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FINANCIAL YEAR: 1 JULY 2016 - 30 JUNE 2017

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

NORAH MOKGADI LION

AND

SELEMO REPUBLIC MONAKEDI

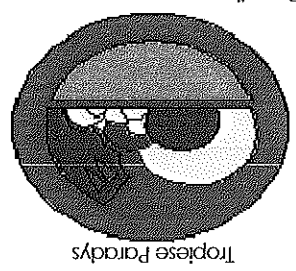
AS REPRESENTED BY THE MUNICIPAL MANAGER

GREATER TZANEEN MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN

PERFORMANCE AGREEMENT

Tropical Paradise

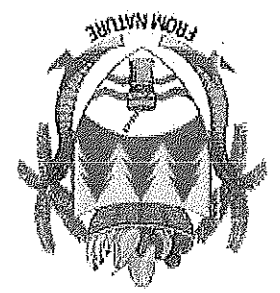


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GREATER TZANEEN MUNICIPALITY



**PERFORMANCE AGREEMENT**

**ENTERED INTO BY AND BETWEEN:**

The Greater Tzaneen Municipality herein represented by Selomo Republic Monakedi in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Norah Mokgadi Lion as the 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 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("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 and outputs 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 -

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 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilitys in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), the Departmental Business Plan and the Budget of the Municipality.

2.3 Specify accountabilitys as set out in a performance plan, which forms an annexure to the performance agreement.

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 his job.

2.6 In the event of outstanding performance, to appropriately reward the employee.

2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2016 and will remain in force until 30 June 2017; thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 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.
- 3.5 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 shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) 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 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 (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; targets that may include dates and weightings.

- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.

- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's Integrated Development Plan as developed per the Balanced Scorecard methodology.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employer agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

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5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.

5.8 The CCR's will constitute the other 20% of the Employee's assessment score. CCR's contained in the table below are in accordance with Regulation 9 of the Local Government Regulations on appointment and conditions of employment of Senior Managers (Regulation no 21 of 2014). In accordance with this regulation all these competencies are essential and all these competencies must be considered measurable and critical in assessing the performance of the Employee.

Key Performance Areas	Weighting
Municipal Institutional Development and Transformation	0
Basic Service Delivery	0
Local Economic Development (LED)	0
Municipal Financial Viability and Management	60
Good Governance and Public Participation	40
<b>Total</b>	<b>100%</b>

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 Employer, management and municipal staff to perform to the required standards.

5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (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 two components, both of which shall be contained in the Performance Agreement.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.

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


5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

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 (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

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**Table 2. REGULATORY COMPETENCY REQUIREMENTS**

Competencies	Components	Competency Definition	Weighting % (total 100%)
<b>Leading competencies</b>			
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and dispute Management</li> </ul>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Programme and Project Management	<ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10%

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Competencies	Components	Competency Definition	Weighting % (total 100%)
<b>Core-Competencies</b>			
Moral competence	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Transparency</li> <li>• Accountability</li> </ul>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> <li>• Time management</li> <li>• Forward planning</li> <li>• Project Management</li> </ul>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Analysis and Innovation	<ul style="list-style-type: none"> <li>• Objective problem analysis</li> <li>• Innovative thinking</li> <li>• Process optimisation</li> </ul>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management	<ul style="list-style-type: none"> <li>• Gain and share knowledge</li> <li>• Data analysis</li> <li>• Employee Empowerment</li> </ul>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication	<ul style="list-style-type: none"> <li>• Balance diverse perspectives</li> <li>• Communication with stakeholders</li> <li>• Compile clear &amp; concise reports</li> </ul>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	10%
Results and Quality Focus	<ul style="list-style-type: none"> <li>• Setting high standards</li> <li>• Results orientation</li> <li>• Monitoring &amp; Evaluating progress</li> </ul>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
			100%

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**EVALUATING PERFORMANCE**

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- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
  - 6.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 6.1.2 The intervals for the evaluation of the employees 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 agreed time frames in the Personal Development.
- 6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.
- 6.5 The bi-annual and annual performance appraisal will involve:
  - 6.5.1 Assessment of the achievement of results as outlined in the performance plan:
    - (a) 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 under the KPA.
    - (b) An indicative rating on the five-point scale should be provided for each KPA.
    - (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.
  - 6.5.2 Assessment of the CCRs
    - (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
    - (b) An indicative rating on the five-point scale should be provided for each CCR.
    - (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
    - (d) The achievement levels for CCRs as provided for in Annexure A of Regulation 21 of 2014 and presented in Table 3 below, must be utilised

