

RATLOU LOCAL MUNICIPALITY

As represented by

CLLR VP MANCE

(In his capacity as the Mayor of RATLOU LOCAL MUNICIPALITY

(The employer for the purpose of this agreement)

And

GLEN LEKOMANYANE

In his capacity as the Municipal Manager of RATLOU LOCAL MUNICIPALITY

(The employee for the purpose of this agreement)

**2014-2015
PERFORMANCE AGREEMENT**

T.L. A.G. P.V.

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PERFORMANCE AGREEMENT

Entered into by and between:

The Local Municipality of Ratlou herein represented by **Cllr VP Mance**, in his capacity as **Mayor** (hereinafter referred to as the employer).

And

Mr. Glen Lekomanyane, 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 systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to-

- 2.1 Comply with the provisions of Section 57(1)(b), (4B) and (5) of the Municipal Systems 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;

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

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2014** and will remain in force until **30 June 2015**, 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 a results of government or council decision or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 The performance objectives and targets that must be met by the Employee; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in annexure A are set by the Employer in consultation with the Employee and based on the 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 tasks 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 Employee'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 the Key Performance Areas (including special projects relevant to the employee's responsibilities) within the local government framework.

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5.6 The criteria upon the performance of the Employee shall be assessed and shall consist of two components, both which shall be contained 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.

5.6.2 Key performance Areas covering the main areas of work will account for 80% and the core management Competencies will account for 20% 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 attached Performance Plan (Annexure A), which are linked to the Key Performance areas, which constitute 80% of the overall assessment result as per the weightings agreed to between Employer and Employee.

Key Performance Areas (KPAs)	Weightings
Basic Service Delivery	30%
Municipal Institutional Development and Transformation	15%
Local Economic Development (LED)	15%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	20%
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 COMPETENCY REQUIREMENTS FOR EMPLOYEES		
Core Managerial Competencies (CMC)		Weight
Strategic Capability		15%
Programme and Project Management		10%
Financial Management		10%
Change Management		10%
Service Delivery Innovation		5%
Problem Solving Analytic Thinking		5%
People and Diversity Management		10%
Client Orientation and Customer Focus		10%
Communication		5%

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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 sets out-

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

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the 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 demented in a Personal Development Plan as well as the actions agreed to and implantation 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 standards or performance indicators have been met and with due regard to ad hoc tasks that has to be performed under the KPA.

6.4.1.2 An indicative rating on the five-point scale should be provided for each Key Performance Area 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 the specified Core Management Competencies.

6.4.2.2 An indicative rating on the five-point scale should be provided for each Core Management Competencies.

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6.4.2.3 This rating should be multiplied by the weighting given to each Core Management Competencies during the contracting process, to provide a score.

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-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.4.3.2 Assessment of Employee's performance will be based on the following rating scale for KPA's and CMC's:

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 the Employee has achieved far above fully effective results 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 expectations	Performance is significantly higher than the standards expected in the job. The appraisal indicates that the Employee has achieved above fully effective results 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 standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standards required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as indicated in the PA and Performance Plan.					

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1	Unacceptable performance	Performance does not meet the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.						
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6.5 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:

6.5.1 Mayor;

6.5.2 Chairperson of the Audit Committee;

6.5.3 Member of the Executive Committee, responsible for Performance Management; and

6.5.4 Mayor or Municipal Manager from another Municipality.

6.5.5 Manager: Performance Management System (as secretary).

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 2014.

7.1.2 Second quarter: Third week of January 2015.

7.1.3 Third quarter: Second week of April 2015.

7.1.4 Fourth quarter & Annual review: End of August 2015.

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 change is made.

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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.

7.6 Record/results of quarterly, mid-year and annual assessment/reviews and changes made to the performance agreement as a result of such evaluations will be documented and form part of the annual performance evaluation report.

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 enabling environment for 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 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; and

9.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist 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 Employee timeously where the exercising of the power will have amongst others:

10.1.1 A direct effect on the performance of any of the 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

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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.

