

# RATLOU LOCAL MUNICIPALITY

## 2014-2015 PERFORMANCE AGREEMENT

As represented by

**Mr Glen Lekomanyane**

(In his capacity as the Municipal Manager of RATLOU LOCAL MUNICIPALITY

(The employer for the purpose of this agreement)

And

**Ms Patience Leburu**

In her capacity as Chief Financial Officer of Ratlou Local Municipality

(The employee for the purpose of this agreement)

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## Table of Contents

PERFORMANCE AGREEMENT .....	3
1. INTRODUCTION .....	3
2. PURPOSE OF THIS AGREEMENT .....	3
3. COMMENCEMENT AND DURATION .....	4
4. PERFORMANCE OBJECTIVES .....	5
5. PERFORMANCE MANAGEMENT SYSTEM .....	5
6. EVALUATING PERFORMANCE .....	7
7. SCHEDULE FOR PERFORMANCE REVIEWS .....	9
8. DEVELOPMENTAL REQUIREMENTS .....	10
9. OBLIGATIONS OF THE EMPLOYER .....	10
10. CONSULTATION .....	10
11. MANAGEMENT OF EVALUATION OUTCOMES .....	11
12. DISPUTE RESOLUTION .....	12
13. PERFORMANCE PLAN .....	13
14. GENERAL .....	22

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## PERFORMANCE AGREEMENT

Entered into by and between:

The Local Municipality of Ratlou herein represented by **Mr. Glen Lekomanyane**, in his capacity as the Accounting Officer (hereinafter referred to as the employer or supervisor).

And

**Ms. Patience Leburu**, in her capacity as the **Chief Financial Officer**, (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;

- 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 employment for any reason.
- 3.5 The content of this Agreement may be revised at any time during the above-mentioned 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 result 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.

### 3. COMMENCEMENT AND DURATION

- 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.

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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.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
Core Managerial Competencies (CMC)		Weight
Strategic Capability		10%
Programme and Project Management		10%
Financial Management		20%
Change Management		5%
Service Delivery Innovation		5%
Problem Solving Analytic Thinking		5%
People and Diversity Management		10%
Client Orientation and Customer Focus		5%
Communication		5%

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 :

Key Performance Areas (KPA's)	Weightings
Basic Service Delivery	5%
Municipal Institutional Development and Transformation	20%
Local Economic Development (LED)	5%
Municipal Financial Viability and Management	40%
Good Governance and Public Participation	30%
Total	100%

5.7 The Employee's assessment will be based on his/her 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 the Employer and Employee.

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.

5.6 The criteria upon the performance of the Employee shall be assessed and 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 (KPA's) and the Core Managerial Competencies (CMCs) respectively:

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## 6. EVALUATING PERFORMANCE

Accountability and Ethical Conduct	5%		
Policy conceptualization and implementation	5%		
Supply Chain Management	15%		
TOTAL	100%		

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 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 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. 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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Level	Terminology	Description	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 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.					

- 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 KPAs and CMC's:

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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.

**7. SCHEDULE FOR PERFORMANCE REVIEWS**

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 Municipal Manager;  
 6.5.2 Chairperson of the Audit Committee;  
 6.5.3 Member of the Executive Committee Responsible for performance management; and  
 6.5.4 Municipal Manager from another Municipality.  
 6.5.5 Manager: Performance Management System (as secretary).

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 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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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 timely 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	Perfor- Above 150%	14%
4.0	Performance cant above expectations	signifi- 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	Per- 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 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 (KPA's) 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

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	Number of Budget Related policies adopted by Council	2014/15 Budget approved on 30 May 2014	2015/2016 Budget approved by 31 May 2015	Operational	Accountable and transparent institution					Council Resolution & Budget	
		2013/2013 Adjustment Budget Approved	Approved 2014/2015 Adjustment Budget by 31 Jan 2015	Operational							Council Resolution & Adjustment Budget
		2014/2015 Adjustment Budget Approved by Council	13 Policies Adopted by 31 May 2015	Operational							
Improve Asset Management and	Number of Reports on updating of the Asset Register noted by Council	4 Reports	4 Reports (1 per quarter)	R60 000	Better management of assets					Council Minutes	
		Number of Reports on Asset Verifications noted by Council	4 Reports (1 per quarter)								Verification List signed by BTO Officials and Council Minutes
		Number of Electronic Asset Management System (EAMS) Installed	1 EAMS Installed by 31 July 2014								