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**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
<b>Leading competencies</b>				
<b>Strategic Direction and Leadership</b>	<ul style="list-style-type: none"> <li>• Understand institutional and departmental strategic objectives, but lacks the ability to inspire other to achieve set mandate</li> <li>• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>• Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole</li> <li>• Demonstrate a basic understanding of key decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>• Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>• Develop action plans to execute and guide strategy implementation</li> <li>• Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>• Displays an awareness of institutional structures and political factors</li> <li>• Effectively communicate barriers to execution to relevant parties</li> <li>• Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>• Understand the aim and objectives of the institution and relate it to own work</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate all activities to determine value and alignment to strategic intent</li> <li>• Display in-depth knowledge and understanding of strategic planning</li> <li>• Align strategy and goals across all functional areas</li> <li>• Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>• Consistently challenge strategic plans to ensure relevance</li> <li>• Understand institutional structures and political factors, and the consequences of actions</li> <li>• Empower others to follow strategic direction and deal with complex situations</li> <li>• Guide the institution through complex situations and ambiguous concern</li> <li>• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> </ul>	<ul style="list-style-type: none"> <li>• Structure and position the institution to local government priorities</li> <li>• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>• Hold self accountable for strategy execution and results</li> <li>• Provide impact and influence through building and maintaining strategic relationships</li> <li>• Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions</li> <li>• Integrate various systems into a collective whole to optimise institutional performance management</li> <li>• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> </ul>
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Participate in team goal-setting and problem-solving</li> <li>• Interact and collaborate with people of diverse backgrounds</li> <li>• Aware of guidelines for employee development, but requires support in implementing development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Seek opportunities to increase team contribution and responsibility</li> <li>• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach</li> <li>• Effectively delegate tasks and empower others to increase contribution and execute functions optimally</li> <li>• Apply relevant employee legislation fairly and consistently</li> <li>• Facilitate team goal-setting and problem-solving</li> <li>• Effectively identify capacity requirements to fulfil the strategic mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Identify ineffective team and work processes and recommend remedial interventions</li> <li>• Recognise and reward effective and desired behaviour</li> <li>• Provide mentoring and guidance to others in order to increase personal effectiveness</li> <li>• Identify development and learning needs within the team</li> <li>• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism</li> <li>• Inspire a culture of performance excellence by giving positive and constructive feedback to the team</li> <li>• Achieve agreement or consensus in adversarial environments</li> <li>• Lead and unite diverse teams across divisions to achieve institutional objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and incorporate best practice people management processes, approaches and tools across the institution</li> <li>• Foster a culture of discipline, responsibility and accountability</li> <li>• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution</li> <li>• Develop comprehensive integrated strategies and approaches to human capital development and management</li> <li>• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management</li> </ul>

<sup>1</sup> As prescribed by Regulation 21 of 2014





**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Programme and Project Management	<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities</li> <li>Understand procedures of programme and project management methodology, implications and stakeholder involvement</li> <li>Understand the rational of projects in relation to the institution's strategic objectives</li> <li>Document and communicate factors and risk associated with own work</li> <li>Use results and approaches of successful project implementation as guide</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones</li> <li>Define the roles and responsibilities of the project team and create clarity around expectations</li> <li>Find a balance between project deadline and the quality of deliverables</li> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables</li> <li>Comply with statutory requirements and apply policies in a consistent manner</li> <li>monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programmes and balance priorities and conflicts according to institutional goals</li> <li>Apply effective risk management strategies through impact assessment and resource requirements</li> <li>Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results</li> <li>Monitor policy implementation and apply procedures to manage risks</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes</li> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li> <li>Consider and initiate projects that focus on achievement of the long-term objectives</li> <li>Influence people in positions of authority to implement outcomes of projects</li> <li>Lead and direct translation of policy into workable action plans</li> <li>Ensures that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate</li> <li>Assess, identify and manage financial risks</li> <li>Assume a cost-saving approval to financial management</li> <li>Prepare financial reports based on specified formats</li> <li>Consider and understand the financial implications of decisions and suggestions</li> <li>Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>Address complex budgeting and financial management concerns</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>Advise on policies and procedures regarding asset control</li> <li>Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>Set budget frameworks for the institution</li> <li>Set strategic direction for the institution on expenditure and other financial processes</li> <li>Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>Actively identify and implement new methods to improve asset control</li> <li>Display professionalism in dealing with financial data and processes</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiative into key institutional objectives and drivers</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with</li> </ul>

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**Table 3: Achievement levels for Competency Requirements!**

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
<b>Core Competencies</b>	<ul style="list-style-type: none"> <li>governance factors but require guidance and development in implementing such requirements</li> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders</li> <li>Provide input into policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>compliance factors and implement plans to address these</li> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution</li> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles</li> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> <li>Demonstrate a thorough understanding of risk retention plans</li> <li>Identify and implement comprehensive risk management systems and processes</li> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>governance requirements</li> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework</li> <li>Able to advise Local Government on risk management strategies, best practice interventions and compliance management</li> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government</li> <li>Able to shape, direct and drive the formulation of policies on a macro level</li> </ul>
<b>Moral competence</b>	<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles</li> <li>Follow the basic rules and regulations of the institution</li> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of Local Government and the institution</li> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver</li> <li>Actively report fraudulent activity and corruption within local government</li> <li>Understand and honour the confidential nature of matters without seeking personal gain</li> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop, and apply measures of self-correction</li> <li>Able to gain trust and respect through aligning actions with commitments</li> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders</li> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li> <li>Takes an active stance against corruption and dishonesty when noted</li> <li>Actively promote the value of the institution to internal and external stakeholders</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices</li> <li>Actively develop and implement measures to combat fraud and corruption</li> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government</li> <li>Take responsibility for own actions and decisions, even if the consequences are unfavourable</li> </ul>
<b>Planning and Organising</b>	<ul style="list-style-type: none"> <li>Able to follow basic plans and organise tasks around set objectives</li> <li>Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> </ul>	<ul style="list-style-type: none"> <li>Actively and appropriately organise information and resources required for a task</li> <li>Recognise the urgency and importance of tasks</li> <li>Balance short and long-term plans and goals and incorporate into the team's performance objectives</li> <li>Schedule tasks to ensure they are</li> </ul>	<ul style="list-style-type: none"> <li>Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>Identify in advance required stages and actions to complete tasks and projects</li> <li>Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>Produce clear, detailed and comprehensive</li> </ul>	<ul style="list-style-type: none"> <li>Focus on broad strategies and initiatives when developing plans and actions</li> <li>Able to project and forecast short, medium and long term requirements of the institution and local government</li> <li>Translate policy into relevant projects to facilitate the achievement of the institutional objectives</li> </ul>

