

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR SITEMBELE WISEMAN VATALA
(herein after referred to as Employer)

AND

DIRECTOR: CORPORATE SERVICES

MRS PHUMLA ORIENTAL BEAUTY MAKOMA
(herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2017 – 30 JUNE 2018

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 2017/2018 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2017/2018 and the 2017/2018 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 July 2017 and will remain in force until 30 June 2018 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	5%
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	10%
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	Financial Management (compulsory)	15%
2	People Management & Empowerment (compulsory)	20%
3	Client Orientation and Customer Focus (compulsory)	20%
4	Problem solving and analysis	20%
5	Change Management	15%
6	Knowledge of more than one functional area	10%
TOTAL		100%

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

		performance up to the level expected in the job despite management effort to encourage improvement
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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 2017
2	October – December: Qrt 2	January 2018
3	January – March Qrt 3	April 2018
4	April – June Qrt 4 (Year End)	July 2018

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

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- 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

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.

THIS DONE AND SIGNED AT LADY FRERE ON THE 01 DAY OF JULY 2017

AS WITNESSES


SIGNATURE



SIGNATURE


MS POB MAKOMA
DIRECTOR: CORPORATE SERVICES

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THIS SIGNED AT LADY FRERE ON THE 01 DAY OF JULY 2017

AS WITNESSES


SIGNATURE


SIGNATURE


DR SW VATALA
MUNICIPAL MANAGER

PERFORMANCE PLAN: 2017/2018
MS PUMLA ORIENTAL BEAUTY MAKOMA
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 Municipal Manager and Director: Corporate Services 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 2017/18 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 2017/18 as indicated in the IDP column of the scorecard.

1. KEY PERFORMANCE AREA SCORECARD – DIRECTOR: CORPORATE SERVICES

KPA 1 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE = 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								
To create a safe and clean environment for all people of Emalahleni Municipality by June 2018	Number of Integrated Waste Management programs implemented	Contribute to implementation of 1 IWMP programs (training) by June 2018	1_2_2.1_P006	5%	Quarterly report on training conducted	<table border="1"> <thead> <tr> <th>QUARTER 1 TARGETS</th> <th>QUARTER 2 TARGETS</th> <th>QUARTER 3 TARGETS</th> <th>QUARTER 4 TARGETS</th> </tr> </thead> <tbody> <tr> <td>N/A</td> <td>Facilitate appointment of training provider to train Waste Management staff</td> <td>Training of Waste Management staff and reporting</td> <td>Training of Waste Management staff and reporting</td> </tr> </tbody> </table>	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	N/A	Facilitate appointment of training provider to train Waste Management staff	Training of Waste Management staff and reporting	Training of Waste Management staff and reporting		
QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS													
N/A	Facilitate appointment of training provider to train Waste Management staff	Training of Waste Management staff and reporting	Training of Waste Management staff and reporting													

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								
To improve economic development within ELM by June 2018	Number of jobs created through Community Works Programme, Expanded Public Works and	180 employment contracts signed for CWP, EPWP and Electrification	2_30_30.2_P068	5%	Signed employment contracts	<table border="1"> <thead> <tr> <th>QUARTER 1 TARGETS</th> <th>QUARTER 2 TARGETS</th> <th>QUARTER 3 TARGETS</th> <th>QUARTER 4 TARGETS</th> </tr> </thead> <tbody> <tr> <td>Facilitate signing of employment contracts for temps as submitted by Community</td> <td>Facilitate signing of employment contracts for temps as submitted by Community</td> <td>Facilitate signing of employment contracts for temps as submitted by Community</td> <td>Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates</td> </tr> </tbody> </table>	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	Facilitate signing of employment contracts for temps as submitted by Community	Facilitate signing of employment contracts for temps as submitted by Community	Facilitate signing of employment contracts for temps as submitted by Community	Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates		
QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS													
Facilitate signing of employment contracts for temps as submitted by Community	Facilitate signing of employment contracts for temps as submitted by Community	Facilitate signing of employment contracts for temps as submitted by Community	Facilitate signing of employment contracts for temps as submitted by Community Services, IDHS and EDTA Directorates													

