

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER

MR N MNTUYEDWA

(herein after referred to as Employer)

AND

ACTING DIRECTOR: CORPORATE SERVICES

MRS MASABATA SWAYENA

(herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2018 – 30 JUNE 2019

Handwritten initials and marks:
MSZ
M.M. V2 m3 RP

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Director: Corporate Services and Municipal Manager. The performance agreement is for the 2018/2019 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2018/2019 and the 2018/2019 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this "Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the "Employer" means Emalahleni Local Municipality;
 - 1.6.3 the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the "Parties" mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.2 To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3 To monitor and measure performance against set targeted outputs and outcomes;
- 2.4 To establish a transparent and accountable working relationship;
- 2.5 To appropriately reward the Employee in accordance with Section 11 of this Agreement;
- 2.6 To give effect to the Employer's commitment to a performance orientated relationship with the Employee in attaining improved service delivery

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 September 2018 and will remain in force until 30 June 2019 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan sets out:
 - 4.1.1 the performance objectives and targets that must be met by the Employee;
 - 4.1.2 the time frames within which those performance objectives and targets must be met;
 - 4.1.3 the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee;
- 4.2 The performance objectives and targets reflected and targets in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan and the Budget of the Employer and shall include:
 - 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the Employees 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 employees and service providers to perform to the standards required;

- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the Employee's responsibilities) within the Local Government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

KPA No	KEY PERFORMANCE AREAS	Weight
1	Basic Service Delivery and Infrastructure	0%
2	Local Economic Development	5%
3.	Municipal Transformation and Institutional Development	60%
4	Good Governance and Public Participation	20%
5	Municipal Financial Viability and Management	15%
TOTAL		100%

- 5.7 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	CORE COMPETENCY REQUIREMENTS	Weight
1	Strategic Capability and Leadership	15
2	Programme and Project Management	5
3	Financial Management	10
4	Change Management	10
5	Knowledge Management	5
6	Service Delivery Innovation (SDI)	15
7	Problem Solving and Analysis	5
8	People and Diversity Management	10
9	Client Orientation and Customer Focus	5
10	Communication	10
11	Accountability and Ethical Conduct	10
TOTAL		100%

Handwritten notes:
 S2
 E.A
 M.M. m) VZ
 MEB

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement set out-
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for evaluation of the Employee's performance
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set timeframes;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below:
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The Employee will submit her self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs
- 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
 - 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;

6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and

6.7.4 An overall score will be calculated based on the total of the individual scores calculated above;

6.8 Overall Rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs.

Level	Terminology	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 PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4	Performance significantly above expectation	Performance is significantly higher than the 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 PA 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 PA 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 PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring

Handwritten notes: S2, mi, VZ, RP, DEB

		performance up to the level expected in the job despite management effort to encourage improvement
--	--	--

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

- 6.10.1** Municipal Manager of Emalahleni Municipality
- 6.10.2** Municipal Manager from another municipality
- 6.10.3** Audit Committee member (Chairperson)
- 6.10.4** Member of the Executive Committee
- 6.10.5** Ward Committee member

6.11 The assessment panel will evaluate the performance of the Employee as at the end of the second (2nd) and fourth (4th) quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal and performance must be satisfactory with Portfolio of Evidence:

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July – September: Qrt 1	October 2018
2	October – December: Qrt 2	January 2019
3	January – March Qrt 3	April 2019
4	April – June Qrt 4 (Year End)	July 2019

7.2 Formal assessment will require an employee to submit a report on achievements of each target objective as indicated in the service delivery and budget implementation plan with portfolio of evidence.

