

Appendix A

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE LETSEMENG LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

Tshemedi Lucas Mkhwane

FULL NAMES

AND

Tsietso! Freddie Deeuw

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

01 JULY 2018 – 30 JUNE 2019

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FINANCIAL YEAR: 2018/2019

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Letsemeng Local Municipality herein represented by *Mr Tshemedi Lucas Mkhwane* (full name) in his capacity as the Municipal Manager (Hereinafter referred to as the **Employer** or Supervisor)

and

Mr Tsietsi Freddie Deeuw (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 54A of the Local Government: Municipal Systems Act 32 of 2000 and as amended ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to 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.

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 secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

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2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 communicate the employer's performance expectations and accountabilities to the employee, by specifying objectives and targets as defined in the Integrated Development Plan and the Service Delivery and Budget Implementation Plan (SDBIP).

2.3 specify accountabilities as set out in a performance plan, which must be in a format substantially compliant to Appendix "A";

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to the position; and

2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of performance.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 01 July 2018 and will remain in force until 30 June 2019 where after a new Performance Agreement, Performance Plan and Personal Development Plan must be concluded between the parties for each of the following financial years or any portion thereof for the duration of the Agreement of Employment

3.2 This Agreement will terminate on the termination of the Employee's employment for any reason whatsoever.

3.3 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents must immediately be revised.

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3.5 Any significant amendments or deviations must take cognizance of the requirements of section 34 and 42 of the Systems Act, and regulation 4(5) of the Regulations

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) must sets out-

4.1.1 the performance objectives and targets that must be met by the **Employee**; and

4.1.2 the time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Performance Plan must :

- a) Be set by the **Employer** in consultation with the **Employee**;
- b) Be based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and
- c) Include key objectives; key performance indicators; target dates and weightings.

4.3 It is agreed that-

- i. The key objectives describe the main tasks that need to be done.
- ii. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- iii. The target dates describe the timeframe in which the work must be achieved.
- iv. The weightings show the relative importance of the key objectives to each other.

4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces to the Municipality and accepts that the purpose of the

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performance management system is to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

5.2 The **Employer** must consult the **Employee** about the specific performance standards that are included in the performance management system as applicable to the **Employee**.

5.3 The Employee must be assessed on his or her performance in terms of the performance indicators identified in the attached Performance Plan and include =

- a) The Key Performance Areas; and
- b) Core Managerial Competencies

5.4 The Key Performance Areas will make up 80% of the Employee's assessment score, and will contain the following:

Key Performance Areas (80% of Total)		Weighting
Municipal Transformation and Institutional Development (MTID)		50%
Debt collection/revenue enhancement (RES)		25%
Ensure effective management of the Department		25%
Total		100%

5.5 The Core Management Criteria (CMC) will make up the other 20% of the Employee's assessment score, and are deemed to be most critical for the Employee's specific job should be selected from the list below as agreed between the Employer and Employee

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES (20% of Total)		
CORE MANAGERIAL COMPETENCIES (CMC)		
Strategic Direction and Leadership	10%	
Programme and Project Management	10%	
Financial Management	comply	20
Change Management		
Knowledge Management		
Service Delivery Innovation		

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6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement must set out -

- the standards and procedures for evaluating the Employee's performance; and
- the intervals for the 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 during the validity of the agreement of Employment

6.3 Personal growth and development needs identified during any performance review discussion, as well as the actions and timeframes agreed to, must be documented in a Personal Development Plan which must be in a format substantially compliant to Annexure "B"

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES (20% of Total)		
CORE MANAGERIAL COMPETENCIES (CMC)		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Accountability and Ethical Conduct		10
Policy Conceptualisation and Implementation		10
Mediation Skills		
Advanced Negotiation Skills		
Advanced influencing skills		
Partnership and Stakeholder Relations		10
Supply Chain Management		
Total percentage		100%

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6.5 The annual performance appraisal will involve:

- i. An assessment of the achievement of results as outlined in the performance plan:
- ii. An assessment of each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed
- iii. A rating on the five-point scale for each Key Performance Area; and
- iv. The use of the applicable assessment rating calculator to add the scores and calculate a final core.

