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FOR THE
01 JULY 2018 – 30 JUNE 2019

THE EMPLOYEE OF THE MUNICIPALITY

.....

CHERE JOSEPH MAKHOBA

AND

FULL NAMES

.....

Tshemedi Lucas Mkhwane

THE LETSEMENG LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

Appendix A

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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 Chere Joseph Makhoba (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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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

5 PERFORMANCE MANAGEMENT SYSTEM

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.

- iv. The weightings show the relative importance of the key objectives to each other.
- iii. The target dates describe the timeframe in which the work must be achieved.

- ii. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- i. The key objectives describe the main tasks that need to be done.

4.3 It is agreed that-

- 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.

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

- 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.1.1 the performance objectives and targets that must be met by the **Employee**; and

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

4 PERFORMANCE OBJECTIVES

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

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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

Key Performance Areas (80% of Total)	Weighting
Solid waste management (SWM)	20%
Improve service delivery by providing recreation facilities and public amenities to all residents of Letsemeng (RPPA)	30%
Human Settlement (HS)	15%
Local economic development (LED)	15%
Debt collection/revenue enhancement (RES)	5%
Ensure effective management of the Department	15%
Total	100%

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

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

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 =

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.

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.

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- 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.
- 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				
			1	2	3	4	5
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 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 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 efforts to encourage improvement.	1 2 3 4 5

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 Employer 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 Employer to solve problems and generate solutions to common problems that may impact on the performance of the Employer;

8.1.4 on the request of the Employer delegate such powers reasonably required by the Employer 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 Employer such resources as the Employer 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 Employer timeously where the exercising of the powers will –

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

b. commit the Employer 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 incapability 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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- Another signature 'M.E.' to the right of the 'S'.
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1. G.M. Holom

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EMPLOYEE

AS WITNESSES:

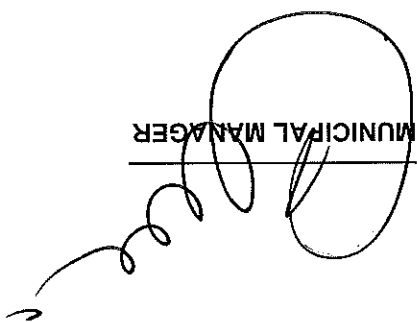
Thus done and signed at Kololo on this the 31st of July 2018

- 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.
- 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.
- 12.1 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.

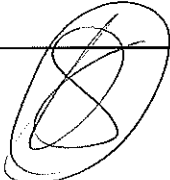
12. GENERAL

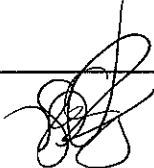
- a. the Member of the Executive Council responsible for local government in the Province, or any other person appointed by the MEC, in the case of the Municipal Manager, and
- b. a Municipal Councillor, in the case of Managers directly accountable to the Municipal Manager, provided such a Councillor 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*

MUNICIPAL MANAGER



AS WITNESSES:


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ANNEXURE A

PERFORMANCE PLAN

PERFORMANCE SCORECARD – SECTION 56 EMPLOYEE

Employee Name:	Chere Joseph Makhoba	Employee Number	0113
Job Title:	Director: Community Services	Department:	Community Services
Manager:	The Municipal Manager	Date (Financial Year):	2018 – 19 Financial Year
Position Purpose:	To carry out the functions as Director and head of Community Services in the Municipality		
The period of this Performance Plan is from 01 July 2018 to 30 June 2019			
Signed and accepted 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.

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1. Purpose

The performance plan defines the council expectation of the Director Community 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 Community 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

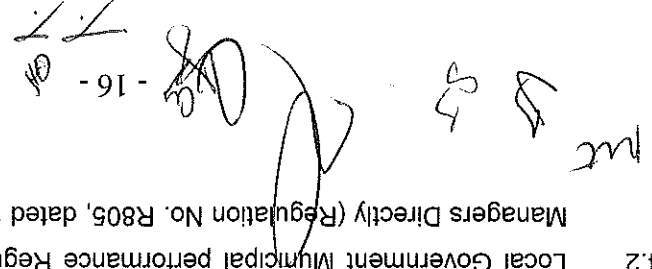
The following Key Performance Area (KPA) as outline in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objective listed in the table below:

- 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

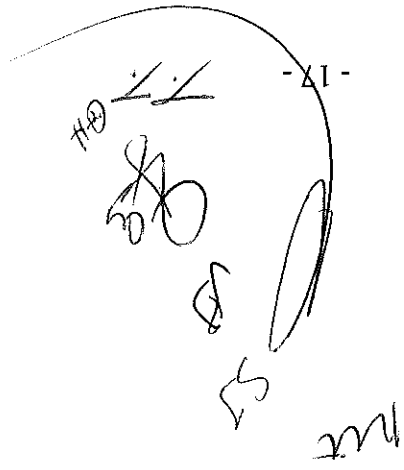
The provision and statutory time frames contained in the following legislation are required to be reported on and measured:

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



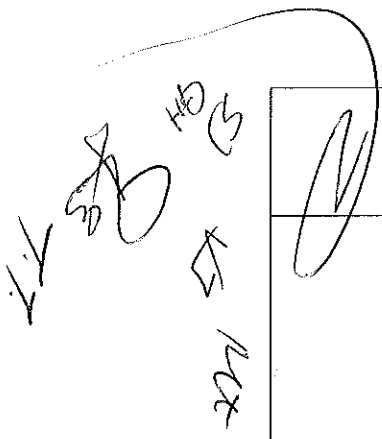
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- 4.3 Regulations No.796 (Local Government: Municipal Planning and Performance Management Regulation, 2001) dated 24 August 2001
- 4.4 Municipal Finance Management Act, 2003, in particular, but not limited to Chapter 8. (*must* include, inter alia, 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



Basic Service Delivery.

Legislative KPA		Basic Service Delivery		IDP KPA	BASIC SERVICE DELIVERY		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
	Upgrading of Landfill site in Kofffontein	An approved EIA	An approved EIA for upgrading of Landfill site in Kofffontein	Advertisement and Appointment of PSP	An approved EIA for upgrading of Landfill site in Kofffontein						
<i>(RPPA)</i>	Upgrade of Sports Facility in Dithake	Number of sport field within 39000 population	3=100% Upgrading of Dithake Sports Facility upgraded and projected handed over 4=100% Upgrading of Dithake Sports Facility upgraded within budget and projected handed over 5=100% Upgrading of Dithake Sports Facility upgraded within set timeframe and projected handed over	35% completion	100% Upgrading of Dithake Sports Facility upgraded and projected handed over						



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Basic Service Delivery.

Legislative KPA		Basic Service Delivery		IDP KPA	BASIC SERVICE DELIVERY		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
	Formalisation of evens at Ratanang Jacobsdal	Number of evens formalised	3=540 Stands in Ratanang formalised 4=550 Stands in Ratanang formalised 5= 560 Stands in Ratanang formalised	Site inspection/ SG handover Professional service provider (pegging)	540 Stands in Ratanang formalised						
(SWM)	Refuse Services are delivered in a sustainable manner	Percentage of households receiving Refuse services in a sustainable manner	3=85% of formal households receiving Refuse services in a sustainable manner 4=90% of formal households receiving Refuse services in a sustainable manner 5=95% of formal households receiving Refuse services in a	85% of formal households receiving Refuse services in a sustainable manner	85% of formal households receiving Refuse services in a sustainable manner						

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Basic Service Delivery.											
Legislative KPA		Basic Service Delivery		IDP KPA		BASIC SERVICE DELIVERY		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
			sustainable manner								
	Formalization of Even	Number of even formalized in the Municipality	3=1000 of sites formalized 4=1300 of sites Formalised 5=1600 of sites formalized	700 of site formalized	1400 of sites formalized						
	Parks and Cemeteries to be Refurbished and Maintained	3 Parks and Cemeteries to be Maintained	3=100% maintained parks and cemeteries 4=100% maintained parks and cemeteries within budget 5=100% maintained parks	1 park and cemetery maintained parks	3 parks and cemeteries maintained						

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Basic Service Delivery.

Legislative KPA		Basic Service Delivery		IDP KPA	BASIC SERVICE DELIVERY		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	1	2	3	4	5
			and cemeteries within set timeframes								
SWM	Waste Collection	Number of households receiving weekly refuse removal service in all 6 Wards	3=100% of households receiving weekly refuse removal service in all 6 Wards	100% collection of refuse once a week in all 6 wards	100% of households receiving weekly refuse removal service in all 6 Wards						
(RPPA)		Number of Sports facilities maintained	3=100% Maintenance of 3 sports facilities 4=100% Maintenance of 3 sports facilities within budgets 5=100% Maintenance of 3 sports facilities within set timeframes	100% maintenance of 3 sports facilities	100% Maintenance of 3 sports facilities						
(RPPA)		Repair of Koffiefontein and	3=100% reparation of Koffiefontein and	1 Office repaired	2 Offices repaired						

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Basic Service Delivery.