7.3 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.4 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance;

7.5 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

S2 RP
 JFM mi VZ
 MB

- 7.6** The Employer may amend the provisions of the Performance Plan 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 changes to this performance agreement to ensure effective implementation of reviewed service delivery and budget implementation plan where changes are made in terms of Section 54.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such changes or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 9.1.1** create an enabling environment to facilitate effective performance by the Employee;
- 9.1.2** provide access to skills development and capacity building opportunities;
- 9.1.3** work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4** on the request of the Employee, delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5** make available to the Employee such resources as the Employee may reasonably require from time to time assisting 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 its powers will have amongst others-

- 10.1.1** a direct effect on the performance of any of the Employee's functions;
- 10.1.2** Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3** A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;

11.2 The performance bonus will be rated as follows:

Performance rating:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance

11.3 The performance bonus will be paid as follows:

- A score of 130% – 149% is awarded a performance bonus ranging from 5% - 9% of total remuneration package
- A score of 150% and above is awarded a performance bonus ranging from 10% - 14% of total remuneration package

12 MANAGEMENT OF EVALUATION OUTCOMES

12.3 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.4 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.5 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.6 In the case of unacceptable performance, the Employer shall-

12.6.1 provide systematic remedial or developmental support to assist the Employee to improve her performance; and

12.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

NM SZ RF
MS VZ
NEB

13 DISPUTE RESOLUTION

- 13.1.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.1.2 If the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty (30) business days; and
- 13.1.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

14 GENERAL


- 14.1.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and
- 14.1.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

SZ
M.M. ml v2 R.F
NEB

THUS DONE AND SIGNED AT CACABU ON THE 1st DAY OF SEPTEMBER 2018

AS WITNESSES


SIGNATURE


SIGNATURE



**MRS M SWAYENA
ACTING DIRECTOR: CORPORATE SERVICES**


FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT CACABU ON THE 1st DAY OF SEPTEMBER 2018

AS WITNESSES


SIGNATURE


SIGNATURE



**MR N MNTUYEDWA
ACTING MUNICIPAL MANAGER**

PERFORMANCE PLAN: 2018/2019

MRS MASABATA SWAYENA

EMALAHLENI LOCAL MUNICIPALITY

This Performance Plan defines the Council's expectations and legal prescribes that the Municipal Manager must at all material times comply and uphold in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice Number 805 provides that performance objectives and targets must be based on the Key Performance Indicators enshrined in the Municipality's Integrated Development Plan and determined in agreement with the Mayor (as representative of Council).

The following are three (3) parts to this performance plan, which are:

1. Scorecard detailing IDP goals (Key Performance Areas) and their related key performance indicators, weightings and target dates
2. Core Competency Requirements
3. Personal Development Plan

STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Corporate Services as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the Directorate of Corporate Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as represented by the Municipal Manager and the Director: Corporate Services.

PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

The Municipal Manager may request input from agendas, minutes and "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are people who are able to comment on the Director's performance since they have worked closely with her on some or all aspects of her job.

The Director: Corporate Services should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

The Director: Corporate Services will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Corporate Services and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Corporate Services scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.

The Evaluation Panel should provide ratings of the Director's performance against agreed objectives as a result of portfolio of evidence and/or comments and input.

Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Director: Corporate Services will be based on the rating scale for KPAs as set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Director: Corporate Services on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor and Municipal Manager should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Corporate Services should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

Poor work performance will be dealt with in terms of Regulation 32 (3) of the Performance Regulations.

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2018/19 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs. The Director: Corporate Services is directly accountable for the following programmes directly linked to the IDP for 2018/19 as indicated in the IDP column of the scorecard.

1. KEY PERFORMANCE AREA SCORECARD – DIRECTOR: CORPORATE SERVICES

KPA 1 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE = 0 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICAT OR CODE	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		

KPA 2 – LOCAL ECONOMIC DEVELOPMENT 5 = %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICAT OR CODE	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To improve economic development within ELM by June 2019	Number of jobs created through Community Works Programme, Expanded Public Works and Electrification Programme	220 employment contracts signed for CWP, EPWP and Electrification Programme	2_30_30.2_P068	5 %	Signed employment contracts	Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates	Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates	Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates	Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates		

