



MATATIELE
LOCAL MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY BETWEEN:

THE MATATIELE MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR DCT NAKIN

AND

XOLO NR

IDENTITY NUMBER: 830710 6011084

GENERAL MANAGER: CORPORATE SERVICES

FOR
2019/2020
FINANCIAL YEAR

This agreement sets out the objective of the Department in relation to the Employee, **Mr. Xolo NR** and the expectations of the Employer, **Dr. DCT Nakin** for the performance of the Employee. The agreement further provides for a systematic evaluation of the performance of the Manager in achieving key objectives.

1. JOB DETAILS

Employee Number	:	100004
Component	:	CORPORATE SERVICES
Location	:	CORPORATE SERVICES DEPARTMENT
Notch (package)	:	R813 635.00
Occupational classification	:	GENERAL MANAGER
Designation	:	GENERAL MANAGER: CORPORATE SERVICES

MANDATE OF THE EMPLOYER

2. JOB PURPOSE

Describe the purpose of the job (overall focus) as it relates to the Vision and Mission of the Department. Capture the overall accountability that the jobholder has in relation to her / his position.

- 2.1 Directs, leads, plans and manages Key Performance Areas and outcomes associated with Human Resources Management; Information and Communication Technology; Administration and Council Support and Public Participation.
- 2.2 Provide leadership and direction through effective strategies to fulfil Municipal transformation and organizational development; Basic service delivery; Local economic development; Municipal financial viability; Good governance and public participation.
- 2.3 Foster relationships between the Municipal Council and the Administrative arm of the municipality as well as all key stakeholders
- 2.4 Create an environment that defines the purpose and the role of local government as a means to involve people in shaping the future of our communities
- 2.5 Responsible for Municipal transformation and organizational development, Basic service delivery, Local economic development, Municipal financial viability, Good governance and public participation
- 2.6 Provide leadership and direction through effective strategies to fulfil the objectives of local government as provided for in the constitution.
- 2.7 Formulate corporate services master plans, project management and implementation.
- 2.8 Develop short and long term strategic plans for the department.
- 2.9 Manage the Human Resources Management, Information Communication Technology and Administrative and Council Support divisions.
- 2.10 Advise management and council on administrative matters.
- 2.11 Manage departmental resources in accordance with applicable legislation and regulations. Establish, operate and maintain structures, processes and systems.
- 2.12 Provide strategic support and oversee the provision of support services in all units within the municipality and department.
- 2.13 Direct and control key deliverables and outcomes for the department.

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3. STRATEGIC CONTEXT OF EMPLOYER:

3.1 In line with the Vision of the Department and the Employer, the Employee is committed to assisting and supporting the management and staff of the Department in attaining service excellence in the performance of their line function.

3.2 In supporting the Department, the Employee has set its vision as follows:

3.2.1 A Pro-active Department, dedicated to ensure capacity for quality service delivery

3.3 The Employee commits himself to the Mission of:

3.3.1 Providing outstanding and responsive Human Capital management, in a highly efficient, effective and economical manner.

4. CORE FUNCTIONS`

Describe the key functions that the jobholder is required to perform, based on the job profile, and the departmental strategic/operational plan.

- 4.1 Design institutional staff establishment
- 4.2 Provision of effective Human Resource Management
- 4.3 Provision of effective and efficient administrative services
- 4.4 Provision of effective Information Technology Services
- 4.5 Ensure compliance with all relevant pieces of legislation and agreements or applicable legal/statutory requirements
- 4.6 Ensure development and implementation of policies
- 4.7 Budget/Financial Management and Control
- 4.8 Monthly, Quarterly, Mid-year and Annual Performance Reporting

5. DUTIES, RESPONSIBILITIES AND ACCOUNTABILITY

The Employee shall report to the Municipal Manager as her supervisor on all parts of this agreement. The Employee shall:

- 5.1 Timeously alert the supervisor of any emerging factors that could preclude the achievement of any performance agreement undertakings, including the contingency measures that she proposes to take to ensure the impact of such deviation from the original agreement is minimized.
- 5.2 Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations.
- 5.3 Discuss and there after document for record and future use any revision of the targets as necessary as well as progress made towards the achievement of performance agreement measures.