11.3 In determining the performance bonus the relevant percentage will be based on the overall 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 ten percent(10%); and

11.3.3 a score of 150% and above will be awarded a performance bonus of fourteen 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 (meets the standards)	100 – 129%	5%
2.0	Performance not fully effective	50 – 99%	0%
1.0	Unacceptable Performance	1 – 49%	

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

11.5.1 Give notice to the Employee to attend a meeting with the Employer and the Employee 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 Employee to improve his/ her performance; and

11.5.3 after appropriate performance counseling 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 or her duties.

11.6 Nothing contained in this Agreement in any way limits the right of the Employer to terminate the Employee's contract of 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 actions 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 Employer 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 regard to any dispute in terms of the performance agreement must form part of the report of the annual assessment exercise.

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13. PERFORMANCE PLAN

13.1 Purpose

The performance plan defines the Council's expectations of the Municipal Manager and Director'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.

13.2 Key Responsibilities

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

1. Provide democratic and accountable government for local communities;
2. Ensure the provision of services to communities in a sustainable manner;
3. Promote social and economic development;
4. Promotes a safe and healthy environment;
5. Encourage the involvement of communities and community organizations 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 Organizational 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: Functional Areas

Departmental KPIs and Targets

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Planning and Performance Management	2014/2015 IDP and the Budget Process Plan adopted by council	2013/2014 Process Plan	Plan Adopted by 29 August 2014		Integrated Planning	Process Plan Adopted				Council Resolution & a copy of the Process Plan
	2015/2016 Integrated Development Plan Adopted by council	2014/15 IDP	IDP Adopted by 29 May 2015	R80 000		Process Plan Adopted	Analysis & Strategy Phase Report	Project Phase	Community Consultation & Adopted IDP	Council Resolution & IDP Document
	Service Delivery and Budget Implementation Plan Approved by the Mayor	2014/15 SDBIP	Approved SDBIP by 12 June 2015	Operational	Operational			Draft SDBIP Noted	Approved SDBIP	Copy of SDBIP signed by Mayor
	Number of Integrated Development Planning (IDP) Representative Forum meetings held	5	4 IDP Rep Forums (1 per quarter)	Operational		1	1	1	1	Minutes & Attendance Registers
	Number of Strategic Planning Sessions Held	1	1 Strategic Planning Session Held	R 150 000	Operational	An accountable and Transparent Institution		1 Strategic Planning Session Held		Minutes & Attendance Registers
	Number of Performance Reports Submitted to Council	4	4 Performance Reports (1 per quarter)	Operational			1	1	1	1
	Number of Mid-Term Performance Assessments Held	1	1 Mid-Term Performance Assessment Conducted before 23 January 2015	Operational	Operational				1	Council Minutes
	Number of Annual Performance Assessments Conducted	1	1 Annual Performance Assessment Conducted by 31 July 2014	Operational			1			

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MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Promote Planning and Performance Management	Number of Section 56 Performance Assessment reports submitted to Council	New	2	R1 000 000 (R750 000 + R250 000)	An accountable and Transparent Institution	1		1		Performance Reports and council resolution	
	Number of Half Yearly & Annual Performance Review reports submitted to DLGTA, PT & NT	New	2	Operational			1		1	Acknowledgement letters	
Promote Accountable and efficient administration	Number of Reviewed Human Resource & IT related Policies adopted by Council	6 Policies	6 Policies (Recruitment & Retention, Remuneration, Overtime, Recruitment & Selection, Fleet, IT)	Operational	Accountable and transparent institution			6 Draft Policies Adopted	6 Policies Adopted	Council Resolution & Policies	
	Number of Reports on implementation of Council Resolutions noted by Council	1	4 Reports (1 per quarter)	Operational			1	1	1		Council Minutes
Promote Innovation Learning and Growth	Number of By-laws Proclaimed in the Provincial Gazette	4 Proclaimed By-laws	2 Proclaimed By-laws (Street Trading & Environmental Health)	R30 000	Accountable and transparent institution		2			Copy of Provincial Gazette	
	Number of Trainings on Team Mate (IA & IT) conducted	New	1 Training conducted on Team Mate by 30 June 2015	Operational				1 Training conducted on Team Mate			Proof of Registration
	Number of Trainings Conducted on Audit Matters	1	1 Training conducted by 30 September 2014	Operational			1 Training Conducted				Attendance Registers