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Achieve Clean Audit	Number of Reports on implementation of the audit action plan noted by Council	12	2 (3 <sup>rd</sup> & 4 <sup>th</sup> quarter)	Operational	Clean Audit			1	1	Council 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	
Revenue Enhancement	% Collection of Billed Revenue (i.e. Gross Debtors Opening Balance + Billed Revenue Gross Debtors Closing Balance – Bad Debts Written Off + Billed Revenue x 100)	20%	95% Collection Rate of Total Billed	Operational		95%	95%	95%	95%	Section 71 Reports
	% Collection of Billed Revenue (Gross Debtors, Opening Balance + Billed Revenue Gross Debtors Closing Balance – Bad Debts Written Off) / Billed Revenue x 100	20%	95% collection of Billed Revenue	Operational		95%	95%	95%	95%	Section 71 Reports
	Number of Automated Billing Systems installed	New	1 Automated Billing System installed by 01 July 2014	Operational	Automated Billing Systems installed					Installation Certificate
	Number of Awareness Programmes on Revenue Enhancement	New	1 Awareness Programme	Operational					1	Signed Report by MM
Promote Financial Accountability	Number of revenue reconciliations submitted to the Accounting Officer	12	12 Reconciliations (1 per month)	Operational		3	3	3	3	Signed Report by MM
	12 VAT Returns submitted	New	12 (Monthly)	Operational		3	3	3	3	Signed report by MM

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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 Financial Accountability	Council approved 2013/2014 Annual Financial Statements (AFS) submitted to the Office of the Auditor General	2011/2012 Audited AFS	AFS submitted to A-G by 31 August 2014	R420 000	Accountable and transparent institution	Complied & Submitted AFS					Acknowledgement letter by the OAG
	Number of Reports on Supply Chain Management submitted to Council	8	4 Reports (None Compliance with MFMA, Demand & Acquisition, Disposal & Logistics)	Operational		1	1	1	1	Council Minutes	
	Number of Budget Statement Reports approved by the Mayor	12	12 - Monthly (Section 71 Reports)	Operational		3	3	3	3	Copies of the Reports signed by Mayor	
	Number of Budget Statement Reports received by the Provincial and National Treasury	12	12 - Monthly (Section 71 Reports)	Operational		3	3	3	3	Acknowledgment letters from PT and NT	
	Number of Section 52 Reports Submitted to Council	4	4 Reports (1 per quarter)	Operational		1	1	1	1	Council Minutes	
	Number of DORA Reports received by PT & NT	12	12 Reports (1 per month)	Operational	3	3	3	3	Acknowledgment letters from PT and NT		

  
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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 Financial Accountability	Number of Reports on Compliance with statutory commitments (tax levies, duty, pension, medical aid, audit & SALGA fees) noted by Council	New	4 Reports (1 per quarter)	Operational	Accountable and transparent institution	1	1	1	1	Council Minutes
						7 working days	7 working days	7 working days	7 working days	BSC minutes
						30 working days	30 working days	30 working days	30 working days	BEC Minutes
						14 working days	14 working days	14 working days	14 working days	BAC Minutes
						Operational	Operational	Operational	Operational	Operational
						Operational	Operational	Operational	Operational	Operational
Achieve Clean Audit	Number of Procurement Plans submitted to the Accounting Officer	2013/2014 Procurement Plan in Place	1 Procurement Plan Submitted to Accounting Officer by 31 July 2014	Operational	Clean Audit	1 Procurement Plan Submitted to Accounting Officer				Signed Procurement Plan
						60 days	60 days	60 days	60 days	Supply chain reports
						Over 90 Days	60 days	60 days	60 days	
Audit Action Plan Adopted by Council	Audit Action Plan Existing	Audit Action Plan developed & adopted by 25 January 2015	Operational			Audit Action Plan Developed				Council Resolution & Audit Action Plan

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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
	Number of departmental meetings held	12	12 (Monthly)	3	3	3	3	Signed attendance register and agenda of meetings
Promote Planning and Performance Management	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	None	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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Promote Good Governance	Number of Portfolio Committee meetings arranged and attended	4	6	2	1	2	1	Copies of 6 agendas of portfolio committees
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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"> <li>Evaluates all activities to determine value added and alignment with the organizations' strategic goals</li> <li>Displays and contributes in-depth knowledge to strategic planning at the organizational level.</li> <li>Ensure alignment of strategies across various functional areas to the organization strategy</li> <li>Defines performance measures to evaluate the success of organization's strategy</li> <li>Monitors and review strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment</li> <li>Promotes organization's mission and vision to all relevant stakeholders</li> <li>Empowers others to deal with complex and ambiguous situations.</li> <li>Develops and implements risk management.</li> <li>Achieves agreement or consensus in an adversarial environment</li> </ul>
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"> <li>Manages multiple projects and balances priorities and conflicts between projects based on broader organizational goals.</li> <li>Manages risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations.</li> <li>Modifies project approach and budget without compromising the quality of outcomes and the desired results</li> </ul>
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"> <li>Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility.</li> <li>Formulates long term financial plans and resource allocations.</li> <li>Develops and implements systems, procedures and processes in order to improve financial management</li> <li>Advises on policies and procedures regarding asset control.</li> <li>Dynamically allocate resources according to internal and external objectives.</li> </ul>
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"> <li>Formulates and implements new ideas throughout the organization.</li> <li>Ensures buy-in from key stakeholders</li> <li>Consults and utilizes international best practices in SDI/</li> <li>Coaches others on innovation techniques</li> <li>Inspires service providers to improve delivery of services</li> </ul>