In turn the supervisor shall:

- 5.4 Create an enabling environment to facilitate effective performance by the Employee
- 5.5 Provide access to skills development and capacity building opportunities.
- 5.6 Work collaboratively to solve problems and generate solutions to common problems within the department that may be impacting on the performance of the Employee
- 5.7 Monitor and evaluate the employee's performance
- 5.8 Endeavor to provide support in the form of coaching, guidance, mentoring, training and Counseling to the managers should signs of substandard performance show

6. REPORTING

- 6.1 The Employee must timeously alert the supervisor of any emerging factors that could preclude the achievement of any performance agreement undertakings, including the contingency measures that he/she proposes to take to ensure the impact of such deviation from the original agreement is minimized.

7. PERFORMANCE MANAGEMENT SYSTEM

- 7.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 7.2 The Employee undertakes to actively focus towards the promotion and implementation of Key Performance Areas (KPA's) (including special projects relevant to the Employee's responsibilities) within the local government framework and Core Competency Requirements (CCRs). The CCR's are made up of the Core Managerial Competencies (CMC's) and Core Occupational Competencies (COC's).
- 7.3 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

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (**Annexure A**) as well as the actions agreed to and implementation must take place within set time frames.

9. TIMETABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL APPRAISAL

The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter:	July 2019 – September 2018
Second quarter:	October 2019 – December 2018
Third quarter:	January 2020 – March 2020
Fourth quarter:	April 200 – June 2020

10. MANAGEMENT OF PERFORMANCE OUTCOMES

- 10.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 10.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 10.3 The Employee will be eligible for annual salary increments as they may be determined by employer to be implemented every 01 July.
- 10.4 In the case of unacceptable performance, the Employer shall:
- 10.4.1 provide systematic remedial of development support to assist the Employee to improve

his/her performance; and

- 10.4.2 after appropriate performance and 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 on grounds of unfitness or incapacity to carry out his or her duties.

11. DISPUTE RESOLUTION

- 11.1 Any disputes about the nature of the Employee's Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in this agreement, shall be mediated in terms of the following:
- 11.1.1 A performance dispute will be declared in writing by an affected employee within 21 working days of the occurrence if the need to do so arises.
- 11.1.2 A Performance Dispute Resolution Tribunal will be appointed within 10 working days by the Municipal Manager after receipt of such complaint.
- 11.1.3. A Performance Dispute Resolution Tribunal will be made up of not less than 3 members and not more than 5 members.
- 11.1.4. The members of the Performance Dispute Resolution Tribunal will be drawn from municipal officials serving in the managerial and supervisory positions, whose post level are above that of the accused employee.
- 11.1.5. The Performance Dispute Tribunal will have a Chairperson appointed by the Municipal Manager.
- 11.1.6. The Performance Dispute Tribunal Chairperson shall convene a meeting within 14 working days of the receipt of the dispute to hear the dispute.
- 11.1.7. The employee will be afforded representation rights and other rights as accorded in the disciplinary procedure
- 11.1.8. The proceedings of the Tribunal shall be recorded by means of a mechanical device.
- 11.1.9. The employee shall lead evidence in chief and the supervisor or manager of the employee shall reply in stating the employer's side of the story.
- 11.1.10. The employee and his representative shall cross-examine the manager or supervisor.
- 11.1.11. The Tribunal shall deliver its verdict within 10 working days after completion of the proceedings to the Municipal Manager.
- 11.1.12. The employee shall be advised about the decision of the tribunal within five working days of receipt of the verdict of the tribunal by the Municipal Manager.
- 11.1.13. If the employee is not satisfied with the outcome of the performance dispute resolution, the matter can then be treated in terms of the grievance procedure of the Municipality.
- 11.1.14. If the matter is not resolved in terms of the grievance procedure, the matter may be referred to the Bargaining Council for resolution by the employee or dealt with in terms of the other

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applicable law.

