PERFORMANCE AGREEMENT

IN TERMS OF THE:

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

AND

LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS OF EMPLOYMENT OF SENIOR MANAGERS, 2014

Entered into by and between

The CITY OF MATLOSANA herein represented by

MARY MOTLAGOMANG MOLAWA

in her capacity as

<u>Acting Municipal Manager</u> (hereinafter referred to as the Employer)

and

MAKGANTSE JERMINA MASILO

as the

Acting Director: Community Development (hereinafter referred to as the Employee)

For the Period

1 November 2022 until 30 November 2022

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by MARY MOTLAGOMANG MOLAWA (ID NR. 600903 0859 081) in her capacity as the ACTING MUNICIPAL MANAGER (hereinafter referred to as the Employer) and MATGANTSE JERMINA MASILO (ID NR. 600812 0811 085) in her capacity as the ACTING DIRECTOR: COMMUNITY DEVELOPMENT 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, 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, as amended 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 and Section 57(4c) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

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The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), (4a), (4b) and (5) of the Systems Act, Section 57(4c) of the Systems Amendment 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 accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities 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 and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section11 of this agreement and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 NOVEMBER 2022** and will remain in force until **30 NOVEMBER 2022**.
- 3.2 The parties will include a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment.
- 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.
 - 4.1.3 The Competencies (Annexure B) definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that needs to be done.
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
 - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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- 5.3 The Employer will consult the Employee about the specific performance standards and targets 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 KPAs (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 Competencies 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 Competencies will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his / her 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**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	12,5%
Municipal Institutional Development and Transformation	20,83%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	4.166%
Good Governance and Public Participation	62,5%
Total	100%

- 5.7 In the case of Senior 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 competencies will make up the other 20% of the **Employee**'s assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	8.33%				
People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	8.33%				
Program and Project Management	 Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	8.33%				

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Financial Management Change Leadership	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	8.33% 8.33%&					
Governance Leadership	Policy Formulation						
	Moral Competence	8.33%					
	Planning and Organising	8.33%					
Knowle	Analysis and Innovation Knowledge and Information Management						
	8.33%						
	Communication						
TOTAL PERCENTAGE	Results and Quality Focus	8.33%					
	100%						

6. EVALUATING PERFORMANCE

- 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 Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (Annexure C) as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP as described in 6.6 below.
- 6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.
- 6.6 The **Employee** will submit quarterly performance reports on the implementation of the Financial Recovery Plan, on approved thereof.
- 6.7 The annual performance appraisal will involve:
 - 6.7.1 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) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.

- (c) The **Employee** will submit his/her self evaluation to the **Employer** prior to the final assessment.
- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.7.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.7.3 Overall rating

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

6.8 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and Competencies:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of all employee at this level. The appraisal indicates that the Employee has achieved above fully effective results agains 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 agains 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.

Rating scale for KPA's

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Level	Terminology	Description
2	Not fully effective	Performance is below the standard required for the job in ke areas. Performance meets some of the standards expecte for the job. The review/assessment indicates that th employee has achieved below fully effective results again more than half the key performance criteria and indicators a specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for th job. The review/assessment indicates that the employee ha achieved below fully effective results against almost all of th performance criteria and indicators as specified in the PA an Performance Plan. The employee has failed to demonstrat the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.

6.9 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established: -

- 6.9.1 Executive Mayor;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Member of the Mayoral Committee;
- 6.9.4 Mayor and/or Municipal Manager from another municipality; and
- 6.9.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.10 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.10.1 Municipal Manager;
 - 6.10.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.10.3 Municipal Manager from another municipality.
- 6.11 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.9 and 6.10.

7

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	July – September 2022
Second quarter	
Third guarter	: October – December 2022
rinia quarter	: January – March 2023
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- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The **Employer** will be entited 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.
- 7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure C). Such plan may be implemented and/or amended as the case may be after each assessment.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

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- 10.1.3 A substantial financial effect on the Employer.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 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:

Performa	nce Score							
From	То	Performance Bonus Percenta						
130%	133%	5%						
134%	137%	6%						
138%	141%	7%						
142%	145%	8%						
146%	149%	9%						
150%	153%	10%						
154%	157%	11%						
158%	161%							
162%	165%							
166%	169%	13%						

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

- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 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 his or her duties.

12. DISPUTE RESOLUTION

- 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 –
 - 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 Any other person appointed by the MEC.
 - 12.1.3 In the case of Senior 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;

whose decision shall be final and binding on both parties.

9

12.2 In the event that the mediation process contemplated above fails, clause relevant of the Contract of Employment shall apply.

13. GENERAL

- 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 **Employee** must be submitted to the municipal council by the **Employer** within fourteen (14) days after the conclusion of the assessment for information purposes.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2020 Performance Management System Framework document and Local Government Municipal Staff Regulations in terms of Gazette 45181, September 2021.

