



PERFORMANCE AGREEMENT

2017/2018

Makhado Municipality herein represented by

MOLATELO JOHANNES KANWENDO

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

and

KHARIDZHA CHRISTOPHER NKHUMELANI

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

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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 "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 1st July 2017 and will remain in force until 30 June 2018 (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
- 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
Municipal Transformation and Organisational Development	50
Basic Service Delivery	0
Local Economic Development (LED)	0
Municipal Financial Viability and Management	10
Good Governance and Public Participation	40

- 5.6. **Director Corporate Services** 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.

5.7. 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. The following CCRs are compulsory for the CFO:

COMPETENCES	
Leading Competencies	Weights
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	10
Change Leadership	10
Governance Leadership	20
People Management	5
Core Competencies:	Weights
Moral competence	5
Planning and organising	10
Analysis and Innovation	5
Knowledge and Information Management	10
Results and Quality Focus	5

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
- (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 COGHTA 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. 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
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.	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 Corporate Services**, 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. 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 2016
- Second quarter : October – December 2016
- Third quarter : January – March 2017
- Fourth quarter : April – June 2017

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 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.

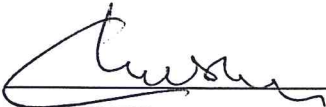
13. General

- 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 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 **Director Corporate Services** 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 Mankeds on this the 4th day of July 2017

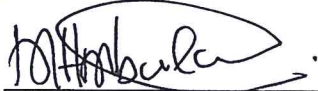

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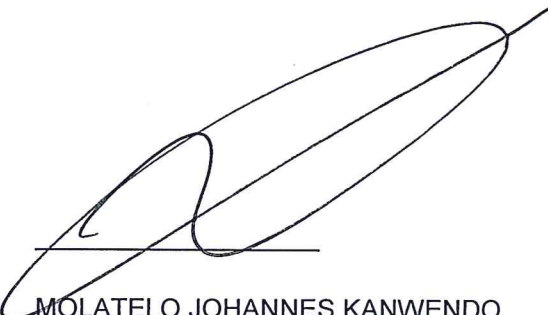
1.  _____
2.  _____



EMPLOYEE
KHARIDZHA CHRISTOPHER NKHUMELANI

AS WITNESSES:

1.  _____
2.  _____



MOLATELO JOHANNES KANWENDO
ACTING MUNICIPAL MANAGER



PERSONAL DEVELOPMENT PLAN 2017/2018

Makhado Local Municipality herein represented by

MOLATELO JOHANNES KANWENDO

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

And

NKHUMELENI CHRISTOPHER KHARIDZHA

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

WHEREBY IT IS AGREED AS FOLLOWS:

7. 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.

8. Competency Modelling

The purpose of this Agreement is to:

The 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.

9. Compiling the personal development plan attached as the appendix

The Acting 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

11.1. 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

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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.

11.2. 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
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

11.3. 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
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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.

12. 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
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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.

13. 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
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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.

14. 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
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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).


15. Column 7: Support Person

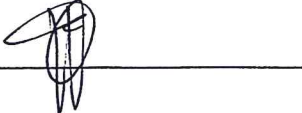
1. Skills /Performance Gap(in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3.Suggested training and / or development activity	4.Suggested mode Of delivery	5.Suggested Time Frames	6. Work opportunity Created to practice skill / Development area	7.Support Person
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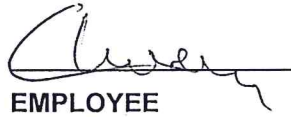
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

Thus done and signed at Natshado on this the 4th day of July 2017

AS WITNESSES:

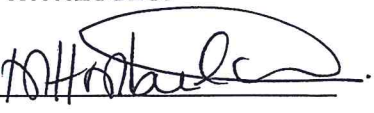
3. 

2. 



EMPLOYEE
NKHUMELENI CHRISTOPHER KHARIDZHA

AS WITNESSES:

1. 

2. 



