

RATLOU LOCAL MUNICIPALITY

2020 -2021

PERFORMANCE AGREEMENT

As represented by

CLLR SEGAMETSI NTLADI

(In her capacity as the Mayor of RATLOU LOCAL MUNICIPALITY)

(The employer for the purpose of this agreement)

And

TEBOGO S CHANDA

In his capacity as the Municipal Manager of RATLOU LOCAL MUNICIPALITY

(The employee for the purpose of this agreement)

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BR [Signature] SA

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PERFORMANCE AGREEMENT

Entered into by and between

The Local Municipality of Ratlou herein represented by **Cllr Segametsi Ntladi**, in her capacity as Acting Mayor (hereinafter referred to as the employer)

And

Mr Tebogo S Chanda, in his capacity as the Municipal Manager of Ratlou Local Municipality, (hereinafter referred to as the Employee)

Whereby it is agreed by the parties as follows:

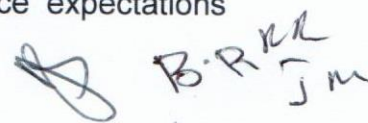
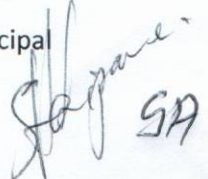
1. INTRODUCTION

- 1.1. Section 57(1)(b) of the Municipal System Act 32 of 2000, requires the parties to conclude an annual performance Agreement in terms of section 57(2)(a) of the same Act.
- 1.2. Parties wish to ensure that they agree on goals to be achieved, and secure the commitment of the Employee reporting to the Employer, to set of outcomes that will secure local government policy goals
- 1.3. Parties wish to ensure that there is compliance with Section 57(4A) 57(4B) and 57(5) of the Municipal System Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to-

- 2.1. Comply with the provision of the Section 57(1)(b) and (5) of the Municipal System Act 32 of 2000.
- 2.2. Specify objectives and targets established for the Employee and to communicate to the Employee to the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3. Specify accountabilities as set out in the Performance Plan, which is attached herewith as Annexure "A"
- 2.4. Monitor and measure performance against set targets outputs and establish a transparent and accountable working relationship
- 2.5. Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met the performance expectations applicable to the job;


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- 2.6. Appropriately reward the Employee in accordance with the Employer's performance management policy in the of outstanding performance, and
- 2.7. Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery through a performed management system.

3. COMMENCEMENT AND DURATION

- 3.1. This Agreement will commence on the 01 July 2020 and will remain in force until 30 June 2021, irrespective of the date of signatures by the parties, where after a new Performance Agreement, Performance Plan and Personal Development Plan may be concluded between the parties for the next financial year or portion thereof
- 3.2. The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year;
- 3.3. The payment of performance bonus is determined by the performance score obtained during the annual performance evaluation exercise and approval of the performance assessment report by Council.
- 3.4. This Agreement will terminate on the termination of the Employee's contract of the employment for any reason.
- 3.5. The content of this Agreement may be revised at any time during the abovementioned period to review the matters agreed upon.
- 3.6. If at any time during the validity of this Agreement the work environment alters (whether as results of government of council decision or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan(Annexure A) sets out:
 - 4.1.1 The performance objectives and targets that must be met by the Employee, and
 - 4.1.2 The time frames within which those performance objectives and targets must be met,
- 4.2 The performance objectives and targets reflected in annexure A are met by the Employer in consultation with the employee's and based on the

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integrated Development Plan and the Budget of the Employer,; and shall include strategic objectives; key performance Indicators and Performance Targets.

- 4.3 The strategic objectives describes the main task need to be done, The performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. Performance targets describe the quantum and timeframes in which the work must be achieved.
- 4.4 The Employer's performance will' in addition, be measured in terms of contributions to the goals and strategies set out in the employer's integrated Development Plan and Top Layer SDBIP.

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 agrees to participate in the performance management system that the employer adopts
- 5.5 The Employee undertakes to actively focus towards the promotion and implementation of key Performance Areas (including special projects relevant to the employee responsibilities) within the local government framework.
- 5.6 The criteria upon the performance of the Employee shall be assessed and shall consist of two components, both which shall be contained to in the Performance Agreement. The Employee must be assessed against both components, with a weighting of 80, 20 allocated to the Key Performance areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
 - 5.6.1 Each area of assessment will be weighted and will contribute a specific part to the total score

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5.6.2 Key performance Areas covering the main areas of work will account 80% and the core management Competencies will account for 20% of the final assessment

5.7 The Employee's assessment will be based on his performance in terms of the output / outcomes (performance indicators) identified as per the attached Performance Plan (Annexure A), which are linked to key Performance areas, which constitute 80% of the overall assessment result as per the weightings agreed to between Employer and Employee

Key Performance Areas	Weightings
Basic Service Delivery	30%
Municipal Institutional Development and Transformation	20%
Local Economic Development	15%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	15%
Total	100%

5.8 The Core Management Competencies will make up the other 20% of the Employee's assessment score; the following are the Core Management Competencies:

CORE COMPENCIES REQUIREMENTS FOR EMPLOYEES	
Core Managerial Competencies(CMC)	Weight
Strategic Capacity	15%
Programme and Project Management	10%
Financial Management	10%
Change Management	10%
Service Delivery innovation	5%
Problem Solving	5%
People and Diversity Management	10%
Client Orientation and Customer Focus	10%
Communication	5%
Accountability and Ethical Conduct	5%
Policy Conceptualization and Implementation	5%
Supply Chain Management	5%
TOTAL	100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement set out

6.1.1 The standards and procedures for evaluating the Employee's performance, and

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- 6.2 Despite the agreed intervals for evaluation, the Employer may in addition review the employer'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 demented in a personal Development Plan as well as the actions agreed to and implementation must take place within set time frames
- 6.4 The annual performance appraisal will involve
 - 6.4.1 Assessment of the achievement of results as outlined in the performance plan
 - 6.4.1.1 Each key Performance Area should be assessed according to the extent to which the specified standard or performance indicators have been met and with due regard to ad hoc task that has to be performed under the KPA
 - 6.4.1.2 An indicative rating on the five point scale should be provided to each key Performance Areas score
 - 6.4.1.3 The applicable assessment rating calculator must then be used to add the score and calculate a final Key performance area score.
 - 6.4.2 Assessment of the Core Management Competencies
 - 6.4.2.1 Each CMC should be assessed according to the extent to which specified Core Management Competencies
 - 6.4.2.2 An indicative rating on the five-point scale should be provided for each Core Management Competencies
 - 6.4.2.3 This rating should be multiplied by the weighting given to each Core Management Competencies
 - 6.4.2.4 The applicable assessment rating calculator must then be used to add the scores and calculating a final Core Management Competencies score
 - 6.4.3 Overall rating
 - 6.4.3.1 An overall rating is calculated by using the applicable assessment - *rh* rating calculator
 - 6.4.3.2 Assessment of Employee's performance will be based on the following rating scale for KPS's and CMC

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Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding	Performance far exceeds the standards expected of and employee at this level. The appraisal indicates that employee has achieved far above fully effective result against all performance criteria and indicators as specific in the PA and Performance plan and maintained this in all areas of responsibility throughout the year					
4	Performance Significantly above expectation	Performance is significantly higher than the standards expected of and employee at this level. The appraisal indicates that employee has achieved above fully effective result against all performance criteria and indicators as specific in the PA and Performance plan and maintained this in all areas of responsibility throughout the year					
3	Fully Effective	Performance fully meets the standard expected in all areas of the job. The appraisal indicates that employee has fully achieved effective result against all performance criteria and indicators as specific in the PA and Performance plan					
2	Not fully effective	Performance fully meets the standard expected in all areas of the job. The review/assessment indicates that employee has fully achieved below fully effective result against more than half the key performance criteria and indicators as specific in the PA and Performance plan					
1	Unacceptable performance	Performance does not meet the standard expected in all areas of the job. The review/assessment indicates that employee has fully achieved below fully effective result against more than half the key performance criteria and indicators as specific in the PA and Performance plan					

6.5 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:

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- 6.5.1 Mayor;
- 6.5.2 Chairperson of the Audit Committee;
- 6.5.3 Member of the e=Executive Committee, responsible for Performance Management and
- 6.5.4 Mayor or Municipal Manager from another Municipality
- 6.5.5 Manager: Performance Management System

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each employee in relation to his /her performance agreement shall be reviewed on the following periods with the understanding that the reviews in the first and third quarter may be verbal if performance is satisfactory
 - 7.1.1 First quarter: Second week of October 2020
 - 7.1.2 Second quarter: Third week of January 2021
 - 7.1.3 Third quarter: Second week of April 2021
 - 7.1.4 Fourth quarter & Annual review: End of August 2021
- 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 Employer'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 reason, The Employee will be fully consulted before any 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 change is made
- 7.6. Record/results of quarterly, mid-year and annual assessment/reviews and changes made to the performance agreement because of such evaluations will be documented performance evaluation report. and form part of the annual assessment.

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8. DEVELOPMENT 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 enabling environment for effective performance by the employer;
- 9.2 Provide access to skills development and capacity building opportunities
- 9.3 Work collaboratively with the employees to solve problems and generate solutions to common problems that may impact on his/her performance;
- 9.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this agreement

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employees timeously where the exercising of the power will have amongst others;
 - 10.1.1 A direct effect on the performance of any of Employee's functions, performance objectives and targets;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken when exercising powers contemplated in 10.1 above 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 After the annual performance evaluation in terms of this performance agreement has been completed, the performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to the Employee in recognition of outstanding performance

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- 11.3 In determining the performance bonus the relevant percentage will be based on the over rating, calculated by using the applicable assessment rating calculator provided that :
- 11.3.1 A score of 100% to 129% will be awarded a performance bonus of five percent (5%)
- 11.3.2 A score of 130% to 149% will be awarded a performance bonus of five percent (10%)
- 11.3.3 A score of 150% will be awarded a performance bonus of five percent (14%)
- 11.4 The above mentioned performance bonus will be awarded based on the following scheme