15. MIMIMUM COMPETENCY LEVELS

15.1 The **Employee** shall ensure to attain the minimum competency levels required for the position within 18 months after the date of appointment, published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice 41996 of 26 October 2018.

Thus done and signed at KLERKSDORP on this the 01 day of NOVEMBER 2022

AS WITNESSES:

Thus done and signed at <u>KLERKSDORP</u> on this the <u>01 day of NOVEMBER 2022</u>

AS WITNESSES:



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DIRECTORATE COMMUNITY DEVELOPMENT

ACTING DIRECTORATE COMMUNITY DEVELOPMENT MS. MJ MASILO

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ANNEXURE "A"

Performance Plan

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ACTING DIRECTOR: COMMUNITY DEVELOPMENT MJ MASILO

CITY OF MATLOSANA Period 1 November 2022 until 30 November 2022



ANNEXURE "B"

Local Government: Competency Framework for Senior Managers

ACTING DIRECTOR: COMMUNITY DEVELOPMENT MJ MASILO

CITY OF MATLOSANA Period 1 November 2022 until 30 November 2022

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LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

1. Definitions

In this framework -

"core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and

"leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

2. Competency Framework

- 2.1 This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette No.* 29089 of 1 August 2006.
- 2.2 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:
 - (a) Critical leading competencies that drive the strategic intent and direction of local government;
 - (b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
 - (c) The eight Batho Pele principles.
- 2.3 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
- 2.4 The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.
- 2.5 There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.
- 2.6 The competency framework is underscored by four (5) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

3. Competency Framework Structure

The competencies that appear in the competency framework are detailed below.

	LEADING COMPETENCIES
Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness
People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management

Program and Project Management	 Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation
Financial Management	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring
Change Leadership	 Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation
Governance Leadership	 Policy Formulation Risk and Compliance Management Cooperative Governance
	CORE COMPETENCIES
	Moral Competence
	Planning and Organising
	Analysis and Innovation
Kn Kn	owledge and Information Management
	Communication
	Results and Quality Focus

4. Minimum Requirements

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in annexure B of the minimum competency requirements for Senior Managers, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.

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5. Competency Descriptions

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	Cluster	Leading Compet	encies			
	Competency Name	Strategic Direction	on and Le	eadership		
	Competency Definition	Provide and dire deliver on the str	ct a visio ategic in	n for the institution, and stitutional mandate	inspi	re and deploy others to
	BASIC		EMENT	LEVELS		
•	Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key	 Give direction to a team in realising team in realising team in stitution's strated mandate and set objectives Has a positive impact and influer on the morale, engagement and participation of team members Develop actions plans to execute a guide strategy implementation Assist in defining performance measures to moni the progress and effectiveness of the institution Displays an 	and tor •	Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand	•	SUPERIOR Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environmental that
	decision- makers	 awareness of institutional structures and political factors Effectively communicate barriers to executive to relevant parties Provide guidance and all stakeholders in the achievement of the strategic mandate Understand the air and objectives of the institution and relation it to own work 	to f • he	institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations Guide the institution through complex and ambiguous concern Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	•	facilitates loyalty and innovation Display a superior level of self- discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management Uses understanding of competing interests to manoeuvre successfully to a win/win outcome



	Ciuster		Leading Compete	ncie	s		
	Competency Name		People Managem	ent			
	Competency Definition	on	diversity, optimise order to achieve ir	tale stitu		peo ure r	ple, respect relationships in
	BASIC	<u> </u>	ACHIEVEMI COMPETENT	ENT	LEVELS ADVANCED	1	SUPERIOR
•	problem solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives	•	opportunities to increase team contribution and responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant	•	team and work processes and recommend remedial interventions Recognise and reward effective and desired behaviour Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team Build a work environment	•	incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive
			employee legislation fairly and consistently Facilitate team goal-setting and problem-solving Effectively identify capacity requirements to fulfil the strategic mandate		conducive to sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving positive and constructive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to achieve institutional objectives	•	integrated strategies and approaches to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