ACTING MUNICIPAL MANAGER
MOLATELO JOHANNES KANWENDO

MAKHADO LOCAL MUNICIPALITY



DIRECTOR CORPORATE SERVICES PERFORMANCE PLAN

2017/2018 FINANCIAL YEAR

PERIOD: 01/07/2017 TO 30/06/2018
NAME OF EMPLOYEE: KHARIDZHA N.C

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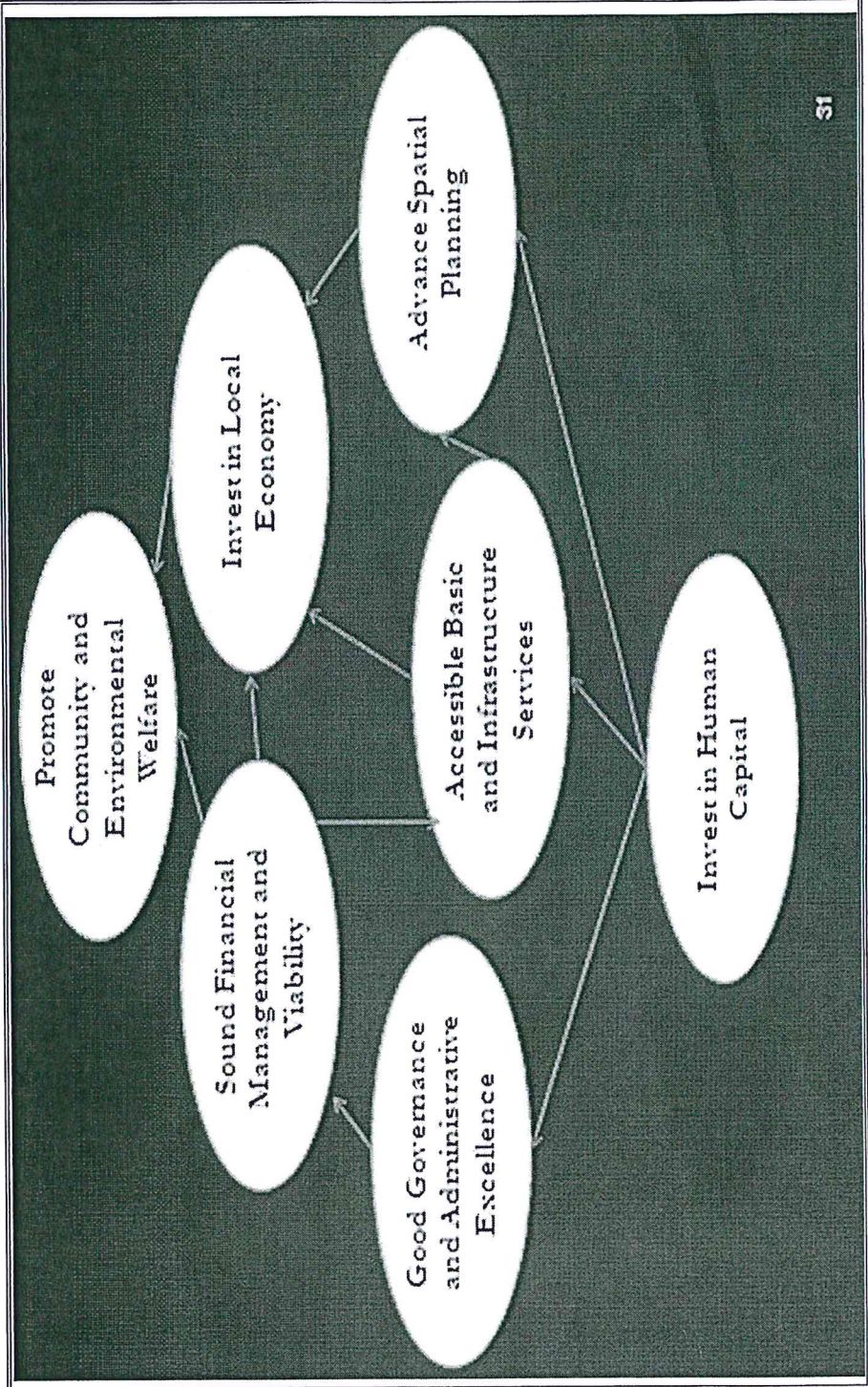
1. VISION, MISSION AND STRATEGIC MAP