12. AMENDMENT OF AGREEMENT

Amendments to the agreement should be in writing and can only be effected after discussion and agreement by both parties.

13. PERFORMANCE MANAGEMENT CRITERIA

Performance will be assessed according to the information contained in the Performance Plan and the Core Competency Requirements (CCRs) framework (attached as Annexure A). The specific KPAs and CCRs together with their weightings are as follows:

KEY PERFORMANCE AREAS (KPA's)	WEIGHTING
Basic Service Delivery and Infrastructure	10%
Municipal Institutional Development and Transformation	40%
Local Economic Development (LED)	-
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	30%
Spatial Development	-
TOTAL	100%

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES (LC's)		WEIGHT
1. Strategic Direction and Leadership	√	10%
2. People Management	√	10%
3. Program and Project Management	√	10%
4. Financial Management	√	10%
5. Change Leadership	√	10%
6. Governance Leadership	√	10%
		-
CORE COMPETENCIES (CC's)		WEIGHT
1. Moral Competency	√	10%
2. Planning and Organizing	√	10%
3. Analysis and Innovation	√	10%
4. Knowledge and Information management		-
5. Communication	√	10%
6. Results and Quality Focus	√	10%
TOTAL	√	100%

13.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the KPAs and the Core Competency Requirements (CCRs) respectively.

13.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

13.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment. Up to twelve (12) CCRs could be selected from the list that are deemed to be critical.

13.4 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCR's:

RATING	DEFINITION OF RATING	DESCRIPTION
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement 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 standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others 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 Performance Agreement and Performance Plan.
2	Not fully effective	Performance is below the standard 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 specified in the Performance Agreement and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard 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 Performance Agreement 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.

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

- 13.4.1 Municipal Manager;
- 13.4.2 Chairperson of the Audit Committee
- 13.4.3 Portfolio Head Corporate Services
- 13.4.4 Performance Committee Member
- 13.4.5 Municipal Manager from another Municipality

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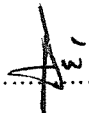
14. GENERAL

- 14.1 The contents of this Agreement and the outcome of any review conducted in terms of **Annexure A** may be made available to the public by the Employer.
- 14.2 Nothing in this Agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/her Contract of Employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

15. SIGNATURES OF PARTIES TO THE AGREEMENT

The contents of this document have been discussed and agreed with the Employee concerned.

Name of Employee: **Xolo NR**

Signature: 

Date: 20/6/19

AND

Name of Supervisor: **Dr. DCT Nakin**
Municipal Manager

Signature: 

Date:

2019-20 Performance Agreement

ANNEXURE A

SCORECARD / PERFORMANCE PLAN

FOR

GM: CORPORATE SERVICES
FOR

YEAR 2019 / 2020

2019/20 Performance Agreement

ANNEXURE A

PERFORMANCE PLAN



M A T A T I E L E

 PERFORMANCE PLAN – GENERAL MANAGER CORPORATE SERVICES
 2019-2020 FINANCIAL PERIOD

NAME:	MR N XOLO	LINE MANAGER:	DR DCT NAKIN
EMPLOYEE NO.	100004	JOB TITLE:	MUNICIPAL MANAGER
JOB TITLE:	GENERAL MANAGER CORPORATE SERVICES	BUSINESS UNIT/SITE:	MUNICIPAL MANAGER'S DEPARTMENT
DIVISION/BUSINESS UNIT	CORPORATE SERVICES	PERIOD:	1 JULY 2019 – 30 JUNE 2020
SITE	102 MAIN STREET, MATATIELE: 4370	REVIEW DATE:	30 JANUARY 2020
RATING SCALE			
1	Not meeting the standard		
2	Meet some of the standards		
3	Meet all the standards		
4	Meet all and exceed some standards		
5	Meet & exceed all standards		