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Cluster	Leading Competer	ncies	
Competency Name	Program and Proje	ect Management	
Competency Definition	Able to understand plan, manage, mol deliver on set obje	d program and project man nitor and evaluate specific ctives	agement methodology; activities in order to
	ACHIEVEM	ENT LEVELS	
BASIC	COMPETENT	ADVANCED	SUPERIOR
 Initiate projects after approval from higher authorities Understand procedures of program and project management methodology, implications and stakeholder involvement Understand the rational of projects in relation to the institution's strategic objectives Document and communicate factors and risk associated with own work Use results and approaches of successful project implementation as guide 	 Establish broad stakeholder involvement and communicate the project status and key milestones Define the roles and responsibilities of the project team and create clarity around expectations Find a balance between project deadline and the quality of deliverables Identify appropriate project resources to facilitate the effective completion of the deliverables Comply with statutory requirements and apply policies in a consistent manner Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation 	 Manage multiple programs and balance priorities and conflicts according to institutional goals Apply effective risk management strategies through impact assessment and resource requirements Modify project scope and budget when required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy-in Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results Monitor policy implementation and apply procedures to manage risks 	 Understand and conceptualise the long-term implications of desired project outcomes Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects Lead and direct translation of policy into workable actions plans Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

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Leading Competer	ncies	
Financial Manager	nent	
on financial risk mana accordance with re all financial transac	gement and administer pro cognised financial practice tions are managed in an e	ocurement processes in es. Further to ensure that
 COMPETENT Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate Assess, identify and manage financial risks Assume a cost- saving approach to financial management Prepare financial reports based on specified formats Consider and understand the financial implications of decisions and suggestions Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated Identify and implement proper monitoring and 	 ADVANCED Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility Prepare budgets that are aligned to the strategic objectives of the institution Address complex budgeting and financial management concerns Put systems and processes in place to enhance the quality and integrity of financial management practices Advise on policies and procedures regarding asset control Promote National Treasury's regulatory framework for Financial 	 SUPERIOR Develop planning tools to assist in evaluating and monitoring future expenditure trends Set budget frameworks for the institution Set strategic direction for the institution on expenditure and other financial processes Build and nurture partnerships to improve financial management and achieve financial savings Actively identify and implement new methods to improve asset control Display professionalism in dealing with financial data and processes
	 Financial Manager Able to compile, planacial risk mana accordance with real financial risk mana accordance with real financial transact ACHIEVEMI Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate Assess, identify and manage financial risks Assume a cost- saving approach to financial management Prepare financial reports based on specified formats Consider and understand the financial implications of decisions and suggestions Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated Identify and implement proper 	Able to compile, plan and manage budgets, of financial risk management and administer pra- accordance with recognised financial practice all financial transactions are managed in an e ACHIEVEMENT LEVELS COMPETENT ADVANCED • Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost- saving approach to financial reports based on specified formats • Consider and understand the financial reports based on specified formats • Consider and understand the financial management • Prepare financial reports based on specified formats • Consider and understand the financial management • Prepare financial reports based on specified formats • Consider and understand the financial management • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation



Cluster	Leading Compete	encies	
Competency Name	Change Leadersh	ip	
Competency Definition	on order to successf	initiate institutional transfor ully drive and implement ne quality services to the comm	w initiatives and deliver
BASIC		IENT LEVELS	
 Display an awareness of change interventions, and the basefith of 	Perform an analysis of the change impact on the social, relified and		 Sponsor change agents and create a network of change
 benefits of transformation initiatives Able to identify basic 	 political and economic environment Maintain calm and 	progress to relevant stakeholdersSecure buy-in and	leaders who support the interventionsActively adapt current
 needs for change Identify gaps between the current and 	 focus during change Able to assist team members during 	Continuously evaluate change	structures and processes to incorporate the change interventions
 desired state Identify potential risk and challenges to transformation, 	 change and keep them focused on the deliverables Volunteer to lead 	strategy and design	Mentor and guide team members on the effects of change, resistance factors
 including resistance to change factors Participate in change programs and piloting 	 change efforts outside of own work team Able to gain buy-in 	institution's effectiveness • Build and nurture relationships with	 and how to integrate change Motivate and inspire others around
 change interventions Understand the impact of change interventions on the 	and approval for change from relevant stakeholders	various stakeholders to establish strategic alliance in facilitating change	change initiatives
institution within the broader scope of local government	 Identify change readiness levels and assist in resolving 	Take the lead in impactful change programs	
	 resistance to change factors Design change interventions that 	Benchmark change interventions against best change practices	
	are aligned with the institution's strategic objectives and goals	Understand the impact and psychology of	
		change, and put remedial interventions in place to facilitate effective	
		 transformation Take calculated risk and seek new ideas from best practice 	
		scenarios, and identify the potential for implementation	

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Cluster	Leading Competer	ncies	
Competency Name	Governance Leade	ership	
Competency Definitio	and compliance re governance practic conceptualisation governance relatio	lirect and apply professiona quirements and apply a the ces and obligations. Furthe of relevant policies and ent nships ENT LEVELS	prough understanding of r, able to direct the
BASIC	COMPETENT	ADVANCED	SUPERIOR
 Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders Provide input into policy formulation 	 Display a thorough understanding of governance and risk and compliance factors and implement plans to address these Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution Actively drive policy formulation within the institution to ensure the achievement of objectives 	 Able to link risk initiatives into key institutional objectives and drivers Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives Demonstrate a thorough understanding of risk retention plans Identify and implement comprehensive risk management systems and processes Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	 SUPERIOR Demonstrate a high level of commitment in complying with governance requirements Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework Able to advise Local Government on risk management strategies, best practice interventions and compliance management Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government Able to shape, direct and drive the formulation of policies on a macro level