**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

<b>Competencies</b>	<b>Basic (2)</b>	<b>Competent (3)</b>	<b>(Advanced) (4)</b>	<b>(Superior) (5)</b>					
<p>• Able to follow existing plans and ensure that objectives are met</p> <p>• Focus on short-term objectives in developing plans and actions</p> <p>• Arrange information and resources required for a task, but require further structure and organisation</p>	<p>performed within budget and with efficient use of time and resources</p> <p>• Measures progress and monitor performance results</p>	<p>plans to achieve institutional objectives</p> <p>• Identify possible risk factors and design and implement appropriate contingency plans</p> <p>• Adapt plans in light of changing circumstances</p> <p>• Prioritise tasks and projects according to their relevant urgency and importance</p>	<p>• Demonstrate complex analytical and problem solving approaches and techniques</p> <p>• Create an environment conducive to analytical and fact-based problem-solving</p> <p>• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</p> <p>• Create an environment that fosters innovative thinking and follows a learning organisation approach</p> <p>• Be a thought leader on innovative customer service delivery, and process optimisation</p> <p>• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences</p>	<p>• Understand the basic operation of analysis, but lack detail and thoroughness</p> <p>• Able to balance independent analysis with requesting assistance from others</p> <p>• Recommend new ways to perform tasks within own function</p> <p>• Propose simple remedial interventions that marginally challenges the status quo</p> <p>• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</p>	<p>• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations</p> <p>• Demonstrate objectivity, insight, and thoroughness when analysing problems</p> <p>• Able to break down complex problems into manageable parts and identify solutions</p> <p>• Consult internal and external stakeholders on opportunities to improve processes and service delivery</p> <p>• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</p> <p>• Continuously identify opportunities to enhance internal processes</p> <p>• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</p>	<p>• Use appropriate information systems and technology to manage institutional knowledge and information sharing</p> <p>• Evaluate data from various sources and use information effectively to influence decisions and provide solutions</p> <p>• Actively create mechanisms and structures for sharing of information</p>	<p>• Effectively predict future information and knowledge management requirements and systems</p> <p>• Develop standards and processes to meet future knowledge management needs</p> <p>• Share and promote best-practice knowledge management across various institutions</p> <p>• Establish accurate measures and monitoring systems for knowledge and information management</p>	<p>• Collect, categorise and track relevant information required for specific tasks and projects</p> <p>• Analyse and interpret information to draw conclusions</p> <p>• Seek new sources of information to increase the knowledge base</p> <p>• Regularly share information and knowledge with internal</p>	<p>• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information</p> <p>• Establish partnerships across local government to facilitate knowledge management</p> <p>• demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach</p>
<p>Knowledge and Information Management</p>									

**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

<b>Competencies</b>	<b>Basic (2)</b>	<b>Competent (3)</b>	<b>(Advanced) (4)</b>	<b>(Superior) (5)</b>
<p>stakeholders and team members</p>	<p>• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency</p>	<p>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating</p> <p>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs</p> <p>• Adapt communication content and style to suit the audience and facilitate optimal information transfer</p> <p>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders</p> <p>• Compile clear, focused, concise and well-structured written documents</p>	<p>• Create a culture conducive of learning and knowledge sharing</p> <p>• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</p> <p>• Effectively communicate high-risk and sensitive matters to relevant stakeholders</p> <p>• Develop a well-defined communication strategy</p> <p>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues</p> <p>• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</p> <p>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution</p> <p>• Able to communicate with the media with high levels of moral competence and discipline</p>	<p>• Recognise and exploit knowledge points in interactions with internal and external stakeholders</p>
<p>Communication</p>	<p>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools</p> <p>• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration</p> <p>• Disseminate and convey information and knowledge adequately</p>	<p>• Focus on high-priority actions and does not become distracted by lower-priority activities</p> <p>• Display firm commitment and pride in achieving the correct results</p> <p>• Set quality standards and design processes and tasks around achieving set standards</p> <p>• Produce output of high quality</p> <p>• Able to balance the quantity and quality of results in order to achieve objectives</p> <p>• Monitor progress, quality of work, and use of resources; provide status updates, and make adjustments as needed</p>	<p>• Consistently verify own standards and outcomes to ensure quality output</p> <p>• Focus on the end result and avoids being distracted</p> <p>• Demonstrate a determined and committed approach to achieving results and quality standards</p> <p>• Follow task and projects through to completion</p> <p>• Set challenging goals and objectives to self and team and display commitment to achieving expectations</p> <p>• Maintain a focus on quality outputs when placed under pressure</p> <p>• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</p>	<p>• Regarded as a specialist in negotiations and representing the institution</p> <p>• Able to inspire and motivate others through positive communication that is impactful and relevant</p>
<p>Results and Quality Focus</p>	<p>• Understand quality of work but requires guidance in attending to important matters</p> <p>• Show a basic commitment to achieving the correct results</p> <p>• Produce the minimum level of results required in the role</p> <p>• Produce outcomes that is of a good standard</p> <p>• Focus on the quantity of output but requires development in incorporating the quality of work</p> <p>• Produce quality work in general circumstances, but fails to meet expectation when under pressure</p>	<p>• Coach and guide others to exceed quality standards and results</p> <p>• Develop challenging, client-focused goals and sets high standards for personal performance</p> <p>• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</p> <p>• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations</p> <p>• Take appropriate risks to accomplish goals</p> <p>• Overcome setbacks and adjust action plans to realise goals</p> <p>• Focus people on critical activities that yield a high impact</p>	<p>• Coach and guide others to exceed quality standards and results</p> <p>• Develop challenging, client-focused goals and sets high standards for personal performance</p> <p>• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</p> <p>• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations</p> <p>• Take appropriate risks to accomplish goals</p> <p>• Overcome setbacks and adjust action plans to realise goals</p> <p>• Focus people on critical activities that yield a high impact</p>	<p>• Coach and guide others to exceed quality standards and results</p> <p>• Develop challenging, client-focused goals and sets high standards for personal performance</p> <p>• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</p> <p>• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations</p> <p>• Take appropriate risks to accomplish goals</p> <p>• Overcome setbacks and adjust action plans to realise goals</p> <p>• Focus people on critical activities that yield a high impact</p>