Key Performance Areas (KPA's)

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Weight = 80%

1. Basic Service Delivery	10%
2. Municipal Institutional Development and Transformation	40%
3. Good Governance and Public Participation	30%
4. Municipal Financial Viability and Management	20%
5. Local Economic Development (LED)	-
6. Spatial Development	-

Core Competency Requirements (CCRs)

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Weight = 20%

LEADING COMPETENCIES (LC's)		CORE COMPETENCIES (CC's)	
1. Strategic Direction and Leadership	10%	1. Moral Competency	10%
2. People Management	10%	2. Planning and Organizing	10%
3. Program and Project Management	10%	3. Analysis and Innovation	-
4. Financial Management	10%	4. Knowledge and Information management	10%
5. Change Leadership	10%	5. Communication	10%
6. Governance Leadership	-	6. Results and Quality Focus	10%

GENERAL MANAGER: CORPORATE SERVICES PERFORMANCE PLAN FOR 2019-2020 FINANCIAL YEAR.

JULY 2019 – JUNE 2020																
PROJECT DESCRIPTION	KEY PERFORM ANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		PROGRES S AS AT END OF THE PERIOD UNDER REVIEW	OW N RAT ING	RATI NG BY PANE L			
			JULY – SEP		OCT – DEC		JAN - MAR		APR - JUN							
			TARGET	A C T U A L	TARGET	A C T U A L	TARGET	A C T U A L	TARGET	A C T U A L						
1.1	P1G707.04	BASIC SERVICE DELIVERY AND INFRASTRUCTURE	50%	Implementa tion of ICT Strategy	Number of ICT Strategic Plan components implemen ted by set date	Monitoring of deployment of pilot public Wi- Fi by 30 June 2020.	Approve Terms of Reference by 30 September 2019	None	Implementation status report by 31 March 2020	Completion report by 30 June 2020						
	POE			Q1: ToRs, Q2: None Q3: Status report Q4: Completion report	Q1: ToRs,	Q2: None	Q3: Status report	Q4: Completion report								

JULY 2019 – JUNE 2020											
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW
							QUARTER 2				OWN RATING
							QUARTER 3				RATING BY PANEL
1.2		BASIC SERVICE DELIVERY AND INFRASTRUCTURE	50%	Implementation of training interventions for community	Number of Leadership programmes implemented by set date	Two (2) Leadership programmes implemented by 30 June 2019	JULY – SEP				
							OCT – DEC				
							JAN - MAR				
				POE		One (1) municipal coordinated leadership programmes implemented by 31 March 2019	APR - JUN				
							Q1 & Q2: None, Q3: Number of programmes and status report, Q4: None				
							Q2: Status report on implementation of leadership programme				
						None	Q3: Status report on implementation of leadership programme				
							Q4: None				

PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	JULY 2019 – JUNE 2020				PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWNING RATING	RATING BY PANEL
			QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4			
			JULY – SEP	OCT – DEC	JAN – MAR	APR – JUN			
			TARGET	TARGET	TARGET	TARGET	ACTUAL		
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT						
2.3	P5G7O19.02	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	20%						
Development and Submission of Workplace Skills Plan to LGSETA and implementation	Number (1) WSP developed and submitted on the set date	Development of one (1) 2020/21 WSP and submission to Local Government SETA by 30 April 2020	Quarterly WSP implementation and expenditure report of WSP	Circulation of skills audit forms by 31 December 2019	Consolidated Final 2020/21 WSP by 31 March 2020. Quarterly report on implementation and expenditure report	Confirmation by Training and Development Committee and submission to LGSETA by 30 April 2020			
POE	Q1: None, Q2: Proof (E-mail) circulating Skills Development forms, Q3: Consolidated skills audit Q4: Proof of submitting 2020/21 WSP to LGSETA (E-mail submitting or acknowledgment of receipt by LGSETA)	Q1: Quarterly WSP and expenditure report	Q2: Proof (E-mail) circulating Skills Development forms	Q3: Consolidated skills audit P5G7O19.02	Q4: Proof of submitting 2020/21 WSP to LGSETA (E-mail submitting or acknowledgment of receipt by LGSETA)				