VISION, MISSION AND STRATEGIC MAP

The Vision of Makhado Local Municipality is: "A dynamic hub for socio – economic development by 2025"

The Mission of Makhado Local Municipality is: To ensure effective utilization of economic resources to address socio- economic imperatives through mining, tourism and agriculture

Makhado Municipality has identified 8 Strategic Objectives which are contained in the Integrated Development Plan. All municipal programmes will be aligned to the objectives outlined in the figure below:



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4. HIGHER LEVEL SDBIP

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (HIGHER SDBIP)

Priority Issue/Programme	Development Objective	Key Performance Indicators/Measurable Objective	Baseline (2014/2015)	Annual Targets	Project Name	Location	Ward/Dept	Funding Source	Budget 16/17 R'000	Start Date	End Date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	Dept
Human Resources and Organisational Development	Invest in human capital	# of employees trained through WSP by 30 June 2018	135	135	Training	Makhado Municipality	N/A	Income	Operational	2017/01/04	30/6/2018	Project plan	50	70	15	Proof of attendance	CORP
Human Resources and Organisational Development	Invest in human capital	# of councilors trained through WSP by 30 June 2018	16	16	Training	Makhado Municipality	N/A	Income	Operational	2017/01/04	30/6/2018	N/A	N/A	Project plan	16	Proof of attendance	CORP
Human Resources and Organisational Development	Invest in human capital	To review the Organogram by 30 June 2018	Organogram 2016/2017 was approved	Approved Organogram by may 2017	Organogram review	Makhado Municipality	N/A	Income	Operational	2017/01/04	30/6/2018	Specification for appointment of service provider	Appointment of service provider	Draft Organogram consulted at LLF Council	Approval of the org structure by council	Minutes and attendance register, Council resolutions,	CORP
Human Resources and Organisational Development	Invest in human capital	# of people from EEP target groups employed in three highest levels of management in compliance with approved EE Plan	4	4	Recruitment in terms of EE Plan	Makhado Municipality	N/A	Income	Operational	2017/01/04	30/6/2018	N/A	N/A	N/A	1	Appointment letters	CORP

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Priority Issue/Programme	Development Objective	Key Performance Indicators/Measurable Objective	Baseline (2014/2015)	Annual Targets	Project Name	Location	Ward/Dept	Funding Source	Budget 16/17 R'000	Start Date	End	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	Dept	
MUNICIPAL FINANCE MANAGEMENT AND VIABILITY (LOWER SDBIP)																		
Expenditure management	Sound Financial Management and viability	% Departmental Capital budget spent by 30 June 2017 (Total budget spent/Total budget)	100	75% (Total budget spent/Total budget)	75 (Total budget spent/Total budget)	Makhado Municipality	N/A	Administration	Income	2017/01/08	30/6/2017	10%	40%	70%	100%	Quarterly Financial Report	MM & CORP	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION (HIGHER SDBIP)																		
Information Technology	Good governance and Administrative Excellence	No of IT projects implemented by 30 June 2018	8	9	IT Projects	Civic Center	Administration	Income	R3000,000	2017/01/07	30/6/2017	2	3	3	N/A	Advertisement for RFP	CORP	
Council Services	Good governance and Administrative Excellence	# of Council meetings convened by 30 June 2018	15	6	Council meetings	Makhado Municipality	Administration	Income	OPEX	2017/01/07	30/6/2018	1	2	2	2	Minutes, Attendance register, notice of invitations.	CORP	
Communication	Good governance and Administrative Excellence	No of communication indicators/projects implemented by 30 June 2018	5	3	Communication projects	Civic Center	Ward 20	Income	OPEX	2016/01/07	31/04/2018	2	3	N/A	N/A	Attendance register and Programme	CORP	
Public Participation	Good governance and Administrative Excellence	No of public participation indicators/projects implemented by 30 June 2018	6	7	Public Participation	Makhado Municipality	All wards	Income	OPEX	2017/01/07	30/6/2018	3	N/A	N/A	4	Attendance register and Programme	CORP	