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MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Improve Technology Efficiency	Number of Integrated Communication and Information Technology (ICT) Master Plan reviewed & adopted by Council	IT Master Plan	1 Reviewed & Adopted ICT Master Plan by Council by 31 August 2014	Operational	Technological Efficiency	1 ICT Master Plan adopted				Council Minutes
	Number of Reviewed & Adopted Operational Disaster Recovery (ODR) & Business Continuity Plan (BCP) noted by Council	ODR & BCP in place	1 Reviewed & Adopted OPDC by 31 August 2014	R 200 000		Consultation report	Draft OPDC Plan	1 Adopted OPDC	Council Resolution & OPDC	
	Number of Internal Business Processes Automated (Modules)	Software	3 Internal Business Process Automated (Transact, Pastel & PayDay) by 30 September 2014	R10 000				3 Int. Business Process Automated (Transact, Pastel & PayDay)	Computer Automated Modules Certificate	
	Number of reports on ODR & BCP noted by Council		4 Reports (1 per quarter)	Operational		1	1	1	Council Minutes	
	Number of Routine Maintenance Conducted (IT & CCTV Equipment)	Existing	4 Reports Noted by Council	Operational		1	1	1	Council Minutes	
	Number of Facilities linked to the main municipal offices via Internet & CCTV	New	5 Facilities linked by 31 December 2014	Operational			5 Facilities		Connectivity Certificates	

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MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Improve Technology Efficiency	Number of Workshops Conducted on IT		2 Workshops Conducted by 30 June 2015	Operational	Technological Efficiency		1		1	Attendance Registers	
	Number of Reports on updated Software & Hardware Maintenance	Software & Hardware	4 Reports noted by Council	Operational		1	1		1	Council Minutes	
	Number of ICT Learnership Learners Appointed	New	1 ICT Learner Appointed by 30 June 2015	R450 000					1	1 ICT Learner Appointed	Appointment Letter
	Number of Software Licenses Renewed	7 Software Existing	7 (Team mate, Transact Pastel, Payday, Softline Pastel, MacAfee, Cibecs, Adobe Reader)	R 1 000 000						7 Renewed Licenses	Software Licenses
	Number of Independent Certificate from VAN (Value Added Network)	New	1 Independent Certificate from VAN (Value Added Network) for Internet by 31 July 2014				1 Independent Certificate from VAN (Value Added Network) for Internet				A Certificate from VAN (Value Added Network)
Promote Innovation Learning and Growth	Number of 2014/2015 Workplace Skills Development Plan (WSDP) Adopted by Council	WSDP	1 WSDP adopted by 30 May 2015	R 500 000	Skilled Workforce & Community		Establish Training Committee	Skills Audit & Training Needs Identified	Adopted WSDP	Council Resolution & WSDP	
	Number of applicants benefiting from the bursary fund	New	10 Bursars	R 400 000					10 Bursars	Signed Agreements	
Employment Equity Achieve	Number of Council Approved Employment Equity Plan (EEP) submitted to Department of Labour	Employment Equity Plan	1 EEP completed and submitted by 30 September 2014	Operational	Representative workforce		1 Complete & Submitted EEP			Council resolution and acknowledgement letter from Dept. Labour	
	% of Employment Equity Targets Achieved	Employment Equity Plan in place	40% EEP Targets Achieved by 30 June 2015	Operational						40% EEP Target Achieved	HR Personnel Recruitment File