JULY 2019 – JUNE 2020													
PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1 JULY – SEP		QUARTER 2 OCT – DEC		QUARTER 3 JAN - MAR		QUARTER 4 APR - JUN		PROGRESS AS AT THE END OF PERIOD UNDER REVIEW	OWNING RATING	RATING BY PANEL
			TARGET		TARGET		TARGET		TARGET				
			A	C	A	C	A	C	A	C			
			T	U	T	U	T	U	T	U			
			L	A	L	A	L	A	L	A			
2.4	Employee Relations Programme	Number of employee relations programmes held on the set date	None		(1) Facilitate one Employer/Employee Sessions (LLF members and CPS StanCo) by 30 December 2019		One (1) municipal staff training on organizational behaviour by 30 September 2019		(1) Facilitate one Employer/Employee Sessions (LLF members and CPS StanCo) 30 June 2020		POE		
			Q1: None, Q2, Q3 & Q4: Planning Concept and Attendance Register		Q1: None		Q2: Planning Concept and Attendance Register		Q3: Planning concept and attendance register				
20%													
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION													
IDP REF.													
PROJECT NUMBER.													

JULY 2019 – JUNE 2020																									
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				QUARTER 2				QUARTER 3				QUARTER 4				PROGRESS AS AT THE END OF PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
							JULY – SEP				OCT – DEC				JAN - MAR				APR - JUN						
							TARGET				TARGET				TARGET				TARGET						
							A C T U A L				A C T U A L				A C T U A L				A C T U A L						
							A C T U A L				A C T U A L				A C T U A L				A C T U A L						
2.5		MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	20%	Monitoring of Disaster Recovery and Business Continuity Plan	Number of Disaster Recovery and Business Continuity Records reviewed by set date	Four (4) Disaster Recovery and Business Continuity records reviewed and approved by 30 June 2020	Q1-Q4: DR and BC Records and Test reports and StanCo minutes (extract)	Q1: DR and BC Records and Test reports and StanCo minutes (extract)	Q2: DR and BC Records and Test reports and StanCo minutes (extract)	Q3: DR and BC Records and Test reports and StanCo minutes (extract)	Q4: DR and BC Records and Test reports and StanCo minutes (extract)														

JULY 2019 – JUNE 2020																									
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				QUARTER 2				QUARTER 3				QUARTER 4				PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWNING DEPARTMENT	RATING BY PANEL
							JULY – SEP				OCT – DEC				JAN - MAR				APR - JUN						
							TARGET				TARGET				TARGET				TARGET						
3.1	P6G10025.02	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10%	Monitor implementation of Council Approved 2019/20 Ward Committee Operational Plan	Number of reports on monitoring of Ward Committee s in 26 wards compiled and submitted to council for Noting by set date	Compile 4 quarterly reports on monitoring of functionality of ward committees in 26 wards by 30 June 2020	Compile one (1) First quarter status report on functionality of ward committees 30 September 2019	Compile one (1) Second quarter status report on functionality of ward committees by 30 December 2019	Compile one (1) Third quarter status report on functionality of ward committees by 31 March 2020	Compile one (1) Fourth quarter status report on functionality of ward committees by 30 June 2020															
			POE			Q1- Q4: status report based on the council Approved Ward Operational Plan	Q1: status report based on the council Approved Ward Operational Plan	Q2: status report based on the council Approved Ward Operational Plan	Q3: status report based on the council Approved Ward Operational Plan	Q4: status report based on the council Approved Ward Operational Plan															