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6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPAs & CCRs, (see Table 4):

Table 4: Rating Scale			
Rating	Terminology	Description	% Score
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.	167%
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.	(133-166%)
	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.	(100-132%)
3			
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.	(67-99%)
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.	(0-66%)

6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the Performance Audit Committee
- 6.7.3 Member of the Executive Committee (preferably the chairperson of the relevant portfolio);

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10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

**10. CONSULTATION**

- 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.
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

9.1 The Employer shall –

**9. OBLIGATIONS OF THE EMPLOYER**

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

**8. DEVELOPMENTAL REQUIREMENTS**

7.5 The Employer may amend the provisions of Annexure A 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.

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

First quarter	July – September 2016	(October 2016)
Second quarter	October – December 2016	(February 2017)
Third quarter	January – March 2017	(April 2017)
Fourth quarter	April – June 2017	(August 2017)

satisfactory:

7.1 The performance of the Employee in relation to her performance agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be informal if performance is

**7. SCHEDULE FOR PERFORMANCE REVIEWS**

8.8 The manager responsible for human resources of the Municipality must provide secretariat services to the evaluation panels.

- 6.7.4 Municipal Manager from another municipality; and
- 6.7.5 One Manager (head of a Division) from within the department.

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13 GENERAL

12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.  
whose decision shall be final and binding on both parties.

12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee  
12.1.2 Any other person appointed by the MEC

Employee

12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the  
12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by --

12. DISPUTE RESOLUTION

11.3.2 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.

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve her performance

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

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.  
11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.  
11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.

11.2 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 to be constituted as follows:  
11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11. MANAGEMENT OF EVALUATION OUTCOMES

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

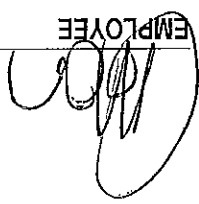
10.1.3 A substantial financial effect on the Employer.



10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer.


10.1.1 A direct effect on the performance of any of the Employee's functions.

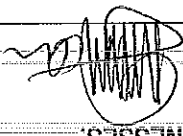

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 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 12avenue on this the 05 day of July 2016

EMPLOYEE  


AS WITNESSES:  
 1.   
 2. 

EMPLOYER  


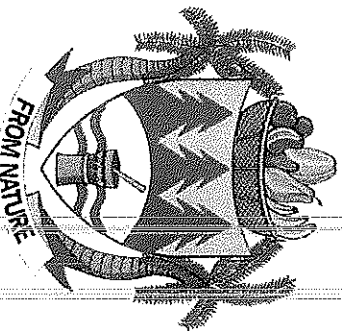
AS WITNESSES:  
 1.   
 2. 



# GREATER TZANEEN MUNICIPALITY

Annexure A

## Performance Plan 2016/17 DIRECTOR



### Employee Details

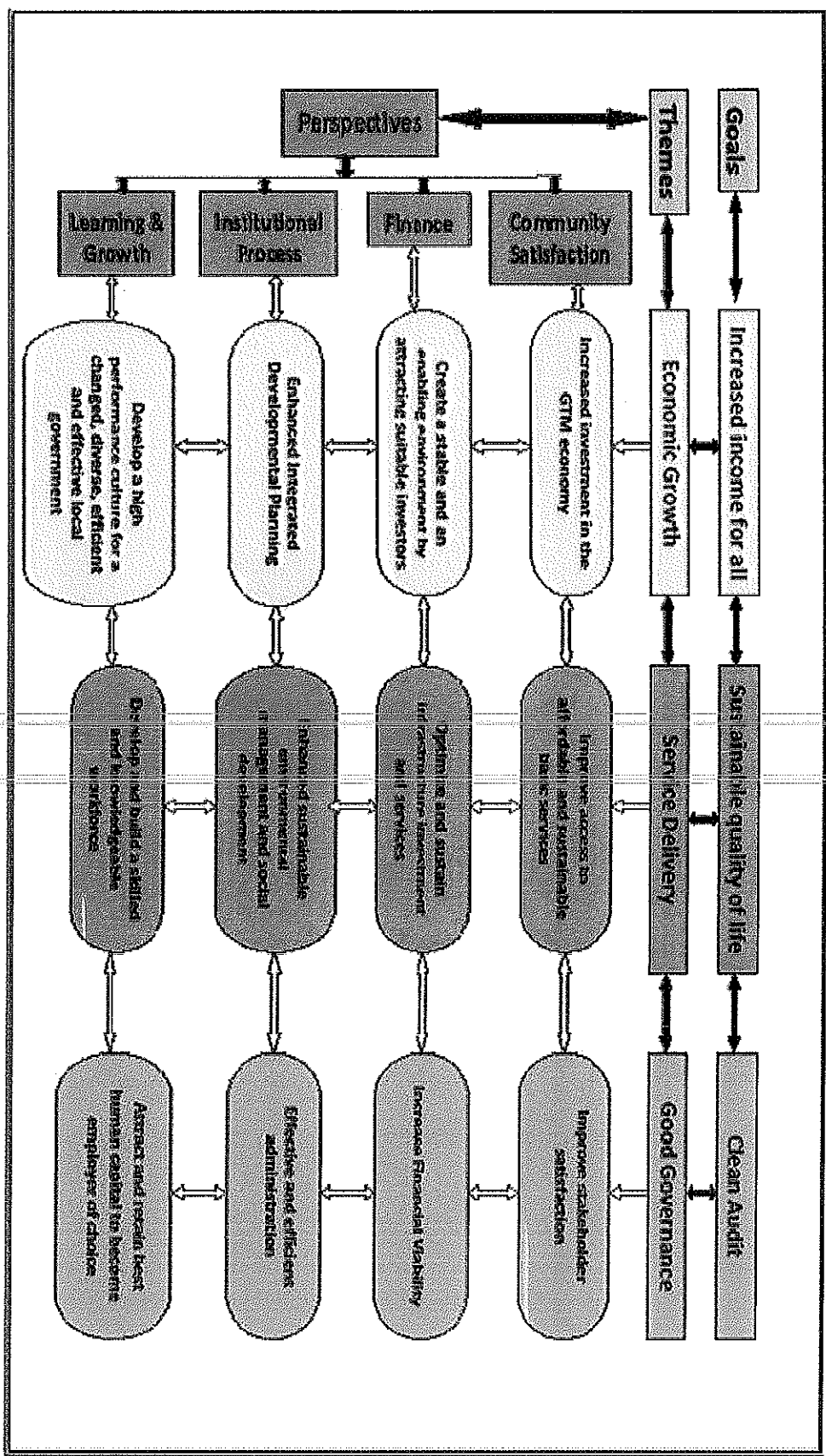
**Name:** Norah Lion  
**Position:** Chief Financial Officer  
**Accountable to:** Municipal Manager  
**Period:** 1 July '16 - 30 June '17