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FINANCIAL VIABILITY

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Promote Financial Accountability	2015/16 Budget approved by Council	2014/15 Budget approved on 30 May 2014	2015/2016 Budget approved by 29 May 2015	Operational	Accountable and transparent institution	Process Plan Adopted	Budget priorities developed	Draft by 31 March 2015	Approved by 29 May 2015	Council Resolution	
	Number of Budget Related policies adopted by Council	13 Policies	13 Reviewed Policies Adopted by 29 May 2015	Operational				13 Draft Policies Noted by Council	13 Policies Adopted by Council	Council Resolution & Policies	
	2014/2015 Adjustment Budget Approved by Council	2013/14 Adjustment budget approved	Approved 2014/2015 Adjustment Budget by 25 Jan 2015	Operational			Budget Analysis Report (Actuals)	Approved Adjustment budget		Council Resolution	
Achieve Clean Audit	Number of Trainings Conducted on Audit Matters	New	1 Training conducted by 30 September 2014	Operational	Improved Audit Outcome	1 Training Conducted				Attendance Registers	
	Development of Compliance Check List for Procurement & Strategic Planning	New	Developed Check List by 31 July 2014	Operational			Developed Check List				Signed off by MM
	Number of Financial Reconciliations conducted	12	12 (3 per quarter)	Operational			3	3	3	3	Signed off by MM
	Number of Audit Plans Developed to address Auditor – General (A-G) Queries adopted by Council	Existing	1 Audit Action Plan Developed by 31 January 2015	Operational				Draft Audit Action Developed Plan	Audit Action Developed Plan		Council Resolutions & Audit Action Plan
	Number of AG Report included as a standing Item in Management Meetings	Existing	6 Management Meetings	Operational			2	1	1	2	Minutes

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FINANCIAL VIABILITY

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Financial Accountability	Council approved 2013/2014 Annual Financial Statements (AFS) submitted to the Office of the Auditor General	2012/2013 Audited AFS	AFS submitted to A-G by 29 August 2014	R420 000	Accountable and transparent institution	Compiled & Submitted AFS by the 29 August 2014				Acknowledge ment letter by the Office of A-G
	Number of Reports on Supply Chain Management submitted to Council (Non Compliance with MFMA, Demand & Acquisition, Disposal & Logistics)	4	4 Reports (None Compliance with MFMA, Demand & Acquisition, Disposal & Logistics) (1 per quarter)	Operational		1	1	1	1	Council Minutes
	% Expenditure of the MIG Allocation Spend	69% (of 38 796 000.00 MIG Allocation)	100% Spend on MIG Allocation	R27 464 000	Improved Expenditure & Infrastructure Investment	10%	30%	70%	100%	Section 71 Reports & MIG Reports
	% Expenditure of the Maintenance Budget	100% (R4 035 167.70 of Maintenance Budget)	100% Spent on Maintenance Budget	R400 000		10%	30%	70%	100%	Section 71 Reports & MIG Reports

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LOCAL ECONOMIC DEVELOPMENT										
Corporate Objective	Key Performance Indicator	Baseline	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 Jobs create through Expanded Public Works Programme, Community Workers Programme, Capital Projects and other Local Economic Development initiatives	1000	1400 Jobs created	R27 464 000 (MIG) R1 757 000 (EPWP)	Growing Local Economy & Improved Livelihoods	350	350	350	350	Signed List of Beneficiaries & Employment Contracts
	Number of Cooperatives established & Supported (Youth & Disability Cooperatives)	New	2 Cooperatives Established (Youth & People Living with Disability)	R150 000				2 Cooperatives Established		Portfolio Committee Minutes
	Number of Women Cooperatives Established	New	2 Cooperatives Established by 30 June 2015	R200 000				2 Cooperatives Established		Council Minutes
	Number of Youth Agricultural Support Initiated	New	1 Youth Agricultural Support (YAS)	Operational					1 YAS Initiative	Council Minutes
	Number of Youth Arts, Culture & Heritage Programmes/activities held	New	2	Operational					1	Council Minutes
	Number of Youth Sport & Recreational Programmes/activities Held	New	2	Operational				1		Council Minutes



