



# 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

**MAKHADO DAKALO SINTHUMULE**

employee of the Municipality (hereinafter 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 "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 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)	35
Municipal Financial Viability and Management	10
Good Governance and Public Participation	5

- 5.6. **Director Development Planning** 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. 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	30
Change Leadership	10
Governance Leadership	10
People Management	5
Core Competencies:	Weights
Moral competence	5
Planning and organising	5
Analysis and Innovation	5
Knowledge and Information Management	5
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 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 Development Planning**, 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 2017
- Second quarter : October – December 2017
- Third quarter : January – March 2018
- Fourth quarter : April – June 2018

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 Development Planning** 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 Tloachebe on this the 4 day of July 2017

AS WITNESSES:

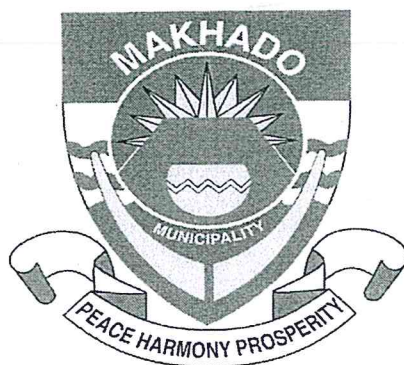
1. [Signature]
2. [Signature]

[Signature]  
MAKHADO DAKALO SINTHUMULE  
EMPLOYEE

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]  
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

**MAKHADO DAKALO SINTHUMULE**

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

**WHEREBY IT IS AGREED AS FOLLOWS:**



## 10. 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.

## 11. 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.

## 12. 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

### 15.1. 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
<i>E.g. 1. Appraise Performance of Managers</i>	<i>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</i>	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.

**15.2. 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.

**15.3. 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.



### 16. 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.

### 17. 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.

### 18. 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).

### 19. 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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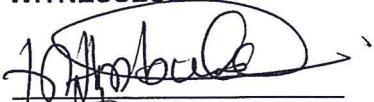
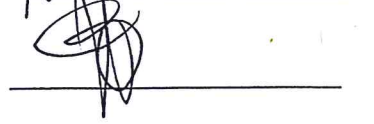
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.





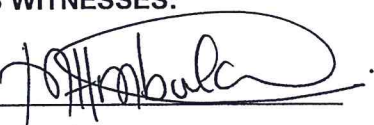

Thus done and signed at Makhado on this the 4<sup>th</sup> day of July 2017

**AS WITNESSES:**

4.   
2. 

  
EMPLOYEE  
MAKHADO DAKALO SINTHUMULE

**AS WITNESSES:**

1.   
2. 