Level of Performance	Description	Allocated Total Score	Bonus % of the Total Package
5.0	Outstanding Performance	Above 150%	14%
4.0	Performance significant above expectations	130 -149%	10%
3.0	Fully effective (meet the standards)	100 – 129%	05%
2.0	Performance not fully effect	50 – 99%	0%
1.0	Unacceptable Performance	1 – 49%	

In the case of unacceptable performance, the Employee shall-

- 11.5.1 Give notice to the Employee to attend a meeting with the Employer and the Employer will have the opportunity to satisfy the Employer of the measures being taken to ensure that the Employee's performance becomes satisfactory by a particular date.
- 11.5.2 Provide systematic remedial or developmental support to support to assist the Employees to improve his/her performance; and
- 11.5.3 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 in grounds of unfitness or incapacity to carry out his/her duties.

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11.6 Nothing contained in this Agreement in any way limits the right of the Employer to terminate the Employee's contract of employment for any other breach by the Employee of his obligations to the Employer or for any other valid reason in law

12. DISPUTE RESOLUTION

12.1 If the Employee is dissatisfied with any decision or action of the Employer in terms of this agreement, or where a dispute arises about the nature of this performance agreement, whether it relates to which the Employee has achieved the performance objectives and targets established in terms of this Agreement.

12.1.1 The Employer may meet with the Employee with a view to resolving the issue. The Employer will record the outcome of the meeting in writing

12.1.2 In the event the Employee remains dissatisfied with the outcome of the meeting, the dispute shall be mediated by the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee.

12.1.3 Provided that if the dispute is about the outcomes of the Employee's performance evaluation, the dispute shall be mediated by a member of the Municipal Council who was not part of the evaluation panel within thirty (30) days of receipt of a formal dispute from the Employee

12.2 In the event that the meeting and mediation process contemplated in clause 12.1 above fails, dispute resolution mechanisms or processes provided for in the contract of employment shall apply and subsequent report to Council.

12.3 The outcome of any meeting and the decisions of the Employer, mediation or arbitration with regards to any dispute in terms of the performance agreement must form part of the report of the annual assessment exercise.

13. PERFORMANCE PLAN

13.1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager and Directorate's Performance Agreement to which this document is attached and Section 57 (5) of the Municipal System Act, which provides that performance objectives and targets must be based on the key performance indicators as set the Municipality's integrated development Plan (IDP) and as reviewed annually.

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13.2 Key Responsibilities

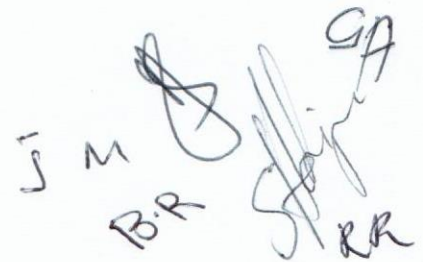
The following objects of local government will inform the Municipal Manager and Directorate's performance against set performance indicators;

1. Provide democratic and accountable government for local communities
2. Ensure the provision of service to communities in a sustainable manner'
3. Promote social and economic development;
4. Promote a safe and healthy environment;
5. Encourage the involvement of communities and community organisations in the matters of local government.

13.3 Key Performance Areas

The key performance Areas (KPAs) as outlined in the Local Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below;


1. Municipal Transformation and Organisational Development;
2. Infrastructure Development and Service Delivery;
3. Local Economic Development;
4. Municipal Financial Viability and Management;
5. Good Governance and Public Participation.

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**ANNEXURE A
PERFORMANCE PLAN**


Key Performance Indicators and Quarterly Targets

KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Planning and Performance Management	2020/2021 IDP and the Budget Schedule of Activities adopted by Council	2017/2022 Schedule of Activities (IDP/Budget)	IDP & Budget Schedule of Activities Adopted by 31 August 2020	IDP & Budget Schedule of Activities Adopted by 31 August 2020	R 100 000	Integrated Planning		IDP & Budget Schedule of Activities Adopted by 31 August 2020			Council Resolution & a copy of the Process Plan
	2021/2022 Integrated Development Plan Adopted by Council	2017/2022 IDP	2021/2022 IDP Adopted by 31 May 2021	2021/2022 IDP Adopted by 31 May 2021			Process Plan Adopted Analysis & Strategy Phase Report	Project Phase Draft IDP Approved by 31st March 2021	Community Consultation & Adopted IDP by 31 May 2021	Council Resolution & IDP Document	
	Service Delivery and Budget Implementation Plan Approved by the Mayor	2019/2020 SDBIP	Service Delivery and Budget Implementation Plan Approved by 12 June 2021	Service Delivery and Budget Implementation Plan Approved by 12 June 2021			Operational			Approved SDBIP by the Mayor by 12 June 2021	Copy of SDBIP signed by the Mayor
Improve Technology Efficiency	Number of Integrated Communication & Information Technology (ICT) Master Plan reviewed & adopted by Council	2012/2013 ODR & BCP	1 ICT Master plan reviewed & adopted by Council by 31 May 2021	1 ICT Master plan reviewed & adopted by Council by 31 May 2021	Operational	Technological Efficiency				1 ICT Master plan reviewed & adopted by 31 May 2021	Report signed off by MM


