>#REF!</b>

100%
80%

Weighted Score

#REF!	#REF!	#REF!	#REF!
#REF!	#REF!	#REF!	#REF!

### Core Competency Requirements

Compulsory

	Weighting	Possible Rating	Rating Achieved			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1 Financial Management	10	10	0	0	0	0
2 People Management and Empowerment	20	20	0	0	0	0
3 Client Orientation and Customer Focus	20	20	0	0	0	0
4 Policy conceptualization & implementation	10	10				
<b>Total Achieved</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Selected

- 1 Strategic Capability and Leadership
- 2 Problem Solving and Analysis
- 3 Programme and Project Management
- 4 Honesty and Integrity

100%
20%

Weighted Score

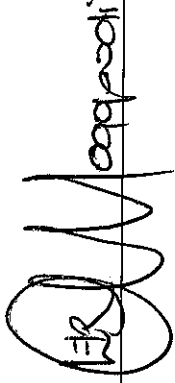
0,00%	0,00%	0,00%	0,00%
0,00%	0,00%	0,00%	0,00%

0,00%	Final Weighted Score Achieved	#REF!	#REF!	#REF!	#REF!
0,00%	Final Score Achieved	#REF!	#REF!	#REF!	#REF!

(a) a score of 130% to 135% is awarded a performance bonus of 6%; and  
 (b) a score of 136% to 140% is awarded a performance bonus of 8%; and  
 (c) a score of 141% to 145% is awarded a performance bonus of 10%; and  
 (d) a score of 146% to 150% is awarded a performance bonus of 12%; and  
 (e) a score of 151% and above is awarded a performance bonus of 14%

Signature: Director Corporate Service: \_\_\_\_\_

Date: 27 July 2018

Signature: Municipal Manager: 

Date: 27 July 2018

Director Corporate Services


Signature: Director Corporate Service: *AM Mappadi*

Date: 27 July 2018

Signature: Municipal Manager: *AM Mappadi*

Date: 27 July 2017