  
ACTING MUNICIPAL MANAGER  
MOLATELO JOHANNES KANWENDO

# **MAKHADO LOCAL MUNICIPALITY**



## **DIRECTOR DEVELOPMENT PLANNING PERFORMANCE PLAN**

**2017/2018 FINANCIAL YEAR**

**PERIOD: 01/07/2017 TO 30/06/2018**  
**NAME OF EMPLOYEE: SINTHUMULE M.D**



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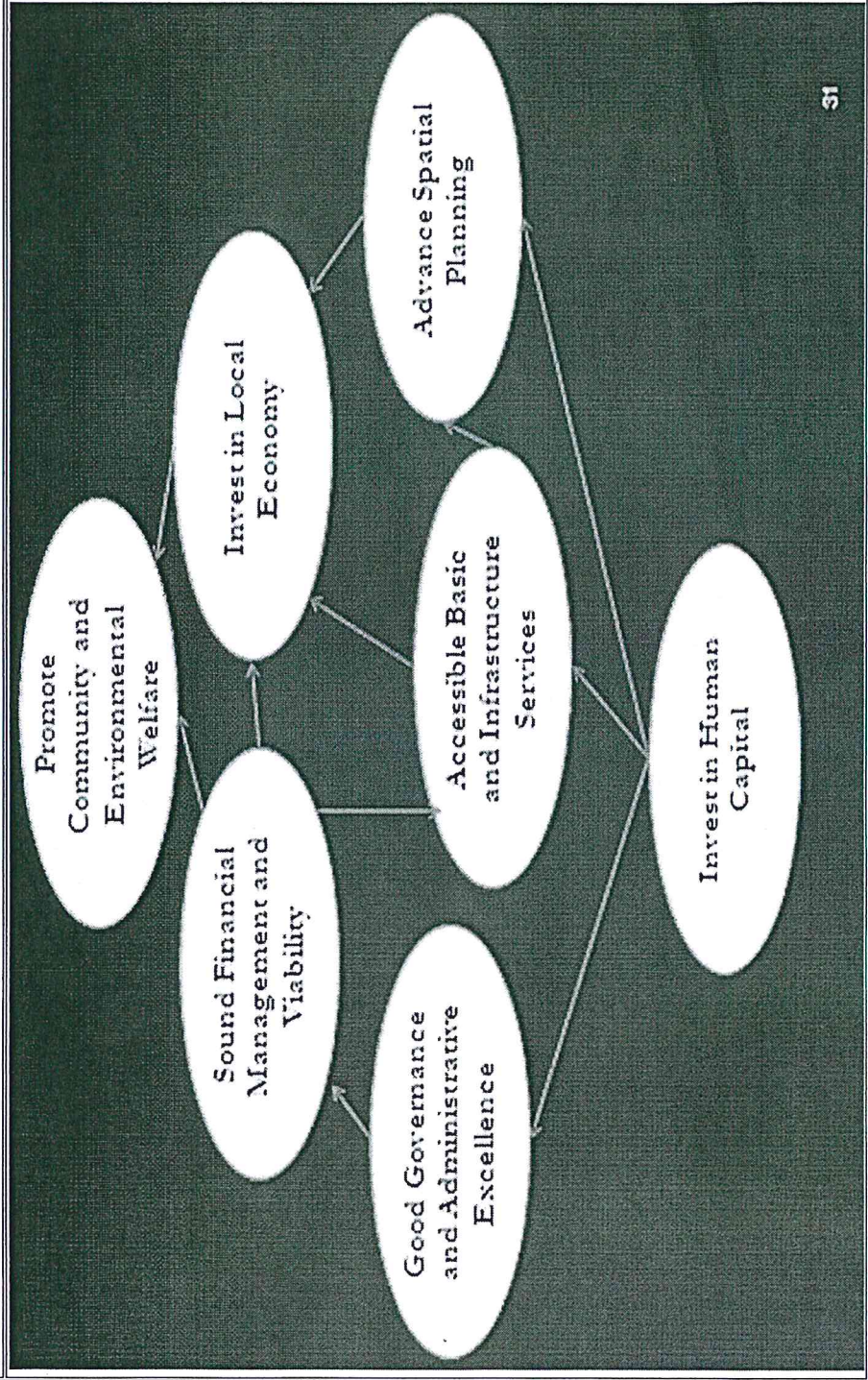
# 1. VISION, MISSION AND STRATEGIC MAP

## 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:





Priority Issue/Programme	Development Objective	Key Performance Indicators/Measurable Objective	Baseline (2016/2017)	Annual Targets	Project Name	Location	Ward/Dept	Funding Source	Budget 17/18 R'000	Start Date	End Date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	17/18 R'000	Portfolio Of Evidence	Dept	
<b>MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>																			
Spatial and Town Planning	Advance Spatial Planning	% achievements of spatial programs indicators/targets per quarter by 30 June 2017	100% (16/16)	Permission to Occupy	Makhado Municipality	N/A	Income	Operational	Operational	1/7/2016	30/6/2017	100% (16/16)	100% (16/16)	100% (16/16)	100% (16/16)	Operational	Activity reports	DEVP	
<b>MUNICIPAL FINANCE MANAGEMENT AND VIABILITY (LOWER SDBIP)</b>																			
Expenditure management	Sound Financial Management and viability	% Departmental Capital budget spent by 30 June 2017	75% (Total budget spent/Total budget)	75 (Total budget spent/Total budget)	Capital Budget	Makhado Municipality	Administration	Income	163 938 800.12	1/7/2017	30/6/2018	10%	40%	70%	100%	OPEX	Quarterly Financial Report	MM and All Directors	
<b>LOCAL ECONOMIC DEVELOPMENT (HIGHER SDBIP)</b>																			
Local Economic Development	Invest in local economy	# of LED job opportunities created by 30 June 2017	800	LED job opportunities	Makhado Municipality	All wards	Income	Operational		1/7/2017	30/6/2018	N/A	N/A	N/A	N/A	800 OPEX	EPWP, CWP, and Community Projects reports	MM and DEVP	