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KPA: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Retain & Recruit Talented Employees	Number of Revised Policies adopted by Council	6 Policies	13 HR Policies reviewed & adopted	13 HR Policies reviewed & adopted by 30 June 2021	Operational	Talented Employees				13 HR Policies Adopted by 30 June 2021	Council Resolution &
Promote Innovation Learning and Growth	Number of 2020/2021 Workplace Skills Development Plan (WSDP) Developed & Adopted by Council	2019/2020 WSDP	1 WSDP adopted by 30 April 2021	1 Workplace Skills Development Plan (WSDP) adopted by 30 April 2021	R250 000	Skilled Workforce & Community	Establish Training Committee	Skills Audit & Training Needs Identified	Draft WSDP In place	1 Workplace Skills Development Plan Adopted (WSDP) by 30 April 2021	Council Resolution & WSDP
Achieve Employment Equity	Number of Council Approved Employment Equity Plan (EEP) submitted to Department of Labour	Employment Equity Plan	1 Employment Equity Plan (EEP) completed and submitted by 15 January 2021	1 Approved Employment Equity Plan (EEP) completed and submitted by 15 January 2021	Operational	Representative workforce			1 Approved Employment Equity Plan Complete & Submitted (EEP) by 15 January 2021		Council resolution and acknowledgement letter from Dept. Labour
							2 (EEP) Targets achieved by 30 June 2021	2 EEP Targets achieved by 30 June 2021	Operational	2 EEP Targets achieved by 30 June 2021	Copies of Signed Code of Conduct


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KPA: FINANCIAL VIABILITY															
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence				
							Quarter 1	Quarter 2	Quarter 3	Quarter 4					
Promote Financial Accountability	2021/2022 Budget approved by Council	2019/2020 Budget	2021/2022 Budget approved by 31 May 2021	2021/2022 Budget approved by 31 May 2021	Operational	Accountable and Transparent Institution	Completed & Submitted AFS by the 31 October 2020	Process Plan (Schedule of Activities) Adopted	Draft Budget by 29 March 2021	Budget Approved by 31 May 2021	Council Resolution				
	Number of Budget Related policies* adopted by Council	13 Policies	13 Policies Adopted by 29 May 2021	16 Policies Adopted by 29 May 2021	Operational							Budget Analysis Report (Actuals)	16 Draft Policies Noted by Council	16 Policies Adopted by Council	Council Resolution & Policies
	2020/2021 Adjustment Budget Approved by Council	2019/2020 Adjustment budget approved	Approved 2020/2021 Adjustment Budget by 28 February 2021	Approved 2020/2021 Adjustment Budget by 28 February 2021	Operational							Approved Adjustment Budget by 28 February 2021			Council Resolution
	Council approved 2019/2020 Annual Financial Statements (AFS) submitted to the Office of the Auditor-General (A-G)	2018/2019 Audited AFS	AFS submitted to A-G by 30 August 2020	AFS submitted to A-G by 31 October 2020	R 1 500 000						Acknowledgement letter by the Office of A-G/ Proof of Submission				

• Policies: Approval of Budget Policy, Funding & Reserve Policy, Cash Management & Investment, Assets Policy, Indigent Support, Viement Policy, Provision for Bad Debt Policy, Appointment of Consultancy Policy, Tariff Policy, Supply Chain Management Policy, Overtime Policy, Cellphone Policy, Subsistence and Travelling & Rates Policy


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KPA: FINANCIAL VIABILITY											
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Revenue Enhancement	% Collection of Billed Revenue (i.e. Opening Balance + Billing - Impairment - Closing + Billing X 100)	15% Collection on Rate	95% Collection Rate of Total Billed	95% Collection Rate of Total Billed	Operational	Increase to Municipal Revenue	95% Collection Rate of Total Billed	95% Collection Rate of Total Billed	95% Collection Rate of Total Billed	95% Collection Rate of Total Billed	Section 71 Reports
	Number of Supplementary Valuation Rolls conducted	GVR Existing	1 Supplementary Valuation Roll Conducted by 30 June 2021	1 Supplementary Valuation Roll Conducted by 30 June 2021	R 110 000						Copy of Certified Supplementary Valuation Roll
	Number of Audit Plans Developed to address Auditor - General (A-G Queries adopted by Council	2018/2019 Audit Action Plan	1 Audit Action Plan Developed by 31 January 2021	1 Audit Action Plan Developed by 30 May 2021	Operational						Proof of Submission/Acknowledgment letters from PT and NT
	Number of Reports on the Implementation of the Audit Action Plan noted by Council	Existing	2 Reports on the Implementation of the Audit Action Plan noted by Council 3rd and 4th Quarter	2 Reports on the Implementation of the Audit Action Plan noted by Council 3rd and 4th Quarter	Operational	Improved Audit Outcome					Plan Signed by Municipal Manager
	Number of PAAP reports included in the Management Meeting	PAAP progress report	4 PAAP reports included in the Management Meeting (1 per quarter)	4 PAAP reports included in the Management Meeting (1 per quarter)	Operational		1 PAAP report included in the Management Meeting.	1 PAAP report included in the Management Meeting.	1 PAAP report included in the Management Meeting.	1 PAAP report included in the Management Meeting.	Management Minutes