KPA 3 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION 20 = %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICAT OR CODE	WEIG HT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure an effective municipal governance in line with applicable legislation by June 2019	Number of by-laws, policies, strategies, and procedures developed based on Directorate submissions.	5 By-Laws, 5 Policies, 5 Strategies developed, 5 policies reviewed based on Directorate submissions by 30 June 2019	3_34_34 .1_P074	5 %	Council resolution on adopted policies/bylaws	<p>QuARTER 1 TARGETS</p> <p>Policies, strategies for development and review identified</p>	<p>QuARTER 2 TARGETS</p> <p>Policies, strategies developed and reviewed</p>	<p>QuARTER 3 TARGETS</p> <p>Stakeholder engagement on identified policies and strategies</p>	<p>QuARTER 4 TARGETS</p> <p>Policies, strategies submitted to Council for approval</p>		
To achieve clean administration by June 2019	Number of municipal public accounts committee meeting convened	4 Municipal public accounts committee meetings convened by 30 June 2019	3_35_35 .3P077	5%	Quarterly reports on meetings convened	<p>1 Municipal Public Accounts Committee Convened</p>	<p>1 Municipal Public Accounts Committee Convened</p>	<p>1 Municipal Public Accounts Committee Convened</p>	<p>1 Municipal Public Accounts Committee Convened</p>		
	Number of quarterly municipal public accounts committee reports submitted to Council for noting	4 Quarterly Municipal Public Accounts Committee Reports submitted to Council for noting by 30 June 2019	3_35_35 .3P078	5%	Reports submitted to Council, Council resolutions	<p>4th Quarter Municipal Public Accounts Committee Report submitted to Council for noting</p>	<p>1st Quarter Municipal Public Accounts Committee Report submitted to Council for noting</p>	<p>2nd Quarter Municipal Public Accounts Committee Report submitted to Council for noting</p>	<p>3rd Quarter Municipal Public Accounts Committee Report submitted to Council for noting</p>		

To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2019	Directorate Risk Register implemented	Directorate Risk Register implemented by 30 June 2019	3_36_36_1_P079	2.5 %	Updated Risk Register updated and implemented	Identification of Corporate Services Operational Risks	Directorate Risk Register Implemented	Directorate Risk Register Implemented	Directorate Risk Register Implemented
To achieve clean administration by June 2019	2017/2018 Audit Action Plan developed and submitted to Council for approval	2017/2018 Audit Action Plan developed and submitted to Council for Approval by 30 June 2019	3_39_39_1_P083	2.5 %	Updated Directorate Risk Register	Not Applicable	Directorate Audit Action Plan implemented	Directorate Audit Action Plan implemented	Directorate Audit Action Plan implemented

KPA 4 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT 60 = %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR OR CODE	WEIG HT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To develop the skills of the workforce and unemployed youth to enhance their competencies by June 2019	Number of HRD Strategy Programmes implemented: Training Interventions, Implementation of Recognition of	3 HRD Strategy programmes implemented (Workplace Skills Programme, Inservice	4_40_40.1_P084	5 %	Quarterly Report on HRD Strategy projects implemented	Procurement for WSP Training Programme facilitated. Inservice Training & Learnership	6 WSP Training Programmes Implemented, Inservice Training & Learnership	WSP Training Programmes Implemented, Inservice Training & Learnership Programmes implemented	Report on the Implementation of 6 WSP Training Programmes, Learnership and Inservice Training		