### Content:

1. Strategy Map
2. Position Vision & Mission
3. Key Performance Areas: Position Weighting
4. Key deliverables (KPIs and Projects)
5. Competencies
6. Performance Assessment Process
7. Rating Scale
8. Approval of Personal Performance Plan

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1. Strategy Map 2016/17



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## 2. Position Vision & Mission

<b>Municipal Vision</b>	
To be the most prosperous economy in the country where communities are integrated and have access to sustainable basic services	
<b>Municipal Mission</b>	
To stimulate economic growth and improve the quality of life through sustainable, integrated service delivery and partnerships	

<b>Position Vision</b>	
To be the leading financial services department in Limpopo Province who is recognized as an extremely competent financial services department by supporting internal and external clients in enhancing service delivery	
<b>Position Mission</b>	
To ensure sound and sustainable governance of the financial affairs of Greater Tzaneen Municipality by providing and managing financial and supply chain services in an effective and efficient manner as prescribed in applicable Legislation. To advise and assist the accounting officer and other senior	

## 3. Key Performance Areas: Position Weighting

KPA/THEME*	% Weight
Basic Service Delivery	0
Local Economic Development	0
Good Governance and Public Participation	100
<b>Weighted Total</b>	<b>80%</b>
<b>Competencies (Weighted Total)</b>	<b>20%</b>
<b>Grand Total</b>	<b>100%</b>

\* As contained in the GTM Strategy Map

#### 4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Baseline (Actual 2015/16)	Annual Target	Quarterly milestones				Means of Verification
							Target Sept '16	Target Dec '16	Target Mar '17	Target Jun '17	
GG	GG 3	Regulatory Framework	# of finance related policies revised annually	3%	17	17	n/a	n/a	n/a	17	Budget Policies Council Resolution
GG	GG 2	Asset Management	Annual Asset verification report concluded by 30 August	4%	30-Jun	1	n/a	n/a	n/a	1	Sign Off report on Asset Verification report Council Resolution
GG	GG 2	Asset Management	Fair value of investment property determined by 31 Aug	4%	Awaited	1	1	n/a	n/a	n/a	Asset Register Recent Evaluation Roll
GG	GG 2	Asset Management	% GRAP compliance on Asset Register	3%	Awaited	100%	n/a	100%	n/a	n/a	AG Audit Report on Asset Register
GG	GG 2	Budget management	Draft Budget submitted to Council by 31 March	3%	27-Mar	1	n/a	n/a	1	n/a	Draft Budget Council resolution
GG	GG 2	Budget management	Annual Budget tabled by 31 May annually	3%	28 May '16	1	n/a	n/a	n/a	1	Budget Council resolution
GG	GG 2	Budget management	Annual Adjustment budget approved by Council by 28 Feb	3%	27-Feb	1	n/a	n/a	1	n/a	Adjustment Budget Council resolution

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Baseline (Actual 2015/16)	Annual Target	Quarterly milestones				Means of Verification
GG	GG 2	Budget management	Cost coverage	2%	0.20%	1.60%	n/a	1.60%	n/a	1.60%	Financial reports Financial viability calculations
GG	GG 2	Budget management	Debt coverage	2%	19.20%	18.30%	n/a	18.30%	n/a	18.30%	Financial reports Financial viability calculations
GG	GG 2	Budget management	% of debt collected	4%	6%	6%	6%	6%	6%	6%	Financial reports Financial viability calculations
GG	GG 2	Budget management	% of CFO departmental budget spent	3%	Awaited	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	GG 2	Budget management	% of Departmental overtime budget spent	3%	Awaited	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	GG 2	Expenditure Management	% creditors paid within 30 days	3%	95%	100%	100%	100%	100%	100%	Monthly reports
GG	GG 2	Expenditure Management	% of Finance Management Grant Spent	5%	100%	100%	25%	50%	75%	100%	Monthly Expenditure Report
GG	GG 2	Financial Reporting	# of Section 71 (M/FMA) reports submitted to NT & PT by no later than 10 working days after the end of the month	9%	12	12	3	3	3	3	Acknowledgement of receipt by NT & PT