Legislative KPA		Basic Service Delivery		IDP KPA	BASIC SERVICE DELIVERY		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
		Jacobsdal Municipal Offices	Jacobsdal Municipal Offices 4=100% reparation of Koffiefontein and Jacobsdal Municipal Offices within set budget 5=100% reparation of Koffiefontein and Jacobsdal Municipal Offices within set timeframes								
	Land Development	Number of sites formalized	3=658 sites formalized in Luckhoff 4=665 sites formalized in Luckhoff 5=670 sites formalized in Luckhoff	Surveying and pegging	658 sites formalized in Luckhoff						

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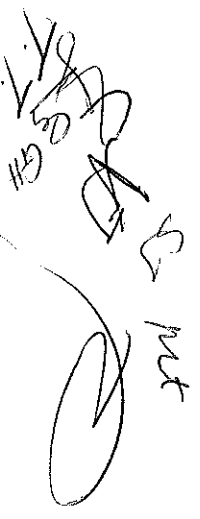
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Basic Service Delivery.											
Legislative KPA		Basic Service Delivery			IDP KPA		BASIC SERVICE DELIVERY			KPA No/(No in the IDP e.g. 3	
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	Assessment Score				
							1	2	3	4	5
		Number of sites formalized in Kofffontein	3=1483 sites formalized in Kofffontein 4=1495 sites formalized in Kofffontein 5=1500 sites formalized in Kofffontein	Surveying and pegging	1483 sites formalized in Kofffontein						
		Number of sites allocated in Oppermansgronde	3=124 sites allocated in Oppermansgronde 4=130 sites allocated in Oppermansgronde 5=135 sites allocated in Oppermansgronde	Removal of thorn bushes	124 sites allocated in Oppermansgronde						
		Transfer of Land In Phambili to the Municipality	3=Application letter for Transfer 4=Response from department of Rural Development 5=Layout plans for Phambili Informal	Surveying and pegging	Transfer of Phambili Informal Settlement to the Municipality						



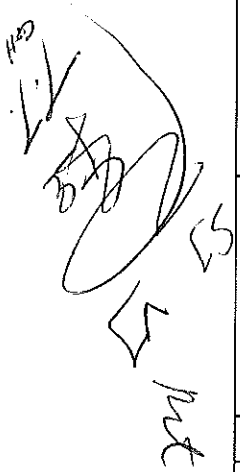
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Basic Service Delivery:

Legislative KPA		Basic Service Delivery		IDP KPA	BASIC SERVICE DELIVERY		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	1	2	3	4	5
		Council approved Spatial Development Framework	Settlement within set timeframes 3=100% Reviewed SDF	Review of the SDF	100% Reviewed SDF						
		Approved Land Use Scheme (LUS)	3=100 %reviewed LUS	Advertisement for public comments	100 %reviewed LUS						
		Approved Disaster management plan (Local)	Council approved disaster management plan	Submission to Council for noting	Council approved disaster management plan						
LED		Approval of LED policies	3=Draft Policy tabled to Council 4=Workshop on the policy conducted 5=Final Policy approved by Council	Public Comments and Inputs	Approval of LED policy						

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Basic Service Delivery:											
Legislative KPA		Basic Service Delivery			IDP KPA		BASIC SERVICE DELIVERY		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
LED		Number of LED forums established	3=5 LED Forums 4=7 LED Forums 5=8 LED Forums	Quarterly Performance of LED Forums	5 LED Forums						
LED		Percentage implementation of LED Strategy	3=50% Implementation of LED strategy 4=55% Implementation of LED strategy 3=60% Implementation of LED strategy	Public Comments and Inputs	50% implementation of LED Strategy						
LED		Percentage implementation of Business Licensing Policy	100% implementation of Business Licensing Policy	20% implementation of Business Licensing Policy	100% implementation of Business Licensing Policy						
LED		Number of SMME entities supported	3=2 SMME entities supported 4=4 SMME entities supported	2 SMME entities supported	2 SMME entities supported						



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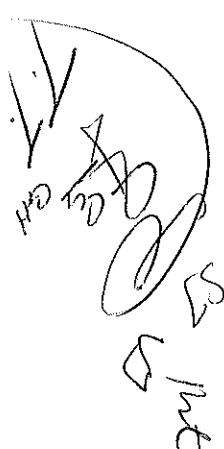
Basic Service Delivery.