To ensure an effective system of municipal governance in line with applicable legislation by June 2019	Council for noting	Number of quarterly reports on legal claims or contingency register updates submitted to Council Structures for noting	Council for noting by 30 June 2019	4 quarterly reports on legal claims or contingency register updates submitted to Council Structures for noting by 30 June 2019	4_47_47.1_P094	2.5 %	Quarterly Reports Legal Claims register and reports submitted to Council, Council Resolution	Council for noting	4th quarter reports on legal claims or contingency register updates submitted to Council Structures for noting	Council for noting	1st quarter reports on legal claims or contingency register updates submitted to Council Structures for noting	Council for noting	2nd quarter reports on legal claims or contingency register updates submitted to Council Structures for noting	3rd quarter reports on legal claims or contingency register updates submitted to Council Structures for noting		
To ensure provision of quality legal service by June 2019	Council for noting	Number of reports on performance of appointed panel of external attorneys submitted to Council Structures for noting	Council for noting by 30 June 2019	4 Quarterly Reports on performance of the appointed panel of external attorneys submitted to Council Structures for noting by 30 June 2019	4_48_48.1_P095	5 %	Quarterly reports submitted to Council, Council Resolutions	Council for noting	4th Quarter Report on performance of the appointed panel of external attorneys submitted to Council Structures for noting	Council for noting	1st Quarter Report on performance of the appointed panel of external attorneys submitted to Council Structures for noting	Council for noting	2nd Quarter Report on performance of the appointed panel of external attorneys submitted to Council Structures for noting	3rd Quarter Report on performance of the appointed panel of external attorneys submitted to Council Structures for noting		
To ensure an effective system of municipal governance in line with applicable	Council for noting	Number of paper based file documents converted to EDMS	Council for noting by 30 June 2019	200 paper based file documents converted to EDMS by 30 June 2019	4_50_50.1_P097	2.5 %	Printout reporting documents captured in the EDMS	Council for noting	50 paper based file documents converted to EDMS	Council for noting	50 paper based file documents converted to EDMS	Council for noting	50 paper based file documents converted to EDMS	50 paper based file documents converted to EDMS		

legislation by June 2019	Number of destruction certificates issued by Provincial Archives for disposal of old records facilitated	1 destruction certificate issued by Provincial Archives for disposal of 35 old records facilitated by 30 June 2019		2.5 %	Destruction Certificate	Identification of 35 old records to dispose conducted. Submission of identified records to Internal Audit for assessment	Submission of identified records to Internal Audit for assessment and monitor progress	Request disposal authority from provincial archives facilitated	35 old records disposed		
To ensure an efficient and effective fleet management system by June 2019	Number of reports on implementation of fleet management policy submitted to Council Structures for noting	4 Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting by 30 June 2019	4_51_51.1_P099	2.5 %	Quarterly reports on the implementation of the fleet management policy	4th Quarterly Report on Implementation of Fleet Management Policy submitted to Council for noting	1st Quarterly Report on Implementation of Fleet Management Policy submitted to Council for noting	2nd Quarterly Report on Implementation of Fleet Management Policy submitted to Council for noting	3rd Quarterly Report on Implementation of Fleet Management Policy submitted to Council for noting		
To provide appropriate Human Resource to support all directorates by June 2019	Number of employee wellness programs implemented	4 Wellness programs implemented (Change Management, Healthy Lifestyle, Team building programme) by 30 June 2019	4_52_52.1_P102	2.5 %	Quarterly reports on Wellness Programs implemented	1 Healthy Lifestyle Programme Implemented	1 Team building programme implemented	1 Change Management Programme conducted	Report on Wellness programmes implemented submitted to Council structures for noting		

	Number of Local Labour Forum Meetings Convened	4 Local Labour Forum Meetings Convened by 30 June 2019	4_53_53.1_P103	2.5 %	Quarterly Reports on LLF Meetings convened	1 Local Labour Forum Meetings Convened	1 Local Labour Forum Meetings Convened	1 Local Labour Forum Meetings Convened	1 Local Labour Forum Meetings Convened	
	Disciplinary Action database updated and maintained.	Disciplinary database updated and maintained by 30 June 2019	4_53_53.2_P104	2.5 %	Quarterly reports on update and maintenance of Disciplinary Database	Disciplinary database updated and maintained	Disciplinary database updated and maintained	Disciplinary database updated and maintained	Disciplinary database updated and maintained	
	Submit Corporate Services inputs towards the development of the IDP	Submit Corporate Services inputs towards the development of the IDP by 30 June 2019	4_54_54.2_P106	2.5 %	Council Resolutions, Attendance Registers, IDP & Budget process plan.	Submit Corporate Services reports related to Public Participation.	Submit Corporate Services reports related to Public Participation	Submit Corporate Services reports related to Public Participation	Submit Corporate Services reports related to Public Participation	
To ensure a performance driven institutional culture in the municipality by June 2019	Submit inputs towards the development of the 2017/2018 Annual Report	Submit Corporate Services inputs towards the development of the 2017/2018 Annual Report by 30 June 2019	4_55_55.1_P107	2.5 %	Corporate Services inputs submitted	Submit Corporate Services inputs towards the development of the 2017/2018 Annual Report	Submit Corporate Services inputs towards the development of the 2017/2018 Annual Report	Submit Corporate Services inputs towards the development of the 2017/2018 Annual Report	Not Applicable	
	Implementation of the Performance Management System	Implementation of Performance Management System	4_55_55.2_P108	2.5 %	Corporate Services proof of submission	1. Inputs towards the development of Section 46 provided	Quarter 1 report inputs submitted	Mid-year report inputs submitted	3 rd Quarter report inputs submitted	