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Cluster	Core Competencie	S	
Competency Name	Moral Competence)	
Competency Definitio	Able to identify mo and integrity and co competence	ral triggers, apply reasonin onsistently display behavic	g that promotes honesty our that reflects moral
Amath.	ACHIEVEMI	ENT LEVELS	·····
BASIC	COMPETENT	ADVANCED	SUPERIOR
 Realise the impact of acting with integrity, but requires guidance and development in implementing principles Follow the basic rules and regulations of the institution Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent 	 Conduct self in alignment with the values of Local Government and the institution Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver Actively report fraudulent activity and corruption within local government Understand and honour the confidential nature of matters without seeking personal gain Able to deal with situations of conflict of interest promptly and in the best interest of local government 	 Identify, develop, and apply measures of self- correction Able to gain trust and respect through aligning actions with commitments Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders Present values, beliefs and ideas that are congruent with the institution's rules and regulations Takes an active stance against corruption and dishonesty when noted Actively promote the value of the institution to internal and external stakeholders Able to work in unity with a team and not seek personal gain Apply universal moral principles consistently to achieve moral decisions 	 Create an environment conducive of moral practices Actively develop and implement measures to combat fraud and corruption Set integrity standards and shared accountability measures across the institution to support the objectives of local government Take responsibility for own actions and decisions, even if the consequences are unfavourable

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Cluster	Core Competencie	s	*
Competency Name	Planning and Orga	nising	
Competency Definitio	n effectively to ensur contingency plans	ise and organise information e the quality of service deli to manage risk ENT LEVELS	
BASIC	COMPETENT	ADVANCED	SUPERIOR
 Able to follow basic plans and organise tasks around set objectives Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans Able to follow existing plans and ensure that objectives are met Focus on short- term objectives in developing plans and actions Arrange information and resources required for a task, but require further structure and organisation 	 Actively and appropriately organise information and resources required for a task Recognise the urgency and importance of tasks Balance short and long-term plans and goals and incorporate into the team's performance objectives Schedule tasks to ensure they are performed within budget and with efficient use of time and resources Measures progress and monitor performance results 	 Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation Identify in advance required stages and actions to complete tasks and projects Schedule realistic timelines, objectives and milestones for tasks and projects Produce clear, detailed and comprehensive plans to achieve institutional objectives Identify possible risk factors and design and implement appropriate contingency plans Adapt plans in light of changing circumstances Prioritise tasks and projects according to their relevant urgency and importance 	 SUPERIOR Focus on broad strategies and initiatives when developing plans and actions Able to project and forecast short, medium and long term requirements of the institution and local government Translate policy into relevant projects to facilitate the achievement of institutional objectives

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	Cluster		Core Competencie	s			
	Competency Name		Analysis and Innov	atio	1		
	Competency Definitio	m	establish and imple	mer	e information, challeng nt fact-based solutions ocesses in order to ac	that	t are innovative to
	BASIC			ENT	LEVELS ADVANCED	Т	
٠	Understand the	•	Demonstrate	•	Coaches team	•	SUPERIOR Demonstrate
•	basic operation problem solving of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking		Logical techniques and approaches and provide rationale for recommendations Demonstrate objectivity, insight, and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and service delivery Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders Continuously identify opportunities to enhance internal processes Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	•	members on analytical and innovative approaches and techniques Engage with appropriate individuals in analysing and resolving complex problems Identify solutions on various areas in the institution Formulate and implement new ideas throughout the institution Able to gain approval and buy- in for proposed interventions from relevant stakeholders Identify trends and best practices in process and service delivery and propose institutional application Continuously engage in research to identify client needs	•	complex analytical and problem solving approaches and techniques Create an environment conducive to analytical and fact- based problem- solving Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence Create an environment that fosters innovative thinking and follows a learning organisation approach Be a thought leader on innovative customer service delivery, and process optimisation Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

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	Cluster		Core Competencie	es			<u> </u>
	Competency Name		Knowledge and In	form	nation Management		
	Competency Definitio	on	Information throug	h va	eneration and sharing rious processes and n ge base of local gover	nedia	a, in order to enhance
		·····	ACHIEVEM	ENT	LEVELS		
ļ	BASIC	L	COMPETENT		ADVANCED		SUPERIOR
	 Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members 	•	Use appropriate information systems and technology to manage institutional knowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance nstitutional effectiveness and efficiency	•	Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best- practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	•	Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach Recognise and exploit knowledge points in interactions with internal and external stakeholders