6.6. The Core Management Criteria must be assessed –

- (a) according to the extent to which the specified standards have been met.

- (b) with an indicative rating on the five-point scale for each Criteria; and

- (d) using the applicable assessment rating calculator to add the scores and calculate a final score.

6.7 An overall rating is calculated by using the applicable assessment-rating calculator, which represents the outcome of the performance appraisal, provided that the performance assessment of the Employee will be used on the following rating scale for both Key Performance Indicators and Core Management Criteria

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Level	Terminology	Description	Rating
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.	1 2 3 4 5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the 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.	


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7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings and feedback must be based on the Employer's assessment of the Employee's performance.

Provided that reviews in the first and third quarter may be verbal if performance is satisfactory

financial information)

First quarter (July – September 2018) : 09 – 12 October 2018
 Second quarter (October – December 2018) : 08 – 11 January 2019
 Third quarter (January – March 2019) : 09 – 12 April 2019
 Fourth quarter (April – June 2019) : 16 – 19 July 2019 (excluding

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

6.8 The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27 (4)(d) and (f) of the Regulations.

Level	Terminology	Description	Rating
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 all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	1 2 3 4 5

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7.3 The Employer may amend the provisions of 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 such change is made.

8. OBLIGATIONS OF THE EMPLOYER

8.1 The Employer must –

8.1.1 create an enabling environment to facilitate effective performance by the employee;

8.1.2 provide access to skills development and capacity building opportunities;

8.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

8.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

8.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

9. CONSULTATION

9.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will –

a. have a direct effect on the performance of any of the Employee's functions;

b. commit the Employee to implement or to give effect to a decision made by the Employer; and

c. have a substantial financial effect on the Employer.

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9.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-clause (1) above as soon as is practicable to enable the Employee to take any necessary action without delay.

10. MANAGEMENT OF EVALUATION OUTCOMES

10.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

10.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance, as per regulation 32(2) of the Regulations

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

10.3.1 must provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

10.3.2 may 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 his or her duties.

11. DISPUTE RESOLUTION

11.1 Any disputes about the nature of the Employee's performance agreement, must be mediated by –

a. the Member of the Executive Council responsible for local government in the province, in case of the Municipal Manager, or any other person appointed by the said Member of the Executive Council; and

b. the Mayor, in the case of Managers directly accountable to the Municipal Manager within thirty days or receipt of a formal dispute from the employee

11.2 Any disputes about the outcome of the Employee's performance evaluation, must be mediated by –

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- a. the Member of the Executive Council responsible for local government in the Province, or any other person appointed by the MEC, in the case of the Municipal Manager, and
- b. a Municipal Councillor, in the case of Managers directly accountable to the Municipal Manager, provided such a Councillor was not part of the evaluation panel contemplated in regulation 27(4)(e) of the Regulations, within thirty days or receipt of a formal dispute from the employee

12. GENERAL

- 12.1 The employer must make the contents of this agreement and the outcome of any review conducted in terms of the Performance Plan available to the public as contemplated in section 46 of the Systems Act.

- 12.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her Agreement of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

- 12.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Koffberg on this the 31 of July 2018

AS WITNESSES:

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2. [Signature]

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AS WITNESSES:

ANNEXURE A

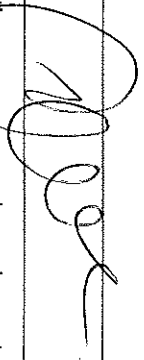
PERFORMANCE PLAN

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PERFORMANCE SCORECARD – SECTION 56 EMPLOYEE

Employee Name:	Tsietsi Freddie Deeuw	Employee Number	0093
Job Title:	Director, Corporate Service	Department:	Corporate Services
Manager:	The Municipal Manager	Date (Financial Year):	2018 – 19 Financial Year
Position Purpose:	To carry out the functions as Director and head of Corporate Services in the Municipality		

The period of this Performance Plan is from 01 July 2018 to 30 June 2019

Signed and accepted by the Director, Corporate Services		Date:	31 July 2018
Signed by the Municipal Manager		Date:	31 July 2018

By signing this performance scorecard the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with the Municipality's Performance Management Policy.