	Framework, Policy and Procedures	Framework by 30 June 2019								
--	----------------------------------	---------------------------	--	--	--	--	--	--	--	--

KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT 15 = %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	ANNUAL TARGET	INDICATOR OR CODE	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DIRECT OR SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
Development of comprehensive audit plan and tightening of internal controls and their implementation inclusive of general controls.	100% submission of Directorate information requested by AG for the 2017/2018 and 2018/2019 audit	100% submission of Directorate information requested by AG for the 2017/2018 and 2018/2019 audit	5_57_57.2_P113	5 %	Information requested by AG provided	100% submission of Directorate information requested by AG for the 2017/2018 and 2018/2019 audit	100% submission of Directorate information requested by AG for the 2017/2018 and 2018/2019 audit	100% submission of Directorate information requested by AG for the 2017/2018 and 2018/2019 audit	100% submission of Directorate information requested by AG for the 2017/2018 and 2018/2019 audit		
To improve compliance and adherence to MFMA legislation.	Submit Directorate inputs towards 2018/2019 adjustment budget	Submit Directorate inputs towards 2018/2019 adjustment budget	5_57_57.4_P115	5 %	17/18 adjustment budget	Not Applicable	Not Applicable	Submit Directorate inputs towards 2018/2019 adjustment budget	Implement Directorate Budget		
	Submit Directorate 2019/2020	Submit Directorate 2019/2020	5_57_57.1_P116	5 %	Budget Needs submitted to BTO	Not Applicable	Provide input to compilation of	Review draft budget in for 2019/2020	Prepare final draft estimates for 2019/2020 budget		

Budget Needs to BTO	Budget Needs to BTO	Budget Needs to BTO			Budget for 2019/2020	financial in line with Directorate inputs.	along with Treasury regulations		
---------------------	---------------------	---------------------	--	--	----------------------	--	---------------------------------	--	--

2. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: CORPORATE SERVICES:

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the Personal Development Plan for addressing developmental gaps

CORE MANAGEMENT COMPETENCIES	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT	RATING 1-5
1. Strategic Capability and Leadership	Provides vision, sets direction for the municipality and inspire others in order to deliver on the municipality's mandate.	<ul style="list-style-type: none"> Understands the municipality's strategic initiatives, but weak in inspiring others to achieve the set objectives; describes how specific tasks link to municipality's strategies, but experiences difficulty in putting the links into practice; aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction; demonstrates commitment through actions, and requires support for defining performance measures to evaluate the success of strategies. 	Compulsory		15	
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	<ul style="list-style-type: none"> Commences project after council approval; understands procedures of project management, its implications and the importance of stakeholder involvement; understands the outcome of the project in relation to municipality's goals; possesses basic project management skills; documents and communicates issues and risks associated with own work; uses results of other successfully completed projects as points of reference; and 	Compulsory		5	