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Priority Issue	Development Objective	Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	LO	Budget 17/18/2000	Funding Source	Start Date	End Date	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	Portfolio of Evidence	DEPT
Performance Management System	Good governance and Administrative Excellence	SDBP quarterly report submitted to PMS office after receiving the template	New	SDBP quarterly report submitted within 5 days after receiving the template	SDBP quarterly reports	Mahaboo Municipality	Income	Operational	1/7/2017	30/06/2018	Complete the SDBP submit to PMS within 5 days	Complete the SDBP submit to PMS within 5 days	Complete the SDBP submit to PMS within 5 days	Complete the SDBP submit to PMS within 5 days	SDBP quarterly report submitted to PMS within a timeframe	TECH
				Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template	Portfolio of Evidence for SDBP quarterly reports submitted to PMS office within 5 days after receiving the template
Human Resources and Organizational Development	Invest in human capital	To fill all (COOP) posts in terms of the approved priority list by 30 June 2018	30 employees appointed	100% requisitioned post filled	Personnel Recruitment	Mahaboo Municipality	INCOME	Operational	1/7/2017	30/6/2018	N/A	N/A	Appointment	Advertisement, shortlisting reports, interview reports and Appointment letters, Council resolution	CORP	
			6 events	6 events	Employee Assistance Campaign	Mahaboo Municipality	INCOME	Operational	1/7/2017	30/6/2018	2 events	1 event	1 event	2 events	Invitations, attendance registers and labor-out report	CORP
Human Resources and Organizational Development	Invest in human capital	To review 5 outstanding HR policies by 30 June 2018	4	5	Traveling Training & Development Policy, LAP and Luneral Policy	Mahaboo Municipality	INCOME	Operational	1/7/2017	30/6/2018	Review of 3 labor policies	Consolidate the policies	Submit the policies to Council	Submit the policies to Council	Council resolution, advertisement policy documents	CORP
			15 bursaries awarded in 2015/2016	15 bursaries awarded	External Bursary Award	Mahaboo Municipality	INCOME	450 000	Operational	1/7/2016	31/03/2018	Bursary Committee meeting to review External Bursary Policy and procedures	Award 15 bursaries to qualifying applicants	N/A	Advert. list of qualifying learners and letters of bursary awards	CORP
Special Programs	Promote community and environmental welfare	# of activities conducted on special programs by 30 June 2017	48 events	50 for 2017/2018	Special Programs	Mahaboo Municipality	INCOME	600 000	1/7/2017	30/6/2018	17	8	13	12	Attendance register, Special minutes, Invitations, programs Close out report	CORP
			752 (Total budget spend/total budget)	752 (Total budget spend/total budget)	Capital Budget	Mahaboo Municipality	INCOME	6 232 000.00	INCOME	1/7/2017	30/6/2018	101	401	701	1001	Quarterly financial Report
Municipal Code	Good governance and Administrative Excellence	To review rules of order by 30 June 2018	1	1	Rules of order	Mahaboo Municipality	Income	Operational	1/07/2017	30/6/2018	NA	Consultation	Submission to Council for approval and promulgation in the gazette	Submission to Council for approval and promulgation in the gazette	Draft rules of order, notice and promulgation and Council	CORP
			75 (Total budget spend/total budget)	75 (Total budget spend/total budget)	Capital Budget	Mahaboo Municipality	INCOME	1300 000.00	INCOME	1/07/2017	31/12/2018	Complete project specifications and request quotation from service provider according to SDA with service provider	Monitor system specifications complete project closure report, pay service provider	N/A	Specificiation: Closure report, payment certificate	CORP