1. Purpose

The performance plan defines the council expectation of the Director Corporate Service performance agreement to which this document is attached and Section 57 (5) of the Municipal System Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Director Corporate Service performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner
- 2.3 Promote social and economic development
- 2.4 Promote a safe and healthy environment
- 2.5 Encourage the involvement of communities and community organisation in the matters of local government

3. Key Performance Area

The following Key Performance Area (KPA) as outline in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objective listed in the table below:

- 3.1 Basic Service Delivery.
- 3.2 Municipal Institutional Development and transformation
- 3.3 Local Economic Development (LED)
- 3.4 Municipal Financial Viability and Management
- 3.5 Good Governance and Public Participation

4. Key Performance Objectives and Indicators, for the Municipal Manager

The provision and statutory time frames contained in the following legislation are required to be reported on and measured:

- 4.1 Section 157 of the Constitution of the Republic of South Africa, 1996
- 4.2 Local Government performance Regulations for Municipal Managers and Managers Directly (Regulation No. R805, dated 1 August 2006)

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- 4.3 Regulations No.796 (Local Government: Municipal Planning and Performance Management Regulation, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to Chapter 8. (**must** include, inter alia, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and an unqualified Auditor General's report)
- 4.5 Property Rates Act, 2004
- 4.6 Municipal Structures Act, 1998, in particular, but not limited to, Chapter 5 (Powers and functions as determined by legislation or agreement)
- 4.7 Municipal System Act 2000, in particular, but not limited to sections 55 to 57
- 4.8 Any other applicable legislation specific to the Municipal Manager

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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
	Strategic Leadership programmes	Review Organizational Structure and ensure sign off by the Council	Review Organizational Structure and ensure sign off by the Council	Table the Organizational before the Council for approval and sign off	Review Organizational Structure and ensure sign off by the Council						
		Develop and Table the WSP before Council for approval	Develop and Table the WSP before Council for approval	None	Develop and Table the WSP before Council for approval						
		Submit WSP to LGSETA	Submit WSP to LGSETA	None	Submit WSP to LGSETA						
		Capture and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)	Capture and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)	Capture all types of leave onto the system and reconcile them against leave register	Capture and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)						



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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
		Approved HR Policy	HR Policy Review and tabled before Council for Approval	Table the HR Policy before the Council for approval	HR Policy Review and tabled before Council for Approval						
		Number of LLF meetings scheduled	3=4 LLF Meetings 4=5 LLF Meetings 5=6 LLF Meetings	Two (2) LLF meeting convened	4 LLF Meetings						
		Cascade the Performance Management System to lower levels of the Organization and develop individual Annual Performance Plans	Cascade the Performance Management System to lower levels of the Organization and develop individual Annual Performance Plans	None	Cascade the Performance Management System to lower levels of the Organization and develop individual Annual Performance Plans						

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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
		Approved and Reviewed the PMS Policy to include employees at all levels and submit it to the MM for approval	Approved and Reviewed the PMS Policy to include employees at all levels and submit it to the MM for approval	Final Draft PMS Policy	Approved and Reviewed the PMS Policy to include employees at all levels and submit it to the MM for approval						
		Reviewed EE Plan and ensure Compliance with the EE Act and all relevant legislation	Reviewed EE Plan and ensure Compliance with the EE Act and all relevant legislation	Convene EE Committee to review EEP and approve it.	Reviewed EE Plan and ensure Compliance with the EE Act and all relevant legislation						
		Vetting of BTO staff and SCM / Bid Committee members/ staff	Vetting of BTO and SCM / Bid Committee members/ staff	None	Vetting of BTO and SCM / Bid Committee members/ staff						
		Developed and Reviewed Job Descriptions for all Departments	Developed and Reviewed Job Descriptions for all Departments	None	Developed and Reviewed Job Descriptions for all Departments						
		Developed Overtime plan for	Developed Overtime plan for	Monitor and Implement	Developed Overtime plan						


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Municipal Transformation and Institutional Development											
Legislative KPA	Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3					
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
		Technical Department	Technical Department		for Technical Department		1	2	3	4	5
		Developed Customer Care Policy and submit to Council for approval.	Developed Customer Care Policy and submit to Council for approval.	Develop and submit Customer Care Policy to the Council for approval	Developed Customer Care Policy and submit to Council for approval.						
		Number of refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.	3=2 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system. 4=3 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system. 5=4 refresher Course conducted for all Customer Care Clerks on the	1 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.	2 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.						