Legislative KPA		Basic Service Delivery	IDP KPA	BASIC SERVICE DELIVERY		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	1	2	3	4	5
			5=8 SMME entities supported								
LED		Number of SMME training programmes conducted	3=2 SMME training programmes conducted 4=3 SMME training programmes conducted 5=4 SMME training programmes conducted	-	2 SMME training programmes conducted						
LED		Number of LED Forum meetings facilitated in all towns	3=4 LED Forum meetings to be held 4=5 LED Forum meetings to be held 5=6 LED Forum meetings to be held	4 LED Forum Meetings facilitated 01 per quarter	4 LED Forum meetings to be held						
LED		Number of emerging/commonage farmers meetings facilitated	3=4 Emerging/Commonage farmers meetings to be held	2 Emerging/Commonage Farmers Meetings facilitated	4 Emerging/Commonage farmers meetings to be held						

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 SJ
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 ME

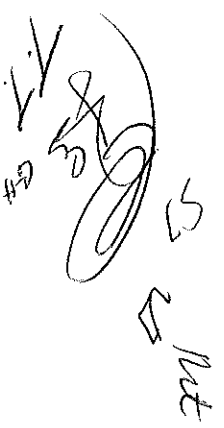
Basic Service Delivery.

Legislative KPA		Basic Service Delivery	LED	IDP KPA	BASIC SERVICE DELIVERY	KPA No/(No in the IDP e.g.3	Assessment Score					
KPA	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under performance and exceptional performance	1	2	3	4	5	
			4=5 Emerging/ Commonage farmers meetings to be held 5=6 Emerging/ Commonage farmers meetings to be held	01 per quarter per town								
LED		Number of Commonage Contracts renewed	8 Number of Commonage Contracts renewed	4 Number of Commonag e Contracts renewed	8 Number of Commonage Contracts renewed							
LED		No of Jobs created through EPWP	3=135 EPWP Job Created 4=140 EPWP Job Created 5= 145 EPWP Job Created	9	135 EPWP Job Created							
LED		Number of strategic partnerships forged	3=4 strategic partnerships forged 4=5 strategic partnerships forged 5=6 strategic partnerships forged	2 strategic partnership forged	4 strategic partnerships forged							



 S3
 Mnt
 GH

Legislative KPAs		Basic Service Delivery and Good Governance and Public Participation	IDP KPA	Good Governance	Motivation for under performance and exceptional performance	Assessment Score					
KPA No	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final		1	2	3	4	5
SDID	Ensure good governance and effective management of the municipality	95% spent on the municipality Departmental Budget	3=95% 4=98% 5=100%	50% Departmental budget spent	95% Departmental Budget spent						
FM	ensure good governance and effective management of the municipality	% reduction in irregular expenditure	3=2 irregular expenditures 4=1 irregular 5=Zero	No Irregular expenditure incurred	No Irregular expenditure incurred						
FM	Increasing municipal revenue	% implementation of the revenue enhancement	3=75% 4=80% 5=85%	50% implementation of the revenue	75% implementation of the						



 SJ
 W
 Mt

Legislative KPAs		Basic Service Delivery and 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	
		strategy related to the Letsemeng		enhancement strategy related to the department	revenue enhancement strategy related to the department							
SDID	Effective implementation of service delivery projects	annual procurement plan concluded and implemented as it relate to the Letsemeng	3=80% 4=90% 5=100%	50% implementation of annual procurement plan of the department	70% implementation of annual procurement plan of the department							