Electrification Programme	n Programme			Services, IDHS and EDTA Directorates	Services, IDHS and EDTA Directorates	Services, IDHS and EDTA Directorates	
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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)	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 2018	Number of by-laws, policies, strategies and procedures developed, reviewed and approved based on submissions by Directorates	5 policies developed, 5 policies reviewed and 5 bylaws reviewed and approved based on Directorate submissions by 30 June 2018	3_34_34.1_P074	5%	Council resolution adopting policies and bylaws	<p>QUARTER 1 TARGETS</p> Policies, strategies for development and review identified	<p>QUARTER 2 TARGETS</p> Policies, strategies developed and reviewed	<p>QUARTER 3 TARGETS</p> Stakeholder engagement on identified policies and strategies	<p>QUARTER 4 TARGETS</p> Policies, strategies submitted to Council for approval		
To ensure an effective municipal governance in line with applicable legislation by June 2018	Number of MPAC meetings convened	4 MPAC meetings convened by 30 June 2018	3_35_35.3_P077	5%	Quarterly reports on meetings convened	<p>QUARTER 1 TARGETS</p> 1 MPAC meeting convened	<p>QUARTER 2 TARGETS</p> 1 MPAC meeting convened	<p>QUARTER 3 TARGETS</p> 1 MPAC meeting convened	<p>QUARTER 4 TARGETS</p> 1 MPAC meeting convened		

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To redress the imbalances of the past in the workplace by June 2018	Number of Employment Equity Plans for 2017/2018 reviewed, approved and implemented	1	4_42_42.1_P086	3%	Quarterly Report on implementation of Employment Equity plan	Facilitate the review of the EE Plan	Conducting workshop on draft reviewed the EE Plan to relevant stakeholders	Implementation of the EE Plan and submission of annual report to the Department of Labour	Report on implementation of the EE Plan.														
To provide Human Resources to support all Directorates in the Municipality by June 2018	Number of Human Resource Plans implemented	1	4_43_43.1_P087	3%	Council resolution approving HR Plan Quarterly Report on Implementation of HR Plan	Conduct workshops on the developed HR Plan to relevant stakeholders.	Facilitate the approval of the HR Plan.	Implementation of the HR Plan	Implementation and report on the HR Plan.														
To ensure a healthy and safe working environment for councillors and officials by June 2018	Number of OHS Strategy Programmes Implemented	5	4_44_44.1_P088	3%	Quarterly Reports on implementation of OHS Strategy Programmes	Facilitate payment processes towards workman's compensation fund. Conduct workshops on Safe Operating Procedures to	Submission of Safe Operating Procedures to Council structures for approval. Procurement of PPE Conduct OHS Inspections	Issuing of PPE Conduct OHS Inspections and report on previous findings. Monitoring contractors onsite	Monitoring and reporting on implemented OHS projects														

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To provide an integrated ICT System that will ensure safety of information by June 2018	Number of ICT Projects Implemented	2 ICT Projects implemented by 30 June 2018 (Infrastructure Network improved, Broadband)	4_45_45.1_P089	3%	Quarterly Reports on Implementation of ICT projects	Monitoring the ongoing broadband project Facilitate procurement processes	relevant stakeholders. Facilitate procurement processes for PPE.	Monitoring contractors onsite	Monitoring the ongoing broadband project Monitor progress on implementation	Monitor and report on the implementation ICT projects.		
	Number of the ICT Steering Committee Meetings convened	8 ICT Steering Committee Meetings convened by 30 June 2018	4_45_45.2_P090	3%	Quarterly Reports on ICT Steering Committee Meetings convened	1 internal & 1 external ICT Steering committee meetings convened	1 internal & 1 external ICT Steering committee meetings convened	1 internal & 1 external ICT Steering committee meetings convened	1 internal & 1 external ICT Steering committee meetings convened	1 internal & 1 external ICT Steering committee meetings convened		
To ensure an effective system of a municipal governance in line with applicable by June 2018	Number of Statutory Meetings convened in line with approved Council Calendar	12 Statutory Meetings (4 Council meetings, 4 Standing Committees and 4 Section 79 Committee Meetings) convened in line with the approved Council	4_46_46.1_P091	4%	Minutes of Meetings	(1 Council meeting, 1 Standing Committees and 1 Section 79 Committee Meetings convened	(1 Council meeting, 1 Standing Committees and 1 Section 79 Committee Meetings convened	(1 Council meeting, 1 Standing Committees and 1 Section 79 Committee Meetings convened	(1 Council meeting, 1 Standing Committees and 1 Section 79 Committee Meetings convened	(1 Council meeting, 1 Standing Committees and 1 Section 79 Committee Meetings convened		