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INFRASTRUCTURE DEVELOPMENT AND BASIC SERVICE DELIVERY

Corporate Objective	Key Performance Indicator	Baseline	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 Updates on Indigent Register	1	1 Updated Register by 30 June 2015	Operational	Improved Livelihoods	Approved Indigent Register			Updated Indigent Register	Council Resolution	
	Number of Approved Indigent Registers by Council	Register in Place	1 Approved Indigent Register	Operational							
	Number of Indigent Household (HH) receiving Free Basic Electricity	6675 HH	7963 HH	R1 300 000			7963 HH	7963 HH	7963 HH	7963 HH	Council Minutes
	Number of Housing Needs Registers Reviewed & Submitted to Dept. of Human Settlement	New	1 Approved by 31 December 2014	Operational			1 Housing Needs Register Approved & Submitted				Proof of submission to Dept. of Human Settlement
	Number of Housing Delivery Reports Submitted as per the Housing Sector Plan	New	4 (1 per quarter)	Operational			1	1	1	1	Council Minutes
	Number of Reports on Water Projects Implemented by NMMDM noted by Council	New	4	Operational			1	1	1	1	Council Minutes
	Number of Reports on Waste Removal noted by Council	New	4	Operational			1	1	1	1	Council Minutes
	Number of Reports on Provision of Sanitation Services	New	4 (1 per quarter)	R4 500 000			1	1	1	1	Council Minutes
	Number of Integrated Waste Management Plan (IWMP) Adopted by Council	Draft IWMP	1 Adopted IWMP by 31 May 2015	R20 000		Clean & Healthy Environment			Final Draft IWMP	1 Adopted IWMP	Council Resolution
	Number of Licensed Waste Landfilled Site Established	Unlicensed Landfill Site	1 Licensed Landfill (Makgobistadt)	R 400 000			Develop Terms of Reference	Appointment of Consultant	Public Participation & Submission to Dept. of Environment	Licensed Landfill Site	Record of Decision (ROD)
	Number of Landfill Sites Developed	Dumping Site	1 Landfill Site Developed (Makgobistadt)	R300 000			Development of Terms of Reference	Appointment of Contractor	Construction	1 Developed Landfill Site	Completion Certificate signed by Engineer

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GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Accountable, Efficient and Transparent Organisation	Number of Appointed Audit Committee (AC) Members	5	5 AC Members Appointed by 31 July 2014	R 150 000	An accountable and Transparent Institution	5 Appointed Members				Appointment Letters
	Number of Anti-Corruption Campaigns Held	New	1 Campaign Held by 30 June 2015	Operational					1	Attendance Register
	Number of Audit Committee Meetings	4	4 (1 per quarter)	R150 000		1	1	1	1	Minutes & Attendance Registers
	Number of Audit Committee Reports submitted to Council for noting	4	4 (1 per quarter)	Operational		1	1	1	1	Council Minutes
	Number of Internal Audits Conducted	4 Internal Audits	4 (1 per quarter)			1	1	1	1	Council resolution
	Number of Internal Audit Reports submitted to Audit Committee for consideration	4	4 (1 per quarter)	R200 000		1	1	1	1	Minutes, Reports & Attendance Registers
	Number of Internal Audit (IA) Plan Adopted by Council	1	1 IA Plan developed by 31 May 2015						1	Council Resolution & IA Plan
	Number of revised Risk Management Strategy (RMS) approved by Council	Strategy in place	1 Revised RMS by 31 May 2015						1	Council Resolution & RMS
	Number of Revised Fraud and Corruption Strategy adopted by Council	Strategy in place	1 Revised Fraud & Corruption Strategy by 31 May 2015	R200 000					1	Council Resolution
	Number of MPAC Reports submitted to council for noting	4	4 (1 per quarter)						1	Council Minutes
	Number of Support Training Conducted for MPAC	3	2	R140 000					1	Minutes, Reports & Attendance Registers