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Information Technology	Good governance and Administrative Excellence	New	To procure software MS projects for 10 users before 31 March 2018	MS Projects software for 10 users in operation	Mahaboo Municipality	R200,000.00	INCOME	1/07/2017	31/12/2018	Complete project specifications. Call for tender	Appointment of service provider on site to commence with project	Monitor system operations according to SLA and complete project. Pay service provider	N/A	Appointment letter, Installation and testing report, closure report, payment certificate	COBP
Information Technology	Good governance and Administrative Excellence	8	To procure 8 high speed cabinets for hubs in civic center by 31 March 2018	Procure 8 high speed cabinets for hubs in civic center	Cik Center	R60,000.00	INCOME	1/07/2017	31/12/2018	Complete specifications. Submit memorandum for M&A approval. Call for quotations	Appointment of service provider as per quotation evaluation	Installation of hubs at Cik Center and project closure report	N/A	Appointment letter, Invoice, closure report, payment certificate and Asset Register	COBP
Information Technology	Good governance and Administrative Excellence	New	To upgrade Corporate Project by 31 December 2017	Corporate Project upgraded	Mahaboo Municipality	R100,000.00	INCOME	1/07/2017	31/12/2017	Finalize specifications. Consult with ICT Steering Committee	Appointment of M&A project and project manager	N/A	N/A	Scope of work, M&A approval	COBP
Information Technology	Good governance and Administrative Excellence	New	To install portal to transmit data for 10 civic centers for 10 Civic Centres & 20 officials before 30 June 2018	Electronic agenda for 10 Civic Centres & 20 officials. Portal for transmitting data installed	Mahaboo Municipality	R550,000.00	INCOME	1/07/2017	30/6/2018	Complete specifications. Submit memorandum for M&A approval. Call for tender	Appointment of service provider on site and commence with project	Installation and commissioning of agenda for 10 Civic Centres and 20 officials	Project closure report and payment to service provider	Appointment letter, Invoice, closure report, payment certificate	COBP
Information Technology	Good governance and Administrative Excellence	New	To install internet connection at Muekwa Thusing Library by 31 March 2018	Internet connection at Muekwa Thusing Library installed	Mahaboo Municipality	R15,000.00	INCOME	1/07/2017	31/12/2018	Memorandum to M&A for procurement call for quotations	Appointment of service provider on site and commence with project	Cabling report after installation and issue payment	N/A	Appointment letter, Invoice, payment certificate	COBP
Information Technology	Good governance and Administrative Excellence	New	To connect one (1) POS (Previous VDM Shared Services cancelled) by 30 June 2018	New (1) POS (Previous VDM Shared Services cancelled) connected	Mahaboo Municipality	R 270,000.00	INCOME	1/07/2017	30/6/2018	Memorandum to M&A for procurement call for quotations	Appointment of service provider on site and commence with project	Implementation of POS and service, test and monitor	Closing report and payment for project	Appointment letter, Invoice, payment certificate	COBP
Information Technology	Good governance and Administrative Excellence	New	To install internet connection at Muekwa Thusing Center for Public Library by 30 June 2018	Internet connection at Muekwa Thusing Center for Public Library installed	Mahaboo Municipality	R215,000.00	INCOME	1/07/2017	30/6/2018	Complete specifications. Submit memorandum by M&A for procurement call for tender	Appointment of service provider on site and commence with project	Installation and commissioning of internet connection	Project closure report and payment to service provider	Appointment letter, Invoice, payment certificate	COBP
Information Technology	Good governance and Administrative Excellence	New	To purchase 10 desktop computers and 10 printers by 31 March 2018	Computer and IT related office equipment purchased	Mahaboo Municipality	R800,000.00	INCOME	1/07/2017	31/12/2018	Complete specifications. Submit memorandum for M&A approval. Call for quotations	Appointment of service provider on site and commence with project	Pay service provider	N/A	Appointment letter, Invoice, payment certificate	COBP
Council Services	Good governance and Administrative Excellence	13	1 of Council meeting governed by 30 June 2018	Council meeting	Mahaboo Municipality	INCOME	Operational	1/07/2017	30/6/2018	1	1	2	Minutes, Attendance register, notice of invitations.	COBP	
Council Services	Good governance and Administrative Excellence	25	1 of Executive Committee meetings covered by 30 June 2018	Executive Committee Meetings	Mahaboo Municipality	INCOME	Operational	1/07/2017	30/6/2018	6	6	6	Minutes, Attendance register, notice of invitations.	COBP	
Communication	Good governance and Administrative Excellence	1	To review BulkSMS Service Standards by 31 December 2017	BulkSMS Service Standards reviewed	Mahaboo Municipality	INCOME	Operational	1/07/2017	30/12/2017	N/A	Draft review BulkSMS standards	Council approval BulkSMS standards	N/A	Draft review BulkSMS standard and Council resolution	COBP
Public Participation	Good governance and Administrative Excellence	456	To conduct 456 ward committee meetings by 30 June 2018	Support services for monthly ward committee meetings	Mahaboo Municipality	INCOME	Operational	1/07/2017	30/6/2018	Coordinate 114 ward committee meetings and submit quarterly ward committee report to Council	Coordinate 114 ward committee meetings and submit quarterly ward committee report to Council	Coordinate 114 ward committee meetings and submit quarterly ward committee report to Council	Minutes, Attendance register, Ward committee quarterly report	Minutes, Attendance register, Ward committee quarterly report	COBP
Public Participation	Good governance and Administrative Excellence	4	8 of Inhibits covered by 30 June 2018	Public Participation	Mahaboo Municipality	INCOME	Operational	1/07/2017	30/6/2018	2	1	1	Attendance register and Programme	Attendance register and Programme	COBP
Public Participation	Good governance and Administrative Excellence	Review	To review Mahaboo Stakeholders Management Framework by 30 September 2017	Stakeholders Management Framework reviewed	Income	INCOME	Operational	1/07/2017	30/6/2018	N/A	1	N/A	Approved Stakeholders management framework and council resolution	Approved Stakeholders management framework and council resolution	COBP
Public Participation	Good governance and Administrative Excellence	Review	To review Mahaboo Communications Strategy by 30 September 2017	Communication Strategy reviewed	Income	INCOME	Operational	1/07/2017	30/9/2017	N/A	N/A	Load communications forum considers review of communication strategy	Council approves review of communication strategy	Approved Communication strategy and council resolution	COBP