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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
			usage of the electronic system.				1	2	3	4	5
		Number of Community Consultation/IMBIZO's conducted on the service Delivery	3=2 Community Consultation/IMBIZO's conducted on the service Delivery 4=3 Community Consultation/IMBIZO's conducted on the service Delivery 5=4 Community Consultation/IMBIZO's conducted on the service Delivery	1 Community Consultation/IMBIZO's conducted on the service Delivery	2 Community Consultation/IMBIZO's conducted on the service Delivery						
		Number of Section 32 ad - hoc committee meetings	4 Section 32 ad - hoc committee meetings convened	1 Section 32 ad - hoc committee meeting convened	4 Section 32 ad - hoc committee meetings convened						
		Community Satisfaction	Community Satisfaction Survey	Collect information	Community Satisfaction						


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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
		Survey report approved by Council	report approved by Council	and develop a draft community satisfaction survey report	Survey report approved by Council		1	2	3	4	5
		Number of meetings of Oversight structures, (Section 79 Committees, Internal Audit, and Risk Committee).	3= 12 meetings of Oversight structures, (Section 79 Committees, Internal Audit, and Risk Committee). 4= 14 meetings of Oversight structures, (Section 79 Committees, Internal Audit, and Risk Committee).	Three meetings - Section 79 Committee, Internal Audit and Risk Committee	12 meetings of Oversight structures, (Section 79 Committees, Internal Audit, and Risk Committee).						


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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
		Number of commemorative events organised to foster Social Cohesion.	3=4 commemorative events organised to foster Social Cohesion. 4=5 commemorative events organised to foster Social Cohesion. 5=6 commemorative events organised to foster Social Cohesion.	2 commemorative event organised to foster Social Cohesion	4 commemorative events organised to foster Social Cohesion.						
		Implement Council Resolutions and keep an updated Council Resolution Register r44a	Implement Council Resolutions and keep an updated Council Resolution Register	Develop Council Resolution Register and submit it to Council for consideration	Implement Council Resolutions and keep an updated Council Resolution Register						

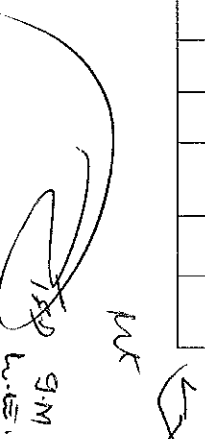
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Municipal Transformation and Institutional Development											
Legislative KPA		Municipal Transformation and Institutional Development		IDP KPA	Municipal Transformation and Institutional Development		KPA No(No in the IDP e.g.3				
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
		Reviewed ICT Security Policy and submit to Council for approval	Reviewed ICT Security Policy and submit to Council for approval		Reviewed ICT Security Policy and submit to Council for approval						
		Reviewed ICT Security Policy and submitted to Council for approval	Reviewed ICT Security Policy and submitted to Council for approval		Reviewed ICT Security Policy and submitted to Council for approval						

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Legislative KPAs		Good Governance and Public Participation	IDP KPA	Good Governance		KPA No(No in the IDP e.g.3					
KPA No	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
SDID	Ensure good governance and effective management of the municipality	95% spent on the municipality capital budget	3=95% 4=98% 5=100%	50% Capex spent	95% Capex spent						
FM	Increasing municipal revenue	% implementation of the revenue enhancement strategy related to the city	3=75% 4=80% 5=85%	40% implementation of the revenue enhancement strategy related to the department	75% implementation of the revenue enhancement strategy related to the department						
SDID	Effective implementation of	annual procurement plan concluded and	3=80% 4=90% 5=100%	50% implementation	80% implementation						