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Clu	ster	Core Competencie	es	
Compete	ncy Name	Communication		
Competenc	y Definition	and concise manner effectively convey, the desired outcom		ence in order to
PACI	<u> </u>		ENT LEVELS	
BASIC		COMPETENT	ADVANCED	SUPERIOR
 Demonstration understand communication levers and appropriate audience, it requires guin utilising stools Express ide clear and for manner, but not always needs of th audience in consideration. Disseminate convey infor and knowle adequately 	ding for ation tools e for the but iidance such eas in a bocused it does take the e and rmation dge	Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs Adapt communication content and style to suit the audience and facilitate optimal information transfer Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders Compile clear focused, concise and well- structured written documents	 Effectively communicate high- risk and sensitive matters to relevant stakeholders Develop a well- defined communication strategy Balance political perspectives with institutional needs when communicating viewpoints on complex issues Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution Able to communicate with the media with high levels of moral competence and discipline 	 Regarded as a specialist in negotiations and representing the institution Able to inspire and motivate others through positive communication that is impactful and relevant Creates an environment conducive to transparent and productive communication and critical and appreciative conversations Able to coordinate negotiations at different levels within local government and externally



Cluster	Core Competencie	es	· · · · · · · · · · · · · · · · · · ·
Competency Name	Results and Qualit	ly Focus	
Competency Definitio	n encourage others	igh quality standards, focu le consistently striving to e to meet quality standards. ure results and quality aga	exceed expectations and Eurther, to actively
BASIC	ACHIEVEM	ENT LEVELS	<u> </u>
Understand quality	COMPETENT Focus on high-	ADVANCED Consistently verify	SUPERIOR Coach and guide
of work but requires guidance in attending to important matters Show a basic commitment to achieving the correct results Produce the minimum level of results required in the role Produce outcomes that is of a good standard Focus on the quantity of output but requires development in incorporating the quality of work Produce quality work in general circumstances, but fails to meet expectation when under pressure	 priority actions and does not become distracted by lower-priority activities Display firm commitment and pride in achieving the correct results Set quality standards and design processes and tasks around achieving set standards Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed 	 own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards Follow task and projects through to completion Set challenging goals and objectives to self and team and display commitment to achieving expectations Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution 	 Coach and guide others to exceed quality standards and results Develop challenging, client- focused goals and sets high standards for personal performance Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required Work with team to set ambitious and challenging team goals, communicating long-and short- term expectations Take appropriate risks to accomplish goals Overcome setbacks and adjust action plans to realise goals Focus people on critical activities that yield a high impact

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6. Achievement Levels

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- 6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.

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ANNEXURE "C"

Personal Development Plan (PDP)

ACTING DIRECTOR: COMMUNITY DEVELOPMENT MJ MASILO

CITY OF MATLOSANA Period 1 November 2022 until 30 November 2022

Personal Development Plan of: Ms MJ Masilo

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Compiled on: 1 November 2022

7. Support Person	Skills				
6. Work opportunity created to practice skill / development	e Management Act, Government Notice				
5. Suggested Time Frames	ing to be in line with published in the Local Government Finance Management Act, Municipal Regulations on Minimum Competency levels 2007, Government Notice 2018.				
4. Suggested mode of delivery	published in the Loca ons on Minimum Com				
3. Suggested training and / or development activity	ning to be in line with o Municipal Regulatic r 2018.				
2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	Adjusted CPMD training to 2003 Amendments to Muni 41996 of 26 October 2018.				
1. Skills / Performance Gap (in order of priority)	_	5	ň	4	

Acting Director's signature:

Acting Municipal Manager's signature:





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DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname a	and Initials)
Postal Address	
Residential Address	
Position Held	
	_Email:
hereby certify that the follow of my knowledge:	ving information is complete and correct to the best

shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity

Amount of Remuneration! Incon	ame of trust

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income



Name of Employer	Type of Work	Amount of remuneration/
		Income
Confidential Signature by Acting Municipal	Manager:M	
Date: <u>1 November 2022</u>		

5. Consultancies, Retainer ships and Relationship

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Name of Client	Nature	Type of business activity	Value of any benefits received

Source of assistance	Descriptions of	Value of assistance	
	assistance		

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

Description	Extent		
		Area	Value
		·······	

 SIGNATURE OF SENIOR MANAGER

 DATE: 1 November 2022

PLACE: Klerksdorp



OATH/AFFIRMATION

- 1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:
 - Do you know and understand the contents of the declaration? (i) Answer Yes
 - (ii) Do you have any objection to taking the prescribed oath or affirmation? Answer <u>No</u>
 - Do you consider the prescribed oath or affirmation to be binding on your (iii) conscience?