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI weight (%)	Baseline (Actual 2015/16)	Annual Target	Quarterly milestones				Means of Verification
GG	GG 2	Financial Reporting	Annual Financial statements submitted to AG, PT and NT by 31 August annually	5%	31-Aug-15	1	1	n/a	n/a	n/a	Acknowledgement of receipt by AG & PT
GG	GG 2	Fleet Management	Fleet management policy revised and approved by Council by 30 December 2016	3%	Fleet management policy developed in 2006	1	n/a	1	n/a	n/a	Fleet Management Policy Council Resolution
GG	GG 2	Revenue Management	# of Households billed	2%	23066	23500	23500	23500	23500	23500	Billing reports
GG	GG 2	Revenue Management	# of revenue generation policies reviewed and approved	3%	0	5	n/a	n/a	n/a	5	Credit Control, Debt Collection, Property rates, Indigent Policy & Cash management Policy, Debt Impairment Budget Resolution
GG	GG 2	Revenue Management	% of revenue collected monthly	3%	95%	92%	92%	92%	92%	92%	Budget report
GG	GG 2	Revenue Management	Outstanding service debtors to revenue	4%	49.9%	48%	n/a	48%	n/a	48%	Financial reports Financial Viability calculations

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI Weight (%)	Baseline (Actual 2015/16)	Annual Target	Quarterly milestones				Means of Verification
GG	GG 2	Supply Chain Management	# of SCM reports submitted to national treasury	2%	12	12	3	3	3	3	Monthly SCM reports Acknowledgement of receipt from Treasury
GG	GG 2	Revenue Management	# of indigents registered	2%	36732	36732	n/a	n/a	n/a	36732	Indigent register
GG	GG 3	Supply Chain Management	# of contract management reports submitted to Council	3%	0	12	3	3	3	3	Monthly Contract Management Report Council Minutes
GG	GG 3	Sound Governance	% of Departmental Internal Audit findings resolved (CFO)	3%	100%	100%	100%	100%	100%	100%	Internal Audit Follow-up Reports for Department
GG	GG 3	Office Administration	Purchase of office furniture (CFO)	3%	New project	100%	Not applicable this quarter	Not applicable this quarter	Procurement process for the acquisition of furniture (100%)	Furniture procured for CFO offices and delivered (100%)	Quotations Proof of receipt of furniture
GG	GG 3	Sound Governance	% of Departmental Internal Audit queries responded to within 5 days	3%	Awaited	100%	100%	100%	100%	100%	Records of Audit queries
GG	GG 3	Sound Governance	% of Departmental AG queries responded to within 3 working days	4%	Awaited	100%	n/a	100%	n/a	n/a	Records of Audit queries

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**4. Key deliverables (KPIs and Projects)**

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/ Project	KPI Weight (%)	Baseline (Actual 2015/16)	Annual Target	Quarterly milestones				Means of Verification	
GG	GG 3	Performance Reporting	# of Departmental monthly reports submitted to council on time (within 4 weeks)	3%	Awaited	12	3	3	3	3	3	Acknowledgement of receipt by NT & PT
GG	GG 3	Risk Management	% of Departmental Risks mitigated by year-end	3%	Awaited	80%	n/a	n/a	n/a	80%	Strategic Risk Assessment Report	

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## 5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
<b>Leading competencies</b>			
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and dispute Management</li> </ul>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Programme and Project Management	<ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10%

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## 5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
<b>Core Competencies</b>			
Moral competence	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Transparency</li> <li>• Accountability</li> </ul>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> <li>• Time management</li> <li>• Forward planning</li> <li>• Project Management</li> </ul>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Analysis and Innovation	<ul style="list-style-type: none"> <li>• Objective problem analysis</li> <li>• Innovative thinking</li> <li>• Process optimisation</li> </ul>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management	<ul style="list-style-type: none"> <li>• Gain and share knowledge</li> <li>• Data analysis</li> <li>• Employee Empowerment</li> </ul>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication	<ul style="list-style-type: none"> <li>• Balance diverse perspectives</li> <li>• Communication with stakeholders</li> <li>• Compile clear &amp; concise reports</li> </ul>	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	10%
Results and Quality Focus	<ul style="list-style-type: none"> <li>• Setting high standards</li> <li>• Results orientation</li> <li>• Monitoring &amp; Evaluating progress</li> </ul>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
<b>Total</b>			<b>100%</b>

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**6. Performance Assessment Process**

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
  - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed Progress against the KPI's and Targets will be captured in preparation for the review.
  - 1.2. Scores of 1-5 will be calculated based upon the progress against targets.
  - 1.3. KPI's and activities are audited and copied to the Performance Plans before assessment date.
  - 1.4. The employer must keep a record of the mid-year review and annual assessment meetings.
  - 1.5. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
  2. The process for determining Employee ratings are as follows:
    - 3.1. The employee to motivate for higher ratings where applicable.
    - 3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
    - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
    - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
    - 3.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.
  4. The five point rating scale referred to in regulation 805 correspond as follows:
 

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
  5. The assessment rating calculator is used to calculate the overall % score for performance.
  6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
  7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