Handwritten notes: O.P., M.G., K.F.C., 45, 59

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"> <li>• Analyses ineffective team and work processes and recommends improvement</li> <li>• Recognizes and rewards desired behaviours and results</li> <li>• Mentors and counsels others</li> <li>• Addresses balance between individual career expectations and organizational needs.</li> <li>• Considers developmental needs of personnel when building teams and assigning tasks.</li> <li>• Establishes an environment in which personnel can maximize their potential.</li> </ul>
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"> <li>• Coaches others about the importance and application of customer and client knowledge.</li> <li>• Fosters an environment in which customer satisfaction is valued and delivered.</li> <li>• Addresses and resolves high risk high profile stakeholder issues.</li> <li>• Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.</li> </ul>
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"> <li>• Communicates high risk sensitive matters to all relevant stakeholders</li> <li>• Develops well defined communication strategy</li> <li>• Balances political views with organizational needs which communicating differing view points on complex issues.</li> <li>• Communicates with the media without compromising the integrity of the organization</li> </ul>



M.J. SA  
 O.G. K. SA  
 O.P.

**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"> <li>• Knowledge and understanding of the legislative framework governing performance management in local government.</li> <li>• Supporting and contributing to the timely preparation, submission and publication of statutory reports including annual report, in-year reporting.</li> <li>• Ability to interpret the performance information.</li> <li>• Advanced knowledge of performance management issues and concepts.</li> <li>• Thorough understanding of reporting requirements</li> <li>• Ability to analyze regulatory frameworks and various models of policy processes.</li> </ul>
<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>	



O.P

O.G

M.S

5A

K.G.C

**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.

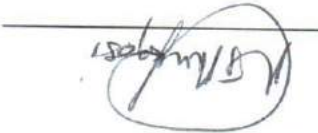
Thus done and signed at Sedgeville on this the 26<sup>th</sup> day of June 2014.

AS WITNESSES:

1 

2 

AS WITNESSES:

1 

2 

EMPLOYEE



MUNICIPAL MANAGER



CONFIDENTIAL

APPENDIX A

FINANCIAL DISCLOSURE FORM

I, the undersigned (surname and initials) Leburn MT  
 (Postal address) 504 Mapletho Street  
Montshing  
 (Residential address) \_\_\_\_\_

(Position held) Chief Financial Officer  
 (Name of Department) Budget and Treasury Office

Tel 018 330 7000 Fax 018 330 7047

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 2

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

2. Directorships and partnerships

See information sheet: note 4

Name of corporate entity or partnership	Type of business	Amount of Remuneration

CONFIDENTIAL

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

M.S  
 P.F.C.  
 59  
 O.P.  
 O.G.

**CONFIDENTIAL**

3. Remunerated work outside the Council  
Must be sanctioned by your Accounting Officer. See information sheet: note c

Name of Employer	Type of Work	Amount of Remuneration

Name of Accounting Officer \_\_\_\_\_ Portfolio \_\_\_\_\_  
Signature of Accounting Officer \_\_\_\_\_ Date \_\_\_\_\_

4. Consultancies and retainerships

See information sheet: note e

Name of client	Nature	Type of business activity	Value of any benefits received

5. Sponsorships

See information sheet: note e

Source of assistance/ sponsorship	Description of assistance/ sponsorship	Value of assistance/ sponsorship

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


O.G

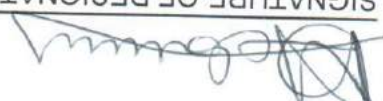


O.P

M. S. 5  
J. K. L.

CONFIDENTIAL

DATE: 26/06/2014  
 CONTENTS NOTED; ACCOUNTING OFFICER 

DATE: 20/10/2014  
 PLACE: Setlagole  
 SIGNATURE OF DESIGNATED EMPLOYEE 

Description	Extent	Area	Value
own property	ext 19/798	Pretoria	R600 000
		Kiriny Extia	
		S48 M <sup>2</sup>	

7. Land and property  
 See information sheet: note 7

Description	Value	Source

6. Gifts and hospitality from a source other than a family member  
 See information sheet: note 6

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**APPENDIX B: PERSONAL DEVELOPMENT PLAN**

COMPETENCY TO BE ADDRESSED	PROPOSED ACTIONS	RESPONSIBILITY	TIME-FRAME	EXPECTED OUTCOME
Budget AFS completion	Reassign BNP plates creation of BSNR completion of BSNR		January 2015 January 2015	Assist DS: Budget on P Produce GRAP completion AFS

**EMPLOYEE'S SIGNATURE:**  .....

**DATE:** 2014/06/25 .....

**SUPERVISOR'S SIGNATURE:**  .....

**DATE:** 26/06/2014 .....