Answer <u>Yes</u>

I certify that the deponent has acknowledged that she/he knows and understands 2. the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

Commissioner of Oath /Justice of the Peace

Full first names and surname: <u>Cherèl Jansen van Rensburg</u> (Block letters)

Designation (rank) <u>Manager Performance Management</u> Ex Officio Republic of South Africa

Street address of institution <u>C/o Bram Fischer and Emily Hobhouse Streets</u>

Klerksdorp

Date 01 November 2022

Place Klerksdorp

01 November 2022

CONTENTS NOTED: Acting Municipal Manager DATE

PERFORMANCE AGREEMENT

IN TERMS OF THE:

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

AND

LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS OF EMPLOYMENT OF SENIOR MANAGERS, 2014

Entered into by and between

The CITY OF MATLOSANA herein represented by

MARY MOTLAGOMANG MOLAWA

in her capacity as

Acting Municipal Manager (hereinafter referred to as the Employer)

and

MAKGANTSE JERMINA MASILO

as the

Acting Director: Community Development (hereinafter referred to as the Employee)

For the Period

1 December 2022 until 31 December 2022

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by MARY MOTLAGOMANG MOLAWA (ID NR. 600903 0859 081) in her capacity as the ACTING MUNICIPAL MANAGER (hereinafter referred to as the Employer) and MATGANTSE JERMINA MASILO (ID NR. 600812 0811 085) in her capacity as the ACTING DIRECTOR: COMMUNITY DEVELOPMENT 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, 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, as amended 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 and Section 57(4c) of the Systems Amendment 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 Systems Act, Section 57(4c) of the Systems Amendment 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 accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities 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 and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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COMMENCEMENT AND DURATION 3

- This Agreement will commence on the 1 DECEMBER 2022 and will remain in force until 3.1 31 DECEMBER 2022.
- 3.2 The parties will include a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment.
- 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 3.5 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.

PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - The performance objectives and targets that must be met by the Employee; and 4.1.1
 - The time frames within which those performance objectives and targets must be met. 4.1.2
 - The Competencies (Annexure B) definitions in terms of regulation 21 of 17 January 4.1.3 2014 are required, to operate effectively as senior manager in the Local Government environment.
- The performance objectives and targets reflected in the Performance Plan (Annexure A) are 4.2 set by the Employer in consultation with the Employee and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - Key objectives that describe the main tasks that needs to be done. 4.2.1
 - Key performance indicators that provide the details of the evidence that must be 4.2.2 provided to show that a key objective has been achieved.
 - Target dates that describe the timeframe in which the work must be achieved. 4.2.3
 - Weightings that show the relative importance of the key objectives to each other. 4.2.4
- The Personnel Development Plan (Annexure C) sets out the employee's personnel 4.3 development requirements in line with the objectives and targets of the employer.
- The Employee's performance will, in addition, be measured in terms of contributions to the 4.4 goals and strategies set out in the Employer's Integrated Development Plan.

PERFORMANCE MANAGEMENT SYSTEM 5

- The Employee agrees to participate in the performance management system that the 5.1 Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- The Employee accepts that the purpose of the performance management system will be to 5.2 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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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets 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 KPAs (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 Competencies 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 Competencies will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his / her 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**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	12,5%
Municipal Institutional Development and Transformation	20,83%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	4.166%
Good Governance and Public Participation	62,5%
Total	100%

- 5.7 In the case of Senior 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 competencies will make up the other 20% of the **Employee**'s assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	8.33%
People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	8.33%
Program and Project Management	 Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	8.33%

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Financial Management	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	8.33%
Change Leadership	 Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	8.33%&
Governance Leadership	 Policy Formulation Risk and Compliance Management Cooperative Governance 	8.33&
	CORE COMPETENCIES	WEIGHTING
	Moral Competence	8.33%
	Planning and Organising	8.33%
Analysis and Innovation		8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
TOTAL PERCENTAGE	Results and Quality Focus	8.33%
- THE PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 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 Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (Annexure C) as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP as described in 6.6 below.
- 6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.
- 6.6 The **Employee** will submit quarterly performance reports on the implementation of the Financial Recovery Plan, on approved thereof.
- 6.7 The annual performance appraisal will involve:

6.7.1 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) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.

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- (c) The **Employee** will submit his/her self evaluation to the **Employer** prior to the final assessment.
- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.7.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.7.3 Overall rating

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

6.8 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and Competencies:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above 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.

Rating scale for KPA's

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Level	Terminology	Description
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 agains more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change develops and applies comprehensive concepts and methods.