MS
LS
MNT

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Legislative KPAs	Basic Service Delivery and Good Governance and Public Participation	IDP KPA	Good Governance	KPA No(No in the IDP e.g.3								
KPA No	IDP Objective	KPI	Target	1st 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	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							

put

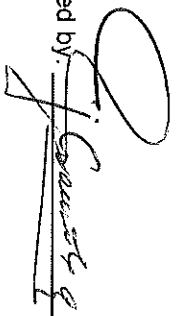
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KPA no	IDP Objective	KPI	Target	1 st Biannual Report	Annual Report Final	Motivation for under Performance and Exceptional Performance	assessment score				
							1	2	3	4	5
PPGG	ensure good governance and effective management of the municipality	Provision of inputs into the municipal planning processes (idp) and risk management within stipulated time frames and in line with quality requirements	3=Stipulated timeframes 4=2 weeks earlier than stipulated timeframes 5=4 weeks earlier than stipulated timeframes	Provision of inputs into the municipality's planning processes and risk management 2 weeks earlier than stipulated time frames and in line with quality requirements	Provision of inputs into the municipality's planning processes and risk management 2 weeks earlier than stipulated time frames and in line with quality requirements						
PPGG	ensure good governance and effective management of the municipality	% compliance with the municipality's system of delegation policy	3=80% 4=90% 5=100%	100% compliance with the municipality's system of	100% compliance with the municipality's system of						



 PNT

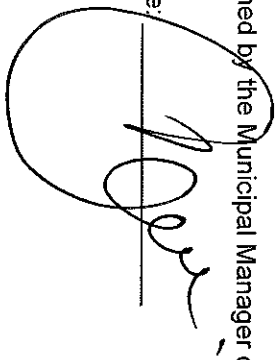
KPA no	IDP Objective	KPI	Target	1 st Biannual Report		Annual Report Final		Motivation for under Performance and Exceptional Performance	assessment score					
				Report	100% implementation of the municipality's SDBIP	Report	100% implementation of the municipality's SDBIP		1	2	3	4	5	
PPGG	ensure good governance and effective management of the municipality	Percentage increase in implementation of the municipality's SDBIP	3=90% 4=95% 5=100%	delegation policy	100% implementation of the municipality's SDBIP	delegation policy	100% implementation of the municipality's SDBIP							

Signed and accepted by  J. Coetzee

Job title: Director, Community Services

Date: 2018-07-31

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

Date: 

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			

mt
 VJ SI
 (Signature)
 V.V. #10

7. CONTROL SHEET

TO BE UPDATED BY HOD

PLANNING PHASE			
	Date of 1 st planning meeting		Date copy of performance plan handed to HOD
	Date of 2 nd planning meeting	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
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	Date of formal half year review	
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REVIEWING PHASE

	Date Municipal Manager notified of formal review meeting	
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	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
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Annexure B

Handwritten notes:
 1.1
 2.2
 3.3
 4.4
 5.5
 6.6
 7.7
 8.8
 9.9
 10.10

Handwritten mark:
 A large, stylized 'D' or similar symbol.

Handwritten mark:
 A small 'D' symbol.

50
GH
T.T.
M.T.S

<p>1. What are the competencies required for this job (refer to competency profile of job description)?</p> <p>SOLID WASTE MANAGEMENT PROJECT MANAGEMENT HUMAN SETTLEMENTS PEOPLE MANAGEMENT</p>
<p>2. What are competencies from the above list, does the job holder already possess?</p> <p>HUMAN SETTLEMENT COMPETENCY MUNICIPAL FINANCIAL MANAGEMENT STRATEGIC HUMAN RESOURCE COMPETENCY</p>
<p>3. What then are the competency gaps? (if the job holder possesses all the necessary competencies, complete No's 5 and 6).</p> <p>BUSINESS LEADERSHIP</p>
<p>4. Actions/Training interventions to address the gaps/needs REGISTERED FOR A POST GRADUATE DEGREE IN BUSINESS LEADERSHIP</p>

MUNICIPALITY: LETSEMENO LOCAL MUNICIPALITY

INCUBENT: C. J. MAKHOBA

SALARY:

JOB TITLE: Director, Community Services

REPORT TO: The Municipal Manager

PERSONAL DEVELOPMENT PLAN (To be completed by the HOD)

Date:

2018-07-31

Incumbent:

V.C. Markham

Signature:

[Handwritten Signature]

Date:

Supervisor:

Signature:

[Handwritten Signature]

Agreed upon

<p>5. Indicate the competencies required for future career progression/development</p> <p><i>To study for a post graduate degree</i></p>	<p>6. Action/Training interventions to address future progression</p> <p><i>Courses: Skills for Spatial Development Framework</i></p>	<p>7. Comments/Remarks of the Incumbent</p> <p><i>Personal & human resource development is the key to success to the institution</i></p>	<p>8. Comments/Remarks of the supervisor</p>
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