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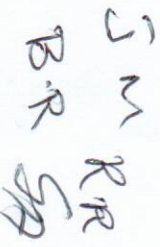
LOCAL ECONOMIC DEVELOPMENT

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Local Economic Development & Job Creation	Number of LED Strategies Developed & Adopted	2012-2017	1 LED Strategy Developed & Adopted by Council by 30 June 2021	1 LED Strategy Developed & Adopted by Council by 30 June 2021	R 500 000	Growing Local Economy & Improved Livelihoods					Signed List of Beneficiaries & Employment Contracts
							Advertisement	Appointment of service provider	Draft LED Strategy	1 LED Strategy Developed & Adopted by 30 June 2021	
	Number of SMMEs/Cooperative's support initiatives	4	6 Support initiatives by 30 June 2020 (Funding, Business Plan Development, Exhibitions, Training & Workshops)	6 SMMEs/Cooperatives support initiatives by 30 June 2021 (Funding, Business Plan Development, Exhibitions, Training & Workshops)	R500 000		2 SMMEs/Cooperative's support initiatives	2 SMMEs/Cooperative's support initiatives	2 SMMEs/Cooperative's support initiatives	Council minutes	


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LOCAL ECONOMIC DEVELOPMENT

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Local Economic Development & Job Creation	Number of Signage & Branding Erected (Information Boards)	New	10 Signage & Branding Erected by 30 June 2021 (Information Boards)	10 Signage & Branding Erected by 30 June 2021 (Information Boards)	R60 000	Growing Local Economy & Improved Livelihoods				10 Signage & Branding Erected by 30 June 2021	Proof of Installation
	Number of reports on Profiled Lodges, Game Lodges & B&Bs	New	4 Reports on Profiled Lodges, Game Lodges & B&Bs	4 Reports on Profiled Lodges, Game Lodges & B&Bs (1 per quarter)	Operation al		1 Report on Profiled Lodges, Game Lodges & B&Bs	1 Report on Profiled Lodges, Game Lodges & B&Bs	1 Report on Profiled Lodges, Game Lodges & B&Bs	1 Report on Profiled Lodges, Game Lodges & B&Bs	Council Minutes
	Number of Municipal Tourism profiles developed and adopted	New	1 Municipal Tourism profile developed and adopted by 30 June 2021	1 Municipal Tourism profile developed and adopted by 30 June 2021	Operation al				1 Municipal Tourism profile developed and adopted by 30 June 2021	Council minutes	


KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Provision of Basic Municipal Services and Infrastructure	Km of gravel roads maintained	16.4 km	6 km length of maintained gravel roads by 30 June 2020	3 km length of gravel roads maintained as per need	R 400 000	Improved Livelihoods Better community services				3 km of gravel road maintained as per need	Technical Report signed by Senior Manager Logbook signed by Clls Needs Register	
							1 Report on Maintenance Projects done as per the Adopted maintenance Plan	1 Report on Maintenance Projects done as per the Adopted maintenance Plan	1 Report on Maintenance Projects done as per the Adopted maintenance Plan	1 Report on Maintenance Projects done as per the Adopted maintenance Plan		
							4 Maintenance Projects done by the 30 th June 2020	4 Reports on Maintenance Projects done (As per the Adopted maintenance Plan)	R2 200 000			
	Number Reports on Maintenance projects undertaken on municipal facilities	2										
	Number of Updated and Approved Indigent Registers	1	1 Updated & Approved Indigent Register by 31 May 2021	1 Updated & Approved Indigent Register by 31 May 2021	Operation of	Clean & Healthy Environment						
	Number of Indigent Household (HH) receiving Free Basic Electricity	6675 HH	83 220 collections per year (20 805 per quarter)	7 865 collections per individual household over the quarter	R 5 590 000		20 805 collections per moth	20 805 collections per moth	7 865 collections per individual household over the quarter	7 865 collections per individual household over the quarter	Completion Certificate	