6.9 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established: -

- 6.9.1 Executive Mayor;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Member of the Mayoral Committee;
- 6.9.4 Mayor and/or Municipal Manager from another municipality; and
- 6.9.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.10 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.10.1 Municipal Manager;
 - 6.10.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.10.3 Municipal Manager from another municipality.
- 6.11 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.9 and 6.10.

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter	July – September 2022
Second quarter	October – December 2022
Third quarter	January – March 2023
. –	W/O

- 7.2 The Employer shall keep a record of the mid-year eview and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The **Employer** will be entited 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.
- 7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure C). Such plan may be implemented and/or amended as the case may be after each assessment.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

- 10.1.3 A substantial financial effect on the Employer.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 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:

Performa	nce Score	
From	То	Performance Bonus Percentage
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the Employer shall -
 - 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 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 his or her duties.

12. DISPUTE RESOLUTION

- 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
 - 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 Any other person appointed by the MEC.
 - 12.1.3 In the case of Senior 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;

whose decision shall be final and binding on both parties.

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12.2 In the event that the mediation process contemplated above fails, clause relevant of the Contract of Employment shall apply.

13. GENERAL

- 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 **Employee** must be submitted to the municipal council by the **Employer** within fourteen (14) days after the conclusion of the assessment for information purposes.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2020 Performance Management System Framework document and Local Government Municipal Staff Regulations in terms of Gazette 45181, September 2021.

15. MIMIMUM COMPETENCY LEVELS

15.1 The **Employee** shall ensure to attain the minimum competency levels required for the position within 18 months after the date of appointment, published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice 41996 of 26 October 2018.

Thus done and signed at KLERKSDORP on this the 01 day of DECEMBER 2022

AS WITNESSES:

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Thus done and signed at KLERKSDORP on this the 01 day of DECEMBER 2022

AS WITNESSES:

1. _____

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EMPLOYER

2. _____

PERFORMANCE AGREEMENT

IN TERMS OF THE:

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

AND

C

LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS OF EMPLOYMENT OF SENIOR MANAGERS, 2014

Entered into by and between

The CITY OF MATLOSANA herein represented by

LESEGO SEAMETSO

in her capacity as

Municipal Manager (hereinafter referred to as the Employer)

and

MAKGANTSE JERMINA MASILO

as the

Acting Director: Community Development (hereinafter referred to as the Employee)

For the Period

1 February 2023 until 30 April 2023

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to let to Ð

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by LESEGO SEAMETSO (ID NR. 8703010275080) in her capacity as the ACTING MUNICIPAL MANAGER (hereinafter referred to as the Employer) and MATGANTSE JERMINA MASILO (ID NR. 600812 0811 085) in her capacity as the ACTING DIRECTOR: COMMUNITY DEVELOPMENT 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, 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, as amended 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 and Section 57(4c) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

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The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), (4a), (4b) and (5) of the Systems Act, Section 57(4c) of the Systems Amendment 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 accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities 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 and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and
- 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 FEBRUARY 2023** and will remain in force until **30 APRIL 2023**.
- 3.2 The parties will include a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment.
- 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.
 - 4.1.3 The Competencies (Annexure B) definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that needs to be done.
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
 - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.



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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets 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 KPAs (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 Competencies 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 Competencies will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his / her 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**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	12,5%
Municipal Institutional Development and Transformation	20,83%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	4.166%
Good Governance and Public Participation	62,5%
Total	100%

- 5.7 In the case of Senior 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 competencies will make up the other 20% of the **Employee**'s assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

	LEADING COMPETENCIES	WEIGHTING
Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	8.33%
People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	8.33%
Program and Project Management	 Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	8.33%
Financial Management	Budget Planning and Execution	8.33%

Change Leadership	 Financial Strategy and Delivery Financial Reporting and Monitoring Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	8.33%&
Governance Leadership	 Policy Formulation Risk and Compliance Management Cooperative Governance 	8.33&
	CORE COMPETENCIES	WEIGHTING
	Moral Competence	8.33%
	Planning and Organising	8.33%
	Analysis and Innovation	8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
	Results and Quality Focus	8.33%
DTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

- 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 Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (Annexure C) as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s SDBIP as described in 6.6 below.
- 6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.
- 6.6 The **Employee** will submit quarterly performance reports on the implementation of the Financial Recovery Plan, on approved thereof.
- 6.7 The annual performance appraisal will involve:

6.7.1 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) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.
- (c) The **Employee** will submit his/her self evaluation to the **Employer** prior to the final assessment.

- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.7.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.7.3 Overall rating

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

6.8 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and Competencies:

Levei	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above 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.

Rating scale for KPA's

Level	Terminology	Description
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.

Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change develops and applies comprehensive concepts and methods.