nmc



RM

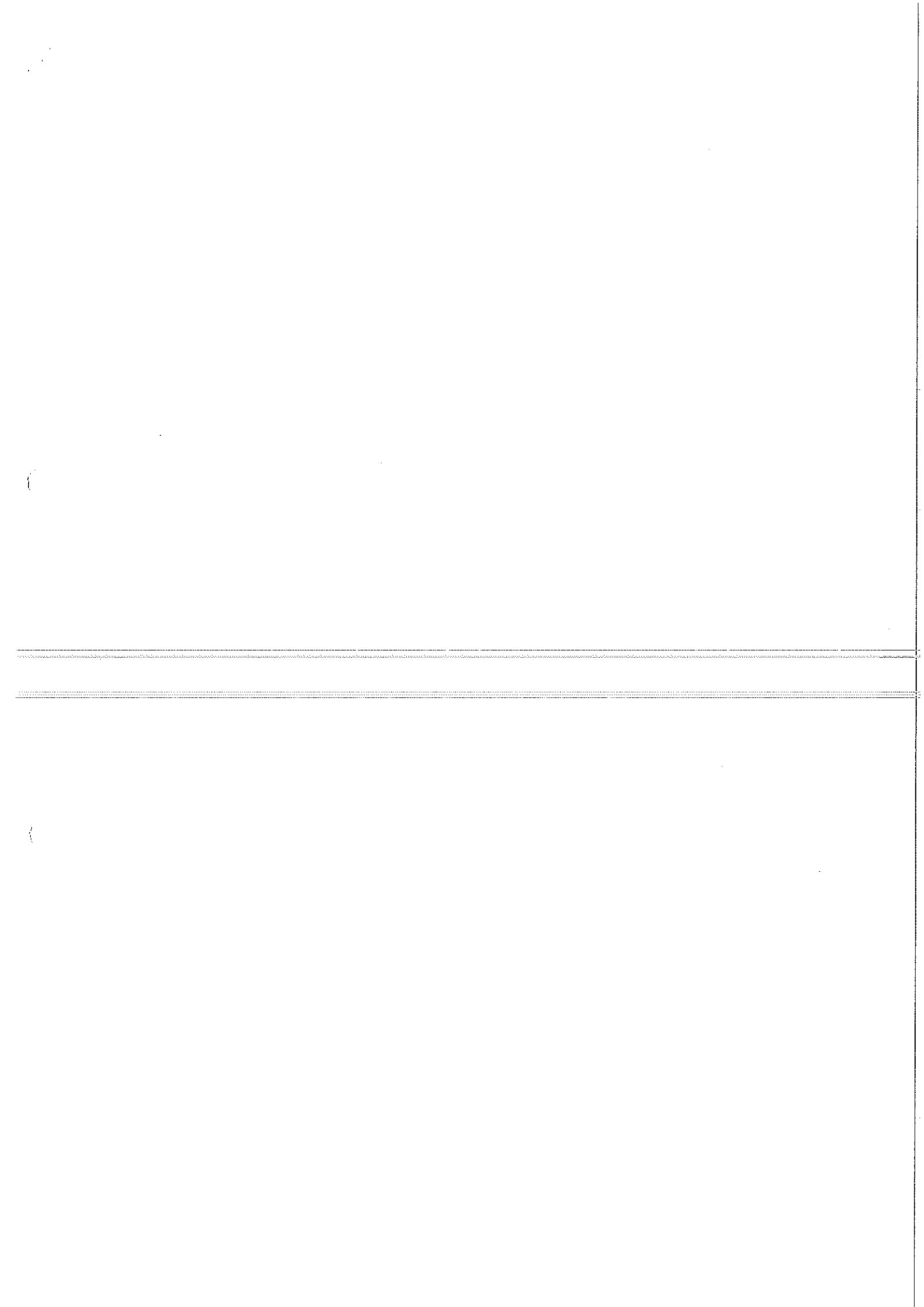
7. Rating Scale		Score		
<p><b>5</b> <b>(167%)</b> <b>Outstanding Performance</b></p> <p>Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.</p>	<p><b>4</b> <b>(133-166%)</b> <b>Performance Significantly Above Expectations</b></p> <p>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.</p>	<p><b>3</b> <b>(100-132%)</b> <b>Fully Effective</b></p> <p>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.</p>	<p><b>2</b> <b>(67-99%)</b> <b>Not Fully Effective</b></p> <p>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 effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.</p>	<p><b>1</b> <b>(0-66 %)</b> <b>Unacceptable Performance</b></p> <p>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.</p>

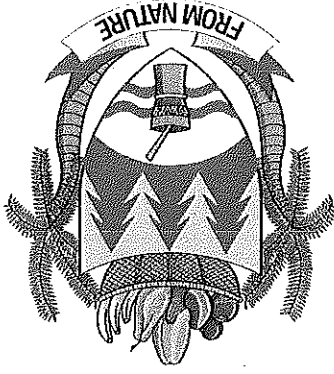
**8. Approval of the Personal Performance Plan**

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>	<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.</p>

Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the Employee:
<p>Name: <i>S. L. Mwakedi</i></p>	<p>Name: <i>NORAH MUKGEDI</i> <i>Leon</i></p>
<p>Date: <i>05/07/2016</i></p>	<p>Date: <i>05-07-16</i></p>
<p>Signature: </p>	<p>Signature: </p>



<p>(Norah Mokhadi Lion)</p>	<p><b>2016/17</b></p> <p><b>PERSONAL DEVELOPMENT PLAN (PDP)</b></p>
<p>AND</p>	
<p><b>MADE AND ENTERED INTO BY AND BETWEEN:</b></p> <p><b>GREATER TZANEEN MUNICIPALITY</b></p> <p><b>AS REPRESENTED BY THE MUNICIPAL MANAGER</b></p> <p><b>Selomo Republic Monakedi</b></p>	<p><b>Annexure B</b></p> 

**THE  
PERSONAL  
DEVELOPMENT  
PLAN**

A manager, in consultation with his / her employee is to complete a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.

**Column 1: Skills/Performance GAP**

1. Skills / Performance Gap (measurable in order of priority)	2. Outcomes Expected (indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. Appraise 1. E.g. The manager will be able to enter into performance	Appraise 1. E.g. The manager will be able to enter into performance	A course containing theoretical	External provider, in line	March 200...	Appraisal of managers	Senior Manager

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs  
Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.  
Specific competency gaps as identified during the probation period and performance appraisal of the employee.  
Individual training needs that are job / career related.