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Priority Issue/Programme	Development Objective	Key Performance Indicators/Measurable Objective	Baseline	Annual Targets	Project Name	Location	Funding Source	Budget 14/17 R'000	Start Date	End Date	1st Q Target	2nd Q Targets	3rd Q Targets	4th Q Targets	Portfolio Of Evidence	Dept
Performance Management System	Good governance and Administrative Excellence	SBIP quarterly report submitted to PMS office within 5 days after receiving the template	New	SBIP quarterly report submitted to PMS office within 5 days after receiving the template	SBIP quarterly reports	Mahabod Municipality	N/A	Operational	1/7/2017	30/6/2018	Complete the SBIP report and submit to PMS within 5 days	Complete the SBIP report and submit to PMS within 5 days	Complete the SBIP report and submit to PMS within 5 days	Complete the SBIP report and submit to PMS within 5 days	SBIP quarterly report submitted to PMS with a timeframe	DEVP
Performance Management System	Good governance and Administrative Excellence	Portfolio of Evidence for SBIP quarterly report submitted to PMS office within 10 days after receiving the template	New	Portfolio of Evidence for SBIP quarterly report submitted to PMS office within 10 days after receiving the template	Portfolio of Evidence for SBIP quarterly reports	Mahabod Municipality	N/A	Operational	1/7/2017	30/6/2018	Complete the portfolio of evidence and submit to PMS within 10 days after receiving the template	Complete the portfolio of evidence and submit to PMS within 10 days after receiving the template	Complete the portfolio of evidence and submit to PMS within 10 days after receiving the template	Complete the portfolio of evidence and submit to PMS within 10 days after receiving the template	Proof of submission with a timeframe	DEVP
Spatial and Town Planning	Advance Spatial Planning	Ext 13 Survey (Ekom transmission line) by 30 June 2018	New	Ext 13 Survey (Ekom transmission line) completed	Ext 13 Survey (Ekom transmission line)	Mahabod Municipality	INCOME	800 000.00	1/7/2017	30/6/2018	Develop Specification for designs and erection of market stalls	Tender advertisement	Appointment and commencement with designs	Erection of Market stalls commencement	Designs, Specifications, Advertisement, Appointment letter	DEVP
Spatial and Town Planning	Advance Spatial Planning	To purchase GPS-Geographical Positioning System with survey equipments such as the tripod, 2 slashes and 2 picks by 30 June 2018	New	GPS-Geographical Positioning System with survey equipments such as the tripod, 2 slashes and 2 picks completed	GPS-Geographical Positioning System	Mahabod Municipality	INCOME	200 000.00	1/7/2017	30/6/2018	Develop Specification and submit SCM	Advertisement	Appointment of service provider	Purchasing done	Specifications, Advertisement, Appointment letter and purchase order	DEVP
Spatial and Town Planning	Advance Spatial Planning	To relocate sports facilities at Mahabod by 30 June 2018	Relocation	Sport facilities relocated	Relocation of sport facilities	Mahabod Municipality	INCOME	7 431 707.25	1/7/2017	30/6/2018	Develop terms of reference	Tender advertisement, evaluation and adjudication	Appointment, develop technical report and design	Advocate for construction for 2018/19	Designs, Specifications, Advertisement, appointment letter	DEVP
Spatial and Town Planning	Advance Spatial Planning	To install new lift for civic centre main building by 30 June 2018	New	New lift for civic centre main building installed	New lift for civic centre main building	Mahabod Municipality	INCOME	250 000.00	1/7/2017	30/6/2018	Develop Specification for designs and erection of market stalls	Tender advertisement	Appointment and commencement with designs	Erection of Market stalls commencement	Designs, Specifications, Advertisement, Appointment letter	DEVP
Spatial and Town Planning	Advance Spatial Planning	To do fire plan design for civic centre main building by 30 June 2018	New	Fire plan design for civic centre main building completed	Fire plan design for civic centre main building	Mahabod Municipality	INCOME	20 000.00	1/7/2017	30/6/2018	Develop Specification for designs and erection of market stalls	Tender advertisement	Appointment and commencement with designs	Erection of Market stalls commencement	Designs, Specifications, Advertisement, Appointment letter	DEVP
Spatial and Town Planning	Advance Spatial Planning	% application for PTO attended to within 90 days after receipt by 30 June 2018	100% (if of application received/(# of application attended to within 90 days))	100% (if of application received/(# of application attended to within 90 days))	Permission to Occupy	Mahabod Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (if of application received/(# of application attended to within 90 days))	100% (if of application received/(# of application attended to within 90 days))	100% (if of application received/(# of application attended to within 90 days))	100% (if of application received/(# of application attended to within 90 days))	Site inspection report, Register of applications	DEVP
Spatial and Town Planning	Advance Spatial Planning	% building plans assessed by 30 June 2018 (if of building plans assessed/(# of building plans received))	100% processed	100% building plans assessed	Building Plans	Mahabod Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (if of building plans assessed/(# of building plans received))	100% (if of building plans assessed/(# of building plans received))	100% (if of building plans assessed/(# of building plans received))	100% (if of building plans assessed/(# of building plans received))	Building plans register	DEVP
Spatial and Town Planning	Advance Spatial Planning	% of zoning certificates issued after receipt of applications processed/(# of applications received)	100% processed	100% (if of zoning certificates issued after receipt of applications processed/(# of applications received))	Zoning of land	Mahabod Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (if of zoning certificates issued after receipt of applications received)	100% (if of zoning certificates issued after receipt of applications received)	100% (if of zoning certificates issued after receipt of applications received)	100% (if of zoning certificates issued after receipt of applications received)	Zoning certificates issued	DEVP