JULY 2019 – JUNE 2020																	
PROJECT NUMBER	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
							JULY – SEP		OCT – DEC		JAN - MAR		APR - JUN				
							TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL			
3.3		GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10%	Policy Review	Number of Policies, Plans Reviewed by set date	Review nine (9) ICT policies, ten (10) HRM policies, one (3) public participation policy by 30 June 2020	None		Process plan for 2020/21 CPS Policy Review by 30 December 2019		Review/Development of policies consultation for a final draft reviewed/developed policies by 31 March 2020		Council adopt Reviewed nine (9) ICT policies, ten (10) HRM policies, one (3) public participation policy by 30 June 2020				
				POE		Q1: None , Q2: Process Plan, Q3: Attendance register for LLF and CPS StanCo for policy review, Q4: Council resolution	Q1: None		Q2: Process plan		Q3: Attendance register for LLF and CPS StanCo for policy review		Q4: Council resolution				

JULY 2019 – JUNE 2020													
PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1 JULY – SEP		QUARTER 2 OCT – DEC		QUARTER 3 JAN - MAR		QUARTER 4 APR - JUN		PROGRESS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
			TARGET		TARGET		TARGET		TARGET				
			A	C	A	C	A	C	A	C			
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	Institutional Risk management	Percent age (%) of approved Plans, Risk Register , sitting of meetings by set date.	100 % of Risks Mitigated and reported quarterly by 30 June 2020	Q1 risk register implementation report submitted to StanCo by 30 September 2019	Q2 risk register implementation report developed to StanCo by 30 December 2019	Q3 risk register implementation report developed submitted to StanCo by 30 March 2020	Q4 risk register implementation report developed submitted to StanCo by 30 June 2020			
3.4		GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10%	POE		Q1-Q4 report, Agenda and Attendance registers	Q1: Q1 report, Agenda and Attendance registers	Q2: Q2 report, Agenda and Attendance registers	Q3: report, Agenda and Attendance registers	Q4: report, Agenda and Attendance registers			

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JULY 2019 – JUNE 2020															PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL				
PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				QUARTER 2				QUARTER 3							QUARTER 4			
			JULY – SEP				OCT – DEC				JAN - MAR							APR - JUN			
			TARGET		ACTUAL		TARGET		ACTUAL		TARGET		ACTUAL					TARGET		ACTUAL	
3.5		GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Submission of Annual Report inputs and Quarterly reports	Number of Annual Reports (AR) and Quarterly reports inputs submitted by set date	One (1) AR input, four (4) quarterly reports, One (1) Annual Performance Report submitted (10 days after the end of Q1) by 30 June 2020	Departmental Quarter One (1) performance Report submitted to StanCo for consideration and APR for 2018/19 by 30 September 2019	Mid-Term performance report submitted to StanCo and Departmental Submission of Annual Report clarification inputs by 30 December 2019	Departmental Quarter three (3) performance Report submitted to StanCo by 30 March 2020	Departmental Q4 submitted to StanCo by 30 June 2020												
		10%	POE	Q1: Q1 report and StanCo minutes, Q2: Mid-Term Report and Minutes of StanCo, AR inputs, Q3: Q3 report and minutes of StanCo , Q4: Q4 report and minutes of StanCo	Q1: Q1 report and Minutes of Standing Committee.	Q2: Mid-term report and Minutes of Standing Committee.	Q3: Q3 report, Minutes of Standing Committee.	Q4: Q4 report, Minutes of Standing Committee.													