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

**Column 2: Outcomes Expected**

1. Skills / Performance Gap (measurable in order of priority)	2. Outcomes Expected (indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. Appraise 1. E.g. The manager will be able to enter into performance	The manager will be able to enter into performance	A course containing theoretical	External provider, in line	March 200...	Appraisal of managers	Senior Manager




*Handwritten initials/signature*

<table border="1"> <tr> <td data-bbox="991 1760 1098 1989"> <p>Performance of all managers reporting to him / her, appraise them against set criteria, within relevant time frames</p> </td> <td data-bbox="815 1760 991 1989"> <p>and practical application with identified unit standard exceeding workplace following relevant unit standard?</p> </td> <td data-bbox="480 1760 815 1989"> <p>with identified unit standard and not exceeding workplace following relevant unit standard? R 6 000</p> </td> <td data-bbox="272 1760 480 1989"> <p>reporting to him / her</p> </td> </tr> </table>	<p>Performance of all managers reporting to him / her, appraise them against set criteria, within relevant time frames</p>	<p>and practical application with identified unit standard exceeding workplace following relevant unit standard?</p>	<p>with identified unit standard and not exceeding workplace following relevant unit standard? R 6 000</p>	<p>reporting to him / her</p>	<p>Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.</p>	<p><b>3. Column 3: Suggested Training</b></p>	<p>Training needs must be identified with due regard to cost effectiveness and listed in column 3.</p>	<p><b>4. Column 4 : Suggested mode of delivery</b></p>	<p>The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision, coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.</p>	<p><b>5. Column 5: Suggested Time Lines</b></p>	<p>An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.</p>	<p><b>6. Column 6: Work opportunity created to practice skill / development area</b></p>	<p>This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).</p>	<p><b>7. Column 7: Support Person</b></p>	<p>This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.</p>
<p>Performance of all managers reporting to him / her, appraise them against set criteria, within relevant time frames</p>	<p>and practical application with identified unit standard exceeding workplace following relevant unit standard?</p>	<p>with identified unit standard and not exceeding workplace following relevant unit standard? R 6 000</p>	<p>reporting to him / her</p>												

Personal development action plan for 2016/17:

Skills Performance Gap (In order of priority)	Outcomes Expected	Suggested Training/ Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
GRAP	Clean Audit	INFO, SAH CIA, NT, <del>non</del> Hall (treasury) SAIG, ISB	Short courses	30 June 2016	Clean Audit	MM
MM FMA and System Act	Clean Audit	INFO, SAIG NT, <del>non</del> Treasury MSB, <del>non</del> CoSAs	Short courses	30 June 2016	Clean Audit	MM
SEM	Clean Audit	Info, NT P. Treasury CoSAs	Short courses	30 June 2016	Clean Audit	MM
Human Resource Employee relation and leaders	Development and leadership	Development and leadership	Short courses	30 June 2016	Good leadership and coaching of staff	MM

Employee Signature:



Date: 05-07-16

Employer signature:



Date: 05/07/2016



GREATER TZANEEN MUNICIPALITY

ANNEXURE C

DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) Mogale, Loda  
 (Postal Address) 663 Street, Lenhuron, 0173  
 Residential Address 10 Palm Grove  
 (Position Held) Coordinator Street, Tzaneen.  
 Tel: 018 307 806 Fax: 086 545 5014

Herby certify that the following information is complete and correct to the best of my knowledge.

**1. Shares, securities and other financial interests (Not bank accounts with financial institutions)**

Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity
1000/0	projects and consultants	R1	nona consulting and project.

**2. Interest in a trust**

Name of trust	Amount of Remuneration/Income
/	/

**3. Membership, directorships and partnerships**

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income
SAJIT	N/A	N/A
SAJIT	N/A	N/A
Agent	N/A	N/A

*Handwritten signature and initials*



GREATER TZANEEN MUNICIPALITY

ANNEXURE C

4. Remunerated work outside the Municipality (Must be sanctioned by Council)		
Name of Employer	Type of business	Amount of remuneration/income
/	/	/
/	/	/
/	/	/

5. Consultancies, Retainerships and Relationships			
Name of Client	Nature	Type of business activity	Value of any benefits received
Local (opinion and project)	consulting and project	consulting and project	not a fixed value
/	/	/	/
/	/	/	/

6. Subsidies, grants and sponsorships by any organisation		
Source of assistance	Descriptions of assistance	Value of assistance
/	/	/
/	/	/
/	/	/

7. Gifts and Hospitality from a source rather than a family member		
Description	Value	Member
/	/	/
/	/	/
/	/	/

8. Land and Property			
Description	Extent	Area	Value
9 M1 Street		Clayville	R2578 000
663 E. Thabane		Centuryion	R2000 000
/	/	/	/
/	/	/	/

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rent

*[Handwritten signature]*



GREATER TZANEEN MUNICIPALITY

ANNEXURE C

SIGNATURE OF SENIOR MANAGER \_\_\_\_\_  
 DATE: 11/06/2016  
 PLACE: Tzaneen

CONFIDENTIAL

Council

Signature by Mayor or Designate: \_\_\_\_\_  
 Date: 05/07/2016

Commissioner of Oath / Justice of the Peace

*[Signature]*

Full first names and surname: MATLOU & STEPHEN MONYELA

(Block letters)

Designation (rank) LEGAL MANAGER Ex Officio Republic of South Africa

Street address of institution 38, Agatha Street, Tzaneen

Date 06/07/2016 Place Tzaneen

COMMISSIONER OF OATH  
 GREATER TZANEEN MUNICIPALITY  
 38 Agatha Street CIVIC CENTRE TZANEEN 0850  
 TEL: 015 307 8000 FAX: 015 307 8049  
 Adv. Monyela M.J. Legal Manager  
 OFFICIAL (PRINT)  
*[Signature]*  
 Sign: \_\_\_\_\_ Date: 06/07/2016