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GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	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	R1 814 400	Informed 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	12	4 Reports noted by Council	Operational		1	1	1	1	Signed Reports by Speaker
	Number of Training for Ward Committees held	2	2 Trainings (Policy & Legislation)	Operational		1			1	Minutes & Attendance Registers
	Number of Public Participation Events Supported	4	12 (3 x IDP/Budget/PPMs, 3 x Annual Report, 2 x Imbizos & 4 x Ward Comm. Functions)	R400 000		1 x Ward Committed Function	2 x (Imbizos) 1 x Ward Committed Function	3 x Annual Report 1 x Ward Committed Function	3 x (IDP/Budget/PPMs) 1 x Ward Committed Function	Minutes & Attendance Registers
	Number of Support Initiatives for Traditional Leaders Implemented	1	1 (4x Computers, 4x 3-in-1 Printers)	R400 000					1	Council minutes
	Number of Dpitso tsa Baagi Held		2	R 50 000					1	Minutes & Attendance Registers
	Number of Youth Summit Held	New	1 Summit Held by 30 June 2015						1	Minutes & Attendance Registers
	Number of Youth Career Exhibition Held	New	1 YCE Held by 30 June 2015	R 1 000 000					1	Minutes & Attendance Registers
	Number of Youth Outreach & Advisory Programme Conducted	New	6						2	Minutes & Attendance Registers
	Number of Disability Forum Meetings Held	New	4 (1 per quarter)	R 150 000					1	Attendance Register
	Number of Women's Forum Meetings Held		2	R 200 000					1	Attendance Register

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GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Budget	Outcome Indicator	Quarterly Targets				Portfolio of Evidence	
						Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Enhance Communication	Number of Communication Strategy Reviewed & Adopted by Council	Strategy in Place	1 Reviewed & Adopted Strategy by 31 May 2015	Operational	Informed & involved communities				1 Reviewed & Adopted Strategy	Council minutes	
	Number of Operational Tele Centres	1	2 Operational Tele Centres	R200 000		1		1		1	Reports
	Number of Ratlou Newsletter Publications Released	4	4 Newsletters Published	R300 000		1	1	1		1	4 Newsletters
	Number of Copies of Printed of Annual Report Publication	200 copies	1000 Printed Copies	R100 000					1000 copies		Delivery Note

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MANAGEMENT FUNCTIONS

Corporate Objective	Key Performance Indicator	Baseline	Annual Target	Quarterly Targets				Portfolio of Evidence
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	
Promote Communication	Number of Workshops held to communicate municipal IDP within the department by 31 August 2014	New	1	1				Minutes and signed attendance registers
	Number of Workshop held to communicate the Top Layer and Technical SDBIP within the department by 31 August 2014	1	1	1				Minutes and signed attendance registers
	Number of departmental contributions (articles) towards municipal newsletter	New	4 (1 per quarter)	1	1	1	1	Copies of municipal newsletter with each issue featuring departmental programmes/articles
	Regular submission of statutory website information (budget, tenders, SLAs etc.)	4	4 (1 per quarter)	1	1	1	1	Website Screen Printouts Date Stamped by IT
Promote Planning and Performance Management	Number of departmental meetings held	12	12 (Monthly)	3	3	3	3	Signed attendance register and agenda of meetings
	Number of formal performance assessment and feedback sessions held with immediate subordinates	New	2		1		1	Report signed by the director and immediate subordinates indicating that performance assessment sessions took place
Achieve positive employee climate	Number of Departmental Team Building exercise held by 31 December 2014	New	1		1			Attendance Register and Participation List
Promote Planning and Performance Management	Procurement Plan submitted to the Procurement Office	2013/2014 Procurement Plan	Procurement Plan submitted to the Procurement Office before 31 July 2014	Procurement Plan Submitted by 31 July 2014				Copy signed/ Date Stamped by Procurement Office