Spatial and Town Planning	Advance Spatial Planning	% rezoning, subdivision, special consent and consolidation applications assessed by 30 June 2018 (# of applications processed/# applications received)	100% processed	100% (# of applications processed/# applications received)	Rezoning of land	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	100% (# of applications processed/# applications received)	EXCO resolutions	DVP
Spatial and Town Planning	Advance Spatial Planning	% application for land use rights inspection conducted within 14 days by 30 June 2018	100% (# of application for land use rights inspection conducted within 14 days/# of application)	100% (# of application for land use rights inspection conducted within 14 days/# of application)	Land Use Management	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of application for land use rights inspection conducted within 14 days/# of application received)	100% (# of application for land use rights inspection conducted within 14 days/# of application received)	100% (# of application for land use rights inspection conducted within 14 days/# of application received)	100% (# of application for land use rights inspection conducted within 14 days/# of application received)	100% (# of application for land use rights inspection conducted within 14 days/# of application received)	Site inspection report; register of applications	DVP

Spatial and Town Planning	Advance Spatial Planning	% certificates of occupancy issued by 30 June 2018 (# of applications processed/# of applications received)	100% processed	100% (# of applications processed/# of applications received)	Occupancy of land	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Copy of occupancy certificates issued	DEVP
Spatial and Town Planning	Advance Spatial Planning	% application for pending applications attended to within 15 days after receipt by 30 June 2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Pending Applications	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Application Assessment Report, Register of applications	DEVP	
Spatial and Town Planning	Advance Spatial Planning	% application for demarcation of new site attended to within 30 days after receipt by 30 June 2017	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Demarcation of sites	Makhado Municipality	INCOME	1000 000 .00	1/7/2017	30/6/2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Application Assessment Report, Register of applications	DEVP	
Spatial and Town Planning	Advance Spatial Planning	% property application processed within 30 days of receipt by 30 June 2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Property application	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	100% (# of applications processed/# of applications received)	Application Assessment Report, Register of applications	DEVP	
Spatial and Town Planning	Advance Spatial Planning	% land claim queries coordinated within 30 days after receipt 30 June 2018	100% (# of queries processed/# of queries received)	100% (# of queries processed/# of queries received)	Land Claims	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of queries processed/# of queries received)	100% (# of queries processed/# of queries received)	100% (# of queries processed/# of queries received)	Correspondence letters and emails	DEVP	
Spatial and Town Planning	Advance Spatial Planning	% by law contraventions notices issued within 5 days after identification by 30 June 2018	100% (# of contraventions notices issued within 5 days/# of contraventions identified)	100% (# of contraventions notices issued within 5 days/# of contraventions identified)	By Law Enforcement	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of contraventions notices issued within 5 days/# of contraventions identified)	100% (# of contraventions notices issued within 5 days/# of contraventions identified)	100% (# of contraventions notices issued within 5 days/# of contraventions identified)	Duplicate notices	DEVP	
Spatial and Town Planning	Advance Spatial Planning	# of routine inspection conducted by 30 June 2018	240	240	Routine Inspection	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	60	60	12	Inspection form, Register	DEVP	
Spatial and Town Planning	Advance Spatial Planning	% site inspection applications done within 24 hours by 30 June 2018	100% (# of site inspections conducted within 24 hours/# of site inspections application received)	100% (# of site inspections conducted within 24 hours/# of site inspections application received)	Site Inspection	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	100% (# of site inspections conducted within 24 hours/# of site inspections application received)	100% (# of site inspections conducted within 24 hours/# of site inspections application received)	100% (# of site inspections conducted within 24 hours/# of site inspections application received)	Inspection form, Register	DEVP	
Expenditure management	Sound Financial Management and Viability	% capital budget spent by 30 June 2017 (Total budget spent/Total budget)	75% (Total budget spent/Total budget)	75% (Total budget spent/Total budget)	Capital Budget	Makhado Municipality	INCOME	163 938 800.12	1/7/2017	30/6/2018	10%	40%	70%	100%	Quarterly Financial Report	MM and All Directors
Local Economic Development	Invest in local economy	# of LED job opportunities created 30 June 2017	600	800	LED job opportunities	Makhado Municipality	INCOME	Operational	1/7/2017	30/6/2018	N/A	N/A	N/A	600	EPWP, CWP and Community Projects reports	MM and DEVP