5. COMPETENCIES

Core Competencies	Weight
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	10
Change Leadership	10
Governance Leadership	20
People Management	5
Core Occupational Competencies	Weight
Moral Competencies	5
Knowledge and Information Management	10
Planning and organising	5
Analysis and Innovation	5
Results and Quality Focus	10
	100

6. ASSESSMENT RATINGS

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
Outstanding Performance Performance far exceeds the standard expected of an employee at this level	Performance Significantly Above Expectations Performance is significantly higher than the standard expected in the job.	Fully Effective Performance fully meets the standards expected in all areas of the job.	Not Fully Effective Performance is below the standard required for the job in key areas.	Unacceptable Performance Performance does not meet the standard expected for the job.

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7. ASSESSMENT PROCESS

6.1.1. 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 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

6.1.2. 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)

8. SUMMARY OF KPAS

Key Performance Areas	Weighting
Municipal Transformation and Organisational Development	50
Basic Service Delivery	0
Local Economic Development (LED)	0
Municipal Financial Viability and Management	10
Good Governance and Public Participation	40

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9. APPROVAL

On behalf of Makhado Municipality, 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

Signed and approved by the Acting Municipal Manager on behalf of Council



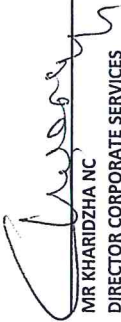
MJ KANWENDO
ACTING MUNICIPAL MANAGER

Date

04-07-2017

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 serve the organisation, my superiors, colleagues and community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan

Signed and accepted by the Employee



MIR KHARIDZHA NC
DIRECTOR CORPORATE SERVICES

Date

04 July 2017