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To ensure municipal compliance with applicable legislation by June 2018	Council for noting Number of reports on municipal compliance with applicable legislation submitted to Council for noting	noting by 30 June 2018 4 reports on municipal compliance with applicable legislation submitted to Council for noting by 30 June 2018	4_49_49.1_P096	3%	noting by 30 June 2018 Quarterly reports submitted to Council, Council Resolution	Council for noting 1 report on municipal compliance with applicable legislation submitted to Council for noting	Council for noting 1 report on municipal compliance with applicable legislation submitted to Council for noting	1 report on municipal compliance with applicable legislation submitted to Council for noting		
To ensure an effective system of municipal governance in line with applicable legislation by June 2018	Percentage of 2015/2016 paper based filing converted to EDMS	(100% conversion of 2015/2016 paper based filing to EDMS by 30 June 2018)	4_50_50.1_P097	3%	Printout reporting documents captured in the EDMS	25% of 900 documents Converted to EDMS	25% of 900 documents Converted to EDMS	25% of 900 documents Converted to EDMS		
	1 destruction certificate issued by Provincial Archives for disposal 35 of records	Facilitate issuing of destruction certificate by Provincial Archives for disposal of 35 old records by 30 June 2018	4_50_50.2_P098	3%	Destruction Certificate	Identification of 50 old records to dispose conducted. Submission of identified records to Internal Audit for assessment	Submission of identified documents to Internal Audit and Monitor progress from Internal Audit	50 old records disposed and report on disposal		
To ensure an efficient and effective fleet management	Number of reports on implementation of fleet	4 Reports on Implementation of Fleet Management	4_51_51.1_P099	3%	Quarterly reports on the implementation of the fleet	4th Quarterly Report on Implementation of Fleet	1st Quarterly Report on Implementation of Fleet	2nd Quarterly Report on Implementation of Fleet	3rd Quarterly Report on Implementation of Fleet	

system by June 2018	management policy submitted to Council for noting	Policy submitted to Council for noting by 30 June 2018		management policy	Management Policy submitted to Council for noting	Management Policy submitted to Council for noting	Management Policy submitted to Council for noting	submitted to Council for noting	
To provide appropriate Human Resource to support all directorates by June 2018	Number of employee wellness programs implemented	4 Wellness programs implemented by 30 June 2018 (Change Management , Healthy Lifestyle, Wellness Day, Team building)	4_52_52.1_P102	Quarterly reports on Wellness Programs implemented	1 Change Management Programme conducted	1 Healthy Lifestyle Programme Implemented	1 ELM Wellness Day Conducted	Team building Programme conducted	
	Number of Local Labour Forum Meetings Convened	4 Local Labour Forum Meeting Convened by 30 June 2018	4_53_53.1_P103	Quarterly Reports on LLF Meeting convened	1 Local Labour Forum Meeting Convened	1 Local Labour Forum Meeting Convened	1 Local Labour Forum Meeting Convened	1 Local Labour Forum Meeting Convened	
	Disciplinary Action database updated and maintained.	Disciplinary database updated and maintained by 30 June 2018	4_53_53.2_P104	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	4_54_54.2_P106	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	

			of the IDP by 30 June 2018	4_55_55.1_P107	2%	Corporate Services inputs submitted	Submit Corporate Services inputs towards the development of the 2016/2017 Annual Report	Submit Corporate Services inputs towards the development of the 2016/2017 Annual Report	Submit Corporate Services inputs towards the development of the 2016/2017 Annual Report	Not Applicable	Not Applicable		
	Submit inputs towards the development of the 2016/2017 Annual Report	Submit Corporate Services inputs towards the development of the 2016/2017 Annual Report by 30 June 2018	Implementation of Performance Management System Framework by 30 June 2018	4_55_55.2_P108	2%	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			

KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 10%											
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
				HT		QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
Development and implementation of clear SCM demand and	2017/2018 Procurement Plan inputs submitted for Corporate	2017/2018 Procurement Plan inputs submitted for	5_56_56.1_P109	2.5%	Approved procurement plan; council resolution	Development of specifications for Directorate	Placing of adverts for Corporate Services	Implementation of projects and report	Implementation of projects and report		