JULY 2019 – JUNE 2020																													
PROJECT NUMBER	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				QUARTER 2				QUARTER 3				QUARTER 4				PROGRESS AS AT THE END OF PERIOD UNDER REVIEW	OWNING RATING	RATING BY PANEL				
							JULY – SEP				OCT – DEC				JAN – MAR				APR – JUN										
							TARGET				TARGET				TARGET				TARGET										
3.6		GOOD GOVERNANCE AND PUBLIC PARTICIPATION	20%	Audit Compliance	Reviewed employee costs, information systems and general controls by set date	Reviewed employee costs, information systems and general controls by set 30 June 2020	review of Audit Trail for business applications (VIP and Munsoft) and implementation of Audit Action plan by 30 September 2019				review of Audit Trail for business applications (VIP and Munsoft) and implementation of Audit Action plan by 30 December 2019				review of Audit Trail for business applications (VIP and Munsoft) and implementation of Audit Action plan by 31 March 2020				review of Audit Trail for business applications (VIP and Munsoft) and implementation of Audit Action plan by 30 June 2020										
							Q1- Q4 report signed by supervisors, Updated Audit Action				Q1- Q1 report signed by supervisors				Q2- Q2 report signed by supervisors and Updated Audit Action				Q3- Q43 report signed by supervisors, Updated Audit Action				Q4- Q4 report signed by supervisors, Updated Audit Action						
							POE																						

JULY 2019 – JUNE 2020													
PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1 JULY – SEP		QUARTER 2 OCT – DEC		QUARTER 3 JAN - MAR		QUARTER 4 APR - JUN		PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL			
			A	C	A	C	A	C	A	C			
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	Submission of IDP review inputs and participating on IDP Fora	Number of IDP inputs submitted by set date	One (1) IDP review input submitted and Three (IDP) outreach attended by 30 June 2020	None	Consolidation and submission of 2020/21 IDP projects by 30 December 2019	Submission of Departmental Key Issues, One (1) IDP Assessment session to be attended by 31 March 2020	Consolidated Departmental SDBIP and Procurement plan for 2020/21 submitted to StanCo for noting for effective oversight by 30 June 2020			
3.7				GOOD GOVERNANCE AND PUBLIC PARTICIPATION	10%	POE	Q1: None, Q2: E-mail submitting IDP inputs	Q1: None	Q2: E-mail submitting IDP inputs	Q3: Attendance register, Email-submitting Key issues	Q4: StanCo minutes and attendance register		

JULY 2019 – JUNE 2020													
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
							QUARTER 2						
							QUARTER 3						
							QUARTER 4						
							APR - JUN						
							JULY - SEP						
							OCT - DEC						
							JAN - MAR						
							ACTUAL						
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JULY 2019 – JUNE 2020																			
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				QUARTER 2		QUARTER 3		QUARTER 4		PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
							JULY – SEP		OCT – DEC		JAN - MAR		APR - JUN						
							TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL					
3.9		GOOD GOVERNANCE AND PUBLIC PARTICIPATION	20%	Develop mechanisms for effective implementation of Back to Basics programme	Number of B2B operational committees established by set date	Establish one (1) operational committee to focus on implementation of Pillar 3 and 5 of B2B by 30 June 2020	Design founding statement of establishment of operation committees on Pillar 3 and 5 of B2B by 30 September 2019	Establishment of operation committee to focus on Pillar 3 and 5 of B2B and Mid-term status report on B2B by 30 December 2019	None	Annual Report on Pillar 3 and 5 of B2B and Mid-term status report on B2B by 30 December 2019									
				POE		Q1-Q4: Founding statement, Committee, attendance register, Mid-term and Annual report	Q1: Founding statement for the B2B committee	Q2: Committee Members, attendance register, Mid-term and Annual report	Q3: None	Q4: attendance register and Annual report									

JULY 2019 – JUNE 2020													
PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
			JULY – SEP		OCT – DEC		JAN - MAR		APR - JUN				
			TARGET		TARGET		TARGET		TARGET				
			A	C	A	C	A	C	A	C			

JULY 2019 – JUNE 2020													
PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL
			JULY – SEP		OCT – DEC		JAN - MAR		APR - JUN				
			TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL			
			A	C	A	C	A	C	A	C			