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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"> Evaluates all activities to determine value added and alignment with the organizations' strategic goals Displays and contributes in-depth knowledge to strategic planning at the organizational level. Ensure alignment of strategies across various functional areas to the organization strategy Defines performance measures to evaluate the success of organization's strategy Monitors 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 Empowers others to deal with complex and ambiguous situations. Develops and implements risk management. Achieves 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 risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations. Modifies project 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 responsibility. Formulates long term financial 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 processes in order to achieve 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 international best practices in SDI/ Coaches others on innovation techniques Inspires service providers to improve delivery of services

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Competency	Definition	Standards
People Management and Empowerment	Must be able to manage and encourage people, optimize their outputs and effectively manage relationships in order to 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 balance between individual career expectations and organizational needs. Considers developmental needs of personnel when building teams and assigning tasks. 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 high profile stakeholder 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 outcomes.	<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

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Core Occupational Competencies

<p>Knowledge of Performance Management and Reporting</p>	<p>The ability to support the implementation of performance management and reporting in the municipality.</p>	<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 • Ability to analyze regulatory frameworks and various models of policy processes.
<p>Competence in policy conceptualization and implementation</p>	<p>Ability to support and contribute to the formulation of policy and by laws as well as ability to implement, manage and oversee the implementation of policy with the area of responsibility</p>	

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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 the Employer as part of municipal annual report in terms of the MFMA, 56 of 2003 and the MSA, 32 of 2000.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the employee in terms of his/her employment contract of employment, or the effect of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at SETLAGOLE on this the 26th day of JUNE 2014.

AS WITNESSES:

1 [Signature]

2 [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1 [Signature]

2 [Signature]

[Signature]
MAYOR

CONFIDENTIAL

APPENDIX A

FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials) LEKOMANYANE G
 (Postal address) P. O. Box 142
KRAALIPAN 2747
 (Residential address) HOUSE 4769 MOROBE STR.
UNIT 13 MMABATHO 2745
 (Position held) MUNICIPAL MANAGER.
 (Name of Department) OFFICE OF THE MUNICIPAL MANAGER
 Tel 018 330 7000 Fax 018 330 7045

hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares and other financial interests

See information sheet: note Ξ

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity
	N/A		

2. Directorships and partnerships

See information sheet: note Φ

Name of corporate entity or partnership	Type of business	Amount of Remuneration
	N/A	

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CONFIDENTIAL**3. Remunerated work outside the Council**

Must be sanctioned by your Accounting Officer. See information sheet: note \subseteq

Name of Employer	Type of Work	Amount of Remuneration
IEC	MUNICIPAL ELECTORAL OFFICER	R2960 per month

Name of Accounting Officer _____ Portfolio _____

Signature of Accounting Officer _____ Date _____

4. Consultancies and retainerships

See information sheet: note \subseteq

Name of client	Nature	Type of business activity	Value of any benefits received
	N/A		

5. Sponsorships

See information sheet: note \subseteq

Source of assistance/sponsorship	Description of assistance/sponsorship	Value of assistance/sponsorship
	N/A	

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6. Gifts and hospitality from a source other than a family member

See information sheet: note ‡

Description	Value	Source
	N/A	

7. Land and property

See information sheet: note †

Description	Extent	Area	Value
RESIDENTIAL HOUSE			


SIGNATURE OF DESIGNATED EMPLOYEE

DATE: 26/06/2014PLACE: SETRAGOLE



CONTENTS NOTED; ACCOUNTING OFFICER AUTHORITY

DATE: 26/06/2014

CONFIDENTIAL

Disclosure of financial interest: Municipal Performance Regulations 2006 for
Municipal Managers and Managers directly accountable to Municipal Managers

APPENDIX B: PERSONAL DEVELOPMENT PLAN

COMPETENCY TO BE ADDRESSED	PROPOSED ACTIONS	RESPONSIBILITY	TIME-FRAME	EXPECTED OUTCOME

EMPLOYEE'S SIGNATURE: 

DATE: 26/06/2014

SUPERVISOR'S SIGNATURE: 

DATE: 26/June/2014