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Legislative KPAs		Good Governance and Public Participation		IDP KPA	Good Governance		KPA No(No in the IDP e.g.3				
KPA No	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
	service delivery projects	implemented as it relate to the city		of annual procurement plan of the department	n of annual procurement plan of the department		1	2	3	4	5
PPGG	ensure good governance and effective management of the municipality	100% implementation of audit plan to address audit issues related to the municipality	3=80% 4=90% 5=100%	50% implementation of audit plan to address audit issues related to the department	100% implementation of audit plan to address audit issues related to the department						

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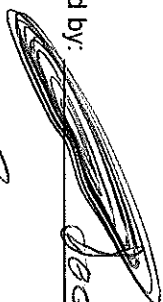
KPA No	IDP Objective	KPI	Target	1 st biannual report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment score				
							1	2	3	4	5
PPGG	ensure good governance and effective management of the municipality	Percentage increase in implementation of the municipality's SDBIP	3=90% 4=95% 5=100%	80% implementation of the municipality's SDBIP	80% implementation of the municipality's SDBIP						
PPGG	ensure good governance and effective management of the municipality	100% implementation of equity targets set for OMM in the municipality's employment equity plan	3=90% 4=95% 5=100%	40% implementation of equity targets set for department in the municipality's employment	80% implementation of equity targets set for department in the municipality's employment equity plan						

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Handwritten signature and initials.

Signed and accepted by:


James F. Dineen

Job title: Director, Corporate Services

Date: 3/07/2018

Signed by the Municipal Manager on behalf of the Leavenworth Local Municipality Council

Date: 3/07/2018

6. Consolidated Score Sheet

Key Performance Area	Weighting	Municipal Manager's Rating	HOD's Rating	Final / Consolidated Score	Reason for Final Score
1					
2					
3					
4					
5					
6					
7					
Total:	100	Final Score			

7. CONTROL SHEET

TO BE UPDATED BY HOD

PLANNING PHASE			
Date of 1 st planning meeting		Date of 2 nd planning meeting	
Date copy of performance plan handed to HOD		Municipal Manager	

COACHING PHASE

(Keep a record of meetings held to give feedback to the HOD on performance related issues)	
Date of Feedback Meeting	Performance issue discussed and corrective action to be taken
Date of formal half year review	
REVIEWING PHASE	
Date Municipal Manager notified of formal review meeting	
Date of 1 st review meeting	
Date of 2 nd Review meeting	
Date of 3 rd Review meeting	
Date of 4 th Review meeting	
Municipal Manager	Signature

7.5.14 PM 9.11
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Annexure B

PERSONAL DEVELOPMENT PLAN (To be completed by the HOD)

MUNICIPALITY: Letsameeng Local Municipality
INCUBENT: Tsietsi Freddie Deeuw
SALARY: R9
JOB TITLE: Director: Corporate Services
REPORT TO: Municipal Manager

1.	What are the competencies required for this job (refer to competency profile of job description)?
Strategic capability and Leadership, Financial Management, Programme, Project Management, Change Management, Intermediate Computer Skills, Service Delivery and Innovation, Problem Solving and Analysis, People Management and Empowerment, Client Orientation and Customer Focus, Communication, Accountability and Ethical Conduct, Policy Conceptualization and Implementation and Supply Chain Management,	
Knowledge of Municipal systems Act, Municipal Finance Management Act (MFMA) policies, procedures, political environment, and Business processes, Knowledge of Human Resources legislation, Information Systems, and Knowledge of Municipal Laws and by-laws.	
2.	What are competencies from the above list, does the job holder already possess?
3.	What then are the competency gaps? (if the job holder possesses all the necessary competencies, complete No's 5 and 6).
Financial Management and policy conceptualization	
4.	Actions/Training interventions to address the gaps/needs
Undergo policy development training and financial management training	

5. Indicate the competencies required for future career progression/development	Policy conceptualization and financial management
6. Action/Training interventions to address future progression	Policy Development financial management and Labour relations training
7. Comments/Remarks of the Incumbent	Request that critical positions in the Department be filled by competent employees.
8. Comments/Remarks of the supervisor	

Agreed upon

Signature: _____
 Supervisor: _____
 Date: _____

Signature: _____
 Incumbent: _____
 Date: _____