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KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Provision of Basic Municipal Services and Infrastructure	Number of Reports on the implementation of Water Projects by DWAS, NMMDM & Sedibeng noted by Council	New	4 Reports on the implementation of Water Projects by DWAS, NMMDM & Sedibeng noted by Council (1 per quarter)	4 Reports on the implementation of Water Projects by DWAS, NMMDM & Sedibeng noted by Council (1 per quarter)	Operational	Clean & Healthy Environment	1 Report on the implementation of Water Projects noted by Council	1 Report on the implementation of Water Projects noted by Council	1 Report on the implementation of Water Projects noted by Council	1 Report on the implementation of Water Projects noted by Council	Council Minutes
							1 Report on Waste removal noted by Council	1 Report on Waste removal noted by Council	1 Report on Waste removal noted by Council	1 Report on Waste removal noted by Council	
							1 Report on Housing Projects Implemented by DHS noted by Council	1 Report on Housing Projects Implemented by DHS noted by Council	1 Report on Housing Projects Implemented by DHS noted by Council	1 Report on Housing Projects Implemented by DHS noted by Council	
Number of Reports on Housing Projects Implemented by DHS noted by Council	New	4 Housing Reports (1 per quarter)	4 Reports on Housing Projects Implemented by DHS noted by Council (1 per quarter)	Operational	Clean & Healthy Environment	1 Report on Waste removal noted by Council	1 Report on Waste removal noted by Council	1 Report on Waste removal noted by Council	1 Report on Waste removal noted by Council	Council Minutes	
						1 Report on Housing Projects Implemented by DHS noted by Council	1 Report on Housing Projects Implemented by DHS noted by Council	1 Report on Housing Projects Implemented by DHS noted by Council	1 Report on Housing Projects Implemented by DHS noted by Council		


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KPA: INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Provision of Basic Municipal Services and Infrastructure	Length of Km Paved road completed	(Kraaipan Internal Access Road Phase 02	700km of Paved road completed by 30 June 2021 (Kraaipan Internal Access Road Phase 03)	700m Base layer road completed by 30 June 2021 (Kraaipan Internal Access Road Phase 03)	R 3 000 000	Clean & Healthy Environment					700m Base layer road completed by 30 June 2021 (Kraaipan Internal Access Road Phase 03)	Completion Certificate
	Number of Community Halls constructed	Gareleng Community Hall Phase 1	1 Community Hall constructed by 30 June 2021 (Gareleng Community Hall Phase 2)	1 Community Hall at Window Level by 30 June 2021 (Gareleng Community Hall Phase 2)	R2 9000 000						1 Community Hall at Window Level by 30 June 2021 (Gareleng Community Hall Phase 2)	Completion Certificate
	Length of Km Paved Road Completed	Link Road to Jan Masibi, Tribal Office and Methusele Phase 01	1.3 Km of Paved Road Completed by 30 June 2021 (Link Road to Jan Masibi, Tribal Office and Methusele Phase 02)	1.3Km Base Layer Road Completed by 30 June 2021 (Link Road to Jan Masibi, Tribal Office and Methusele Phase 02)	R 3.5000 000						1.3Km Base Layer Road Completed by 30 June 2021 (Link Road to Jan Masibi, Tribal Office and Methusele Phase 02)	Completion Certificate
	Length of Km Paved Roads and Storm Water Completed	Setlhwathwe and Ramabesa Road Phase 01	1.3Km Paved Roads and Storm Water Completed by 30 June 2021 (Setlhwathwe and Ramabesa Phase 02)	1.3Km Base Layer Roads and Storm Water Completed by 30 June 2021 (Setlhwathwe and Ramabesa Phase 02)	R 3 2 00 000					1.3Km Base Layer Roads and Storm Water Completed by 30 June 2021 (Setlhwathwe and Ramabesa Phase 02)	Completion Certificate	



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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Good Governance	Number of Audit Charter & Plan developed & reviewed	1	Audit Charter & Plan developed by 31 December 2020	Audit Charter & Plan developed by 31 December 2020	Operational		1 Audit Charter & Plan developed by 31 December 2020				Council Minutes/ Resolution
	Number of Audit Committee sittings held	4	4 Audit Committee sittings held (1 per quarter)	4 Audit Committee sittings held (1 per quarter)	R 200 000	1 Audit Committee sitting held	1 Audit Committee sitting held	1 Audit Committee sitting held	1 Audit Committee sitting held	Minutes & Attendance Registers	
	Number of Internal Audits Conducted	4 Internal Audits	4 Internal Audits Conducted (1 per quarter)	4 Internal Audits Conducted (1 per quarter)	Operational	1 Internal Audit Conducted	1 Internal Audit Conducted	1 Internal Audit Conducted	1 Internal Audit Conducted	Report signed by the Audit Committee	
	Number of Internal Audit (IA) Plan Adopted by Audit Committee	1	Internal Audit Plan (IAP) developed by 31 May 2021	Internal Audit Plan (IAP) developed by 31 May 2021	Operational		1 Draft Internal Audit Plan (IAP) in place	1 Internal Audit Plan Approved by 31 May 2021	1 Internal Audit Plan Approved by 31 May 2021	Audit Committee Minutes	
Promote Good Governance	Number of Risk Management Policies reviewed & adopted	Policy Existing	1 Risk Management Plan (RMP) reviewed & adopted by 31 May 2021	1 Risk Management Plan (RMP) reviewed & adopted by 31 May 2021	Operational			1 Draft Risk Management Plan (RMP) in place	1 Risk Management Plan Approved by 31 May 2021	Council Minutes/ Resolution	
	Number of Internal Audit Reports submitted to Audit Committee for consideration	4	4 Internal Audit Reports submitted to Audit Committee for consideration (1 per quarter)	4 Internal Audit Reports submitted to Audit Committee for consideration (1 per quarter)	Operational	1 Internal Audit Report submitted to Audit Committee for consideration	1 Internal Audit Report submitted to Audit Committee for consideration	1 Internal Audit Report submitted to Audit Committee for consideration	1 Internal Audit Report submitted to Audit Committee for consideration	Minutes, Reports & Attendance Registers	