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management plan	Services Directorate and implemented	Corporate Services Directorate and implemented	5_57_57.2_P113	2.5%	RFI register	projects in the procurement plan.	projects and appointment	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit
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 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	5_57_57.2_P113	2.5%	RFI register	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit
To improve compliance and adherence to MFMA legislation.	Submit Directorate inputs towards 2017/2018 adjustment budget	Submit Directorate inputs towards 2017/2018 adjustment budget	5_57_57.4_P115	2.5%	17/18 adjustment budget	Not Applicable	Not Applicable	Submit Directorate inputs towards 2017/2018 adjustment budget	Implement Directorate Budget	
	Submit Directorate Budget Needs to BTO	Submit Directorate Budget Needs to BTO	5_57_57.1_P116	2.5%	Budget Needs submitted to BTO	Not Applicable	Provide input to compilation of Budget for 2018/2019	Review draft budget in for 2018/2019 financial in line with Directorate inputs.	Prepare final draft estimates for 2018/2019 budget along with Treasury regulations	

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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. Financial Management	Compiles and manages budgets, controls cash-flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council	<ul style="list-style-type: none"> • Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate • Manage and monitor financial risk • Continuously look for new opportunities to obtain and save funds • Prepare financial reports and guidelines based on prescribed format • Understand and weigh up financial implications of propositions • Understand, analyse and monitor financial reports • Allocate resources to established goals and objectives • Align expenditure to cash-flow projections • Ensure effective utilisation of financial resources • Prepare own budget in line with strategic objectives 	Compulsory		15%	

<p>2. People Management and Empowerment</p>	<p>Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals</p>	<ul style="list-style-type: none"> • Seek opportunities to increase personal contribution and level of responsibility • Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches • Delegate and empower others to increase their level of responsibility • Apply labour and employment legislation and regulations consistently • Facilitate team goal setting and problem solving • Recognise individuals and teams and provide developmental feedback in accordance with performance management principles • Adhere to internal and national standards with regard to HR practices • Deal with labour matters • Identify competencies required and suitable resources for specific tasks 	<p>Compulsory</p>	<p>20%</p>	
<p>3. Client Orientation and Customer Focus</p>	<p>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice</p>	<ul style="list-style-type: none"> • Develop clear and implementable service delivery improvement programmes • Identify opportunities to exceed the expectations of customers • Design internal work processes to improve customer service • Add value to the organisation by providing exemplary customer service • Apply customer rights in own work environment 	<p>Compulsory</p>	<p>20%</p>	

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4. Change Management	Initiate, support and champion organisational transformation and change in order to successfully implement new initiatives to accelerate service delivery	<ul style="list-style-type: none"> • Perform analysis to determine the impact of changes in the social, political and economic environment • Consult all relevant stakeholders of the need for change • Coach colleagues on how to manage change • Design specific projects to enable change that are aligned to organisational objectives • Volunteer to lead change efforts outside own work team 	Choice	15%	
5. Problem Solving & Analysis	Ability to appreciate the complexity of the municipal environment where different stakeholders interact in unison for a common purpose. Capability to identify and problem and be able to provide solutions; proactive management of any problem that arises	<ul style="list-style-type: none"> • Ability to understand the cultural diversity in the workplace • Ability to anticipate a potential problem within the municipality • Identify trouble makers and design a strategy and approach to manage such persons in the workplace • Demonstrate capabilities to provide a set of solutions to a particular problem 	Choice	20%	
CORE OCCUPATIONAL COMPETENCIES					
6. Knowledge of more than one functional municipal field or discipline	Demonstrate capabilities to understand the complexity and functionality of all Directorates in the municipality	<ul style="list-style-type: none"> • Understanding public administration and management in the context of local government • Integration and coordination of various functional areas 	Choice	10%	

PERSONAL DEVELOPMENT PLAN

NAME: PHUMLA ORIENTAL BEAUTY MAKOMA

EMPLOYEE NUMBER: 4048

JOB TITLE: DIRECTOR: CORPORATE SERVICES

DIRECTORATE: CORPORATE SERVICES

DATE: 1 JULY 2017

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: POB MAKOMA

DIRECTOR: CORPORATE SERVICES



SIGNATURE: DR SW VATALA