5.3. MUNICIPAL FINANCE MANAGEMENT AND VIABILITY

LOCAL ECONOMIC DEVELOPMENT



Local Economic Development	Invest in local economy	To host Makhado annual show by 30 September 2017	Makhado annual show was hosted	Makhado annual show hosted	Annual Show	Makhado Municipality	INCOME	1200 000.00	17/2017	30/6/2018	Host official opening and the Three Days Makhado Annual Show.	N/A	N/A	N/A	Annual Show Report and Audited Financial Statements	DEVP
Local Economic Development	Invest in local economy	# of LED projects supported 30 June 2017	9	6	LED Strategy	Makhado Municipality	INCOME	Operational	17/2017	30/6/2018	N/A	N/A	N/A	LED strategy implementation report	MM and DEVP	
GOOD GOVERNANCE AND PUBLIC PARTICIPATION																
Internal Auditing	Good governance and Administrative Excellence	% implementation of the AG(SA) action plan by 30 June 2016	100	80%	100%	AG(SA) action plan	INCOME		17/2017	30/6/2018	# of queries resolved/# of queries in the action plan	# of queries resolved/# of queries in the action plan	# of queries resolved/# of queries in the action plan	# of queries resolved/# of queries in the action plan	Progress report	MM and DEVP

**6. COMPETENCIES**

<b>Core Competencies</b>	<b>Weight</b>
Strategic Capability and Leadership	10
Programme and Project Management	10
Financial Management	30
Change Leadership	10
Governance Leadership	10
People Management	5
<b>Core Occupational Competencies</b>	<b>Weight</b>
Moral Competencies	5
Knowledge and Information Management	5
Planning and organising	5
Analysis and Innovation	5
Results and Quality Focus	5
	100



7. 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
<b>Outstanding Performance</b> Performance far exceeds the standard expected of an employee at this level	<b>Performance Significantly Above Expectations</b> Performance is significantly higher than the standard expected in the job.	<b>Fully Effective</b> Performance fully meets the standards expected in all areas of the job.	<b>Not Fully Effective</b> Performance is below the standard required for the job in key areas.	<b>Unacceptable Performance</b> Performance does not meet the standard expected for the job.

## 8. 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)



9. SUMMARY OF KPAS

Key Performance Areas	Weighting
Municipal Transformation and Organisational Development	50
Basic Service Delivery	0
Local Economic Development (LED)	35
Municipal Financial Viability and Management	10
Good Governance and Public Participation	5

10. 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  
  
Date 04 July 2017

MIR MJ KANWENDO  
ACTING MUNICIPAL MANAGER

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  
  
Date 04-07-2017

MS SINTHUMULE M.D  
DIRECTOR DEVELOPMENT PLANNING