JULY 2019 – JUNE 2020														PROGRESS AS AT THE END OF THE PERIOD UNDER REVIEW	OWN RATING	RATING BY PANEL													
PROJECT NUMBER.	IDP REF.	KEY PERFORMANCE AREA	WEIGHT	PROJECT DESCRIPTION	KEY PERFORMANCE MEASURE INDICATOR	ANNUAL TARGET & TIME FRAME	QUARTER 1				QUARTER 2		QUARTER 3				QUARTER 4												
							JULY – SEP				OCT – DEC		JAN - MAR				APR - JUN												
							TARGET	A	C	T	U	A	L				TARGET	A	C	T	U	A	L	TARGET	A	C	T	U	A
4.3		MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	30%	Participating on BID Adjudication processes	Number of BID Adjudication meetings attended by set date	Six (6) BID Adjudication sittings attended by 30 June 2020	Two (2) BID adjudication sittings attended by 30 September 2019	Two (2) BID adjudication sittings attended by 31 December 2019	One (1) BID adjudication sittings attended by 31 March 2020	One (1) BID adjudication sittings attended by 30 June 2020																			
				POE		Q1-Q4: Invitation and Attendance registers	Q1: Invitation and Attendance registers	Q2: Invitation and Attendance registers	Q3: Invitation and Attendance registers	Q4: Invitation and Attendance registers																			

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CORE COMPETENCY REQUIREMENTS

1. LEADING COMPETENCIES

Core Management Criteria (CMC)	Weight %	Milestones	Comments	Own Rating (By Manager) (1-5)	Rating (By Panel Member) (1-5)
1. Strategic Direction and Leadership	10%	<ul style="list-style-type: none"> Plan, structure, measure, control and pull information together in order to achieve pre-specified goals. 			
2. People Management	10%	<ul style="list-style-type: none"> Employee Relations Management. 			
3. Program and Project Management	10%	<ul style="list-style-type: none"> Planning Programs and Projects implementation. 			
4. Financial Management	10%	<ul style="list-style-type: none"> Budget Planning and Execution. Financial Reporting and Monitoring. 			
5. Governance Leadership and change management	10%	<ul style="list-style-type: none"> Systematic approach to problem solving. 			
TOTAL	50%				

2. CORE COMPETENCY (CC)

Core Occupational Competency	Weight %	Milestones	Comments	Own Rating (By Manager) (1-5)	Rating (By Panel Member) (1-5)
1. Moral Competency	10%	<ul style="list-style-type: none"> • Encourage adherence to municipal values 			
2. Planning and Organizing.	10%	<ul style="list-style-type: none"> • Development of broad initiatives and action plans for the realization of municipal objectives 			
3. Analysis & Innovation					
4. Knowledge and Information Management.	10%	<ul style="list-style-type: none"> • New theories and conceptual models. 			
5. Communication	10%	<ul style="list-style-type: none"> • Communicate appropriate & useful information to others in order to provide optimal service delivery. 			
6. Results and Quality Focus	10%	<ul style="list-style-type: none"> • Quality assurance. 			
TOTAL	50%				

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2019-20 Performance Agreement

APPENDIX B

PERSONAL DEVELOPMENT PLAN

FOR

GM: CORPORATE SERVICES
FOR

YEAR 2019 /20

3. PERSONAL DEVELOPMENT PLAN (SERVES AS ANNEXURE A OF THE PLAN)

AREA TO BE DEVELOPED	TYPE OF INTERVENTION	TARGET DATE	PERFORMANCE REVIEW FOR PDP		
			Progress	Barriers	Actions to Overcome Barriers
Capable Institutional administration: Honours in Public Administration	Financial Support and authorization to attend Block classes	30 December 2019	In Progress	None	N/A
Capable Institutional administration: Master in Public Administration	Financial Support and authorization to attend Block classes	15 January 2020	To register in 2020	None	N/A
Sound Labour Relations: Diploma/ Certificate in Labour Law	Financial Support and authorization to attend Block classes	December 2021	To register in 2020	None	N/A