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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Promote Good Governance	Number of revised Risk Management Strategy (RMS) Reviewed and Adopted by Council	Strategy in place	1 Revised RMS by 31 May 2021	1 Revised RMS by 31 May 2021	Operational	An Accountable and Transparent Institution			1 Draft Revised Risk Management Strategy (RMS) in place	1 Revised Risk Management Strategy (RMS) by 31 May 2021	Council Resolution & RMS	
	Number of Revised Fraud and Corruption Strategy adopted by Council	Strategy in place	1 Revised Fraud & Corruption Strategy Adopted by Council by 31 May 2021	1 Revised Fraud & Corruption Strategy Adopted by Council by 31 May 2021	Operational				1 Draft Revised Fraud & Corruption Strategy in place	1 Revised Fraud & Corruption Strategy Revised & Adopted by 31 May 2021	Council Resolution	
	Number of MPAC Reports submitted to Council for noting	4	4 MPAC Reports submitted to council for noting (1 per quarter)	4 MPAC Reports submitted to council for noting (1 per quarter)	R60 000		informed & Involved Community			1 MPAC Report submitted	1 MPAC Report submitted	Council Minutes
	Number of Support Training Conducted for MPAC & Rules Committee	2	2 Support Training Conducted for MPAC & Rules Committee (Q2 & Q4)	2 Support Training Conducted for MPAC & Rules Committee (Q2 & Q4)						1 Support Training Conducted	1 Support Training Conducted	Attendance Register
Number of Public Participation Events Supported	4	12 (3 x IDP/Budget/PMS, 3 x Annual Report, 2 x Imbizos & 4 x Ward Comm. Functions)	12 (3 x IDP/Budget/PMS, 3 x Annual Report, 2 x Imbizos & 4 x Ward Comm. Functions)	R100 000				3 x Annual Report	3 x (IDP/Budget/PMS)	Attendance Registers & Notices		
Number of Support Initiatives for Traditional Leaders Implemented	1	4 Support Initiatives for Traditional Leaders Implemented	4 Support Initiatives for Traditional Leaders Implemented	Operational				1 Support Initiative for Traditional Leaders Implemented	1 Support Initiative for Traditional Leaders Implemented	Council Minutes		

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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Promote Community Participation	Number of Functional Ward Committees	14	14 Functional Ward Committees	14 Functional Ward Committees	R2 600 000	Informed & Involved Community	14 Functional Ward Committees	14 Functional Ward Committees	14 Functional Ward Committees	14 Functional Ward Committees	Ward Committee Minutes	
	Number of reports on Ward Committees noted by Council	4	4 Reports on Ward Committees noted by Council	4 Reports on Ward Committees noted by Council	Operational		1 Report on Ward Committees	1 Report on Ward Committees	1 Report on Ward Committees	1 Report on Ward Committees	Signed Reports by Speaker	
	Number of Dipitso tsa Baagji Held	New	2 Dipitso tsa Baagji Held (Q3 & Q4)	2 Dipitso tsa Baagji Held (Q3 & Q4)	R50 000	Informed & Involved Community			1 Dipitso tsa Baagji held	1 Dipitso tsa Baagji held	Minutes & Attendance Registers	
	Number of Youth Summit Held	New	1 Youth Summit Held by 30 June 2021	1 Youth Summit Held by 30 June 2021	R150 000					1 Youth Summit Held by 30 June 2021	Minutes & Attendance Registers	
	Number of Women's Forum Meetings Held	2	New	2 Women's Forum Meetings Held (2nd and 3rd Quarter)	1 Women's Forum Meetings Held (4th Quarter)		R 70 000				1 Women's Forum Meeting Held	Minutes & Attendance Registers


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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Good Governance Enhance Communication	Number of Communication Strategy Reviewed & Adopted by Council	Strategy in Place	1 Communication Strategy Reviewed & Adopted by 31 May 2021	1 Communication Strategy Reviewed & Adopted by 31 May 2021	Operational	Informed & Involved Community				1 Communication Strategy Reviewed & Adopted by 31 May 2021	Council Resolution
	Number of Reports on Operational Tele Centres	1	3 Operational Tele Centres (Tshidliamolomo, Kraaipan & Setlagole)	3 Reports on Operational Tele Centres (Tshidliamolomo, Kraaipan & Setlagole)			1 Report on Operational Tele Centre	1 Report on Operational Tele Centre	1 Report on Operational Tele Centre	1 Report on Operational Tele Centre	Reports signed by the MM
	Number of Reports on Moderations & Assessments	1	1 Moderation & Assessment report noted by Council	1 Moderation & Assessment report noted by Council	R 600 000					1 Moderation & Assessment Report noted by Council	Council Minutes
	Number of Graduation Ceremonies held	1	1 Graduation Ceremony held by 30 June 2021	1 Graduation Ceremony held by 30 June 2021						1 Graduation Ceremony held by 30 June 2021	Report signed by MM
Number of Accredited Telecentres	1	1 Telecentre Accredited by 30 June 2021	1 Telecentre Accredited by 30 June 2021						1 Telecentre Accredited by 30 June 2021	Copy of Accreditation Certificate	