3. Financial Management	Comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.	<ul style="list-style-type: none"> • applies existing policies in own field of work. • Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); • is familiar with the different sources of financial data, reporting mechanisms and financial processes and systems; • understands importance of financial accountability; • understands the necessity for asset control; • recognises key expenditure and financial accounting and reporting concepts; • performs key financial management processes (expenditure, accounting and reporting) with guidance / direction; • tracks and measures actual expenditure against budget; and • understands the role of an audit function. 	Compulsory	10	
4. Change Management	Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	<ul style="list-style-type: none"> • Communicates status, benefits and issues relating to change; • identifies gaps between the current and the desired situation and reasons for resistance to change; • accepts and successfully performs a supporting role in the change effort; • identifies the need for change; • participates in change programmes and piloting of change initiatives; and • understands the impact of change initiatives on the municipality within the broader political and social context. 	Compulsory	10	

<p>5. Knowledge Management</p>	<p>Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.</p>	<ul style="list-style-type: none"> Collects, categorises and tracks relevant information required for specific tasks and projects; analyses and interprets information to draw conclusions; seeks new sources of information to increase own knowledge base; and shares information and knowledge with co-workers. 	<p>Compulsory</p>	<p>5</p>
<p>6. Service Delivery Innovation (SDI)</p>	<p>Explores and implements new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals</p>	<ul style="list-style-type: none"> Recommends new ways of performing tasks within the municipality; identifies and seeks potential sources of new ideas and approaches to enhance service delivery; proposes simple remedial solutions to simple service delivery orientated problems; and listens to the ideas and perspectives of others and explores opportunities to enhance these ideas. 	<p>Compulsory</p>	<p>15</p>
<p>7. Problem Solving and Analysis</p>	<p>Systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner</p>	<ul style="list-style-type: none"> Understands the basic steps in problem solving and analysis and solves basic problems using municipal guidelines; identifies when to solve problems independently and when to consult others for resolution beyond own authority; participates actively and constructively in problem solving discussions; and identifies and documents issues associated with problems. 	<p>Compulsory</p>	<p>5</p>
<p>8. People and Diversity Management</p>	<p>Manage and encourage people, optimise their outputs and effectively manage relationships in</p>	<ul style="list-style-type: none"> Participates in team goal setting and problem solving; interacts and collaborates with diverse groups of people; 	<p>Compulsory</p>	<p>10</p>

	order to achieve the municipality's goals	<ul style="list-style-type: none"> understands team strengths, weaknesses and preferences; and is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these. 				
9. Client Orientation and Customer Focus	Deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> Acknowledges customers rights; applies customer knowledge to improve own organisation or department; maintains good relationship with customers and understands their priorities; redirects queries to the most appropriate person / solution provider and follows through to ensure customer needs are met; and understands and complies with the content and requirements of chapter 4 of the Municipal Systems Act. 	Compulsory			5
10. Communication	Exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> Shows understanding for communication tools appropriate for the audience but needs assistance in utilizing them; expresses ideas in a clear and coherent manner but not always taking into account the needs of the audience; and assimilates information reasonably well. 	Compulsory			10
11. Accountability and Ethical Conduct	Display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	<ul style="list-style-type: none"> Realizes the implications of not speaking and acting with integrity, but needs guidance in implementing these principles; follows through on commitments under supervision; and follows the rules and regulations of the organisation. 	Compulsory			10

PERSONAL DEVELOPMENT PLAN

NAME: MASABATA SWAYENA

EMPLOYEE NUMBER: 4077

JOB TITLE: ACTING DIRECTOR: CORPORATE SERVICES

DIRECTORATE: CORPORATE SERVICES

DATE: 1 SEPTEMBER 2018 – 30 JUNE 2019

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
PERFORMANCE MANAGEMENT	Ability to interpret and cascade PMS Framework	Formal training	1 week short course	1 week		Municipal Manager
POLICY DEVELOPMENT	To be able to develop policies in house	Formal training	1 week short course	1 week		Municipal Manager
FINANCIAL MANAGEMENT	Ability to interpret Financial information and manage financial affairs of the Dept	Formal training	Block attendance	1 year		Municipal Manager
MASTERS IN PUBLIC ADMINISTRATION			Class attendance	2 years		Municipal Manager


SIGNATURE: M SWAYENA
ACTING DIRECTOR: CORPORATE SERVICES


SIGNATURE: MR N MNTUYEDWA
ACTING MUNICIPAL MANAGER