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SPATIAL RATIONALE

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Revised Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
							Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Improve Spatial Planning	Number of Reports on the Development & Implementation of Municipal Spatial Development Framework	2012/2017 SDF	4 Reports on the Development of Municipal Spatial Development Framework	4 Reports on the Development of Municipal Spatial Development Framework (1 Per Quarter)	R30 000	Integrated Sustainable Human Settlement	1 Report on the Development of Municipal Spatial Development Framework	1 Report on the Development of Municipal Spatial Development Framework	1 Report on the Development of Municipal Spatial Development Framework	1 Report on the Development of Municipal Spatial Development Framework	Adopted SDF



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Ratlou Local Municipality – Department: Office of the Municipal Manager

CORE MANAGEMENT COMPETENCIES


The competency level will be assessed according to the extent to which specified standards have been met

Competency	Definition	Standards
Strategic Capability and Leadership	Must be able to provide a vision set the direction for the municipality and inspire others in order to deliver on the municipality's mandate	<ul style="list-style-type: none"> • Evaluated all activities to determine value added and alignment with the organisations strategic goals • Displays and contributes in-depth knowledge to strategic planning at the at the organisational level • Ensure alignment of strategies across various functional areas to the organisation strategy • Defines performance measures to evaluate the success of organization's strategy • Monitor and review strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment • Promotes organization's mission and vision to all relevant stakeholders • Empower others to deal with complex and ambiguous situations • Develops and implements risk management • Achieve agreement or consensus in an adversarial environment
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	<ul style="list-style-type: none"> • Manages multiple projects and balances priorities and conflicts between projects based on broader organizational goals • Manages risk across multiple projects by examining total resources requirements and assessing impact of projects on the day to day operations • Modifies projects approach and budget without compromising the quality of outcomes and the desired results
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	<ul style="list-style-type: none"> • Takes ownership of key planning, budgeting and forecasting processes and answers , questions related to topics within own responsibilities • Formulates long term financials plans and resource allocations • Develops and implements systems, procedures and processes in order to improve financial management • Advises on policies and procedures regarding asset control • Dynamically allocate resources according to internal and external objectives.
Service delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal goals	<ul style="list-style-type: none"> • Formulates and implements new ideas throughout the organization • Ensures buy-in from key stakeholders • Consults and utilizes innovative best practices in SDI • Coaches others on innovation techniques • Inspires service providers to improve delivery of services

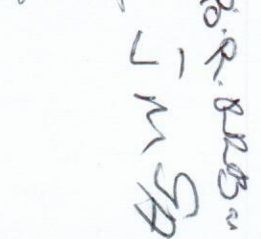

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Ratou Local Municipality- Office of the Municipal Manager

Competency	Definition	Standards
People Management and Empowerment	Must be able to manage and encourage people , optimize their outputs and effectively manage relationships in-order o achieve the municipality's goals	<ul style="list-style-type: none"> Analyse ineffective team and work processes and recommends improvement Recognizes and rewards desired behaviours and results Mentors and counsels others Addresses balances between individual career expectations and organizational needs Considers developmental needs of personnel when building teams and assigning task Establishes an environment in which personnel can maximize their potential
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> Coaches others about the importance and application of customer and client knowledge Fosters an environment in which customer satisfaction is valued and delivered Addresses and resolves high risk profile stakeholders issues Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence other to achieve the desired.	<ul style="list-style-type: none"> Communicates high risk sensitive matters to all relevant stakeholders. Develops well defined communication strategy Balances political views with organizational needs which communicating differing view points on complex issues Communicates with the media without compromising the integrity of the organization
Core Occupational Competencies		
Knowledge of Performance Management and Reporting	The ability to support the implementation of performance management and reporting in the municipality	<ul style="list-style-type: none"> Knowledge and understanding of the legislative framework governing performance management in local government Supporting and contributing to the timely preparation, submission and publication of statutory reports, including annual report, in year reporting Ability to interpret the performance information Advanced knowledge of performance management issues and concepts Thorough understanding of reporting requirements
Competence in policy conceptualization and implementation	Ability to support and contribute to the formulation of policy and by laws as well as ability to implement	<ul style="list-style-type: none"> Ability to analyse regulatory frameworks and various models of policy processes



 P.O.R. 8225



14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of annexure A will not be confidential and may be available to the public by Employer as part of municipal annual in terms of the MFMA, 56 OF 2003 and the MSA OF 2000.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employees in terms of his/her employment contract , or the effect of existing or new regulations , circulars, policies directives or other instruments.

Thus done and signed at Setlagoleon this the 26th day of February 2021

AS WITNESS:

1 [Signature]
2 [Signature]

[Signature]
EMPLOYEE

AS WITNESS:

1 RABANT
2 [Signature]

[Signature]
MAYOR