6.9 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established: -

- 6.9.1 Executive Mayor;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Member of the Mayoral Committee;
- 6.9.4 Mayor and/or Municipal Manager from another municipality; and
- 6.9.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.10 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-
 - 6.10.1 Municipal Manager;
 - 6.10.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.10.3 Municipal Manager from another municipality.
- 6.11 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.9 and 6.10.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Third quarter	:	February – March 2023
Fourth quarter	:	April 2023

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 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.
- 7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure C). Such plan may be implemented and/or amended as the case may be after each assessment.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.

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

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 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:

Performa	nce Score	Defense D. D.
From	То	Performance Bonus Percentage
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

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 - 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 his or her duties.

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 - 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 Any other person appointed by the MEC.
 - 12.1.3 In the case of Senior 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;

whose decision shall be final and binding on both parties.

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Thus done and signed at <u>KLERKSDORP</u> on this the <u>01</u> day of <u>FEBRUARY 2023</u>

AS WITNESSES:

Thus done and signed at KLERKSDORP on this the 01 day of FEBRUARY 2023

AS WITNESSES 2

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ANNEXURE "A"

Performance Plan

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ACTING DIRECTOR: COMMUNITY DEVELOPMENT MJ MASILO

CITY OF MATLOSANA Period 1 February 2023 until 30 April 2023

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6	Reason for Deviation									Reason for Dovision			
ublic Participation (1	Actual Expenditure									Actual Expenditure /			
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	Key Performance Indicatores (X.Pt)	Shortcomings at various libraries improved according to the approved project business plan			Supplementary improvements at versions libraries cione					Key Pertermanos indicators (KPR)	Percentage of external audit A queries arraymes of within q required time frame re		
	Objectives	To address shortcomings by improving library services and maintenance			To address supplementary improvements (shortcomings) et	Ves inuus ilprasi (655				Objectives	To ensure an effective external audit process (Exception report / communications)		
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Partielie of Evidence	2020/21 FY PAAP 2021/22 FY PAAP				Approved Financial Recovery Plan	Management response / progress. Updated FRP report			Signed-off SDBIP planning template.	Attendance Register		Notices. Agenda. Attendance register Minutes				Notices: Agenda. Attendance Register	Minutes		Annual cafety	inspection on equipment report	Inspection Notice. Invoice. Approved License.
Cartements						KFI to be removed during the Mid-Y car Assessment and the done at the next financial year.						4 Meetings were arranged, 1 but 3 were postponed									
Planned Ramodial Action						o te moved to the rext rancial year in order to low the assessment and evelopment process.							An additional meeting will be scheduled for the 3rd quarter								
fieators for Doviation						Councel we perforgance in the 1 essessment to be conducted fin by Provinsel Treasury will develop a Frenctiat Recovery Plan							The meeting 27 October 2022 was postponed due to a SAMMU prov commitments								
Actual Expenditure / Revenue																					
	No assigned audit finding received for 2020/21	No assigned audit finding received for 2020/21				The basesement and development of a Financial Recovery Plan by provincial teesury approved. CC188/2022 deted 29/11/2022.						1 LLF meeting attended	2 LLF meetings attended			3 SDBIP meetings conducted	3 SDBIP meetings held				
Reting Key									(7			3	-	1)		6	
Quarterly Projected Tanget	100% Nr of assigned audit findings received / Nr of essigned audit findings resolved (2020/21 FY)	100% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2020/21 FY)	90% Nr ci assigned audit findings recent / Nr of assigned audit findings resolved (2021/22 FY)	90% Nr of ussigned auxit findings received / Nr of assigned auxit findings resolved (2021/22 FY)	, 1000	uone Nr of activities resolved / Nr of activities resolved	90% Nr of activities received / Nr of activities resolved	90% Nr of activities received / Nr of activities recorved	x		Credible 2023/24 SDBIP inputs provided	2 LLF meetings attended	2 LLF meetings attended	2 LLF meetings attended	2 LLF meetings attended	3 SDBIP meetings conducted	3 SDBIP meetings conducted	3 SDBIP meetings conducted 3 SDBIP meetings	conducted	1 1	- PC Pelser Airport license renewed.
e Quarter	-	N	643	4	-	N	m	4			4	-	N	69	4		2	en	-		n 1
Base Line	bengkeA f Veviseen vol gnihnit kluue bengkeA f & %001 (05/4105) bevioeen gnihnit kluue S10505 vol beviezen gnihnit fikue bengkee ovi					vclexibri weki ba			12 LLF meetings attended Credible 202323					12 SDBIP meetings conducted			.bewen	PC Pelser PC Pelser			
Target / Adjustment Budget																					
Budget	0				R0				RO			RO				RO			R 6 979	5	
	Resolving at least 100% of ensigned audit findings R.0 research in the 2020/21 and 2021/22 AG Resort and Management Report by 30 June 2023 (PAAP)				east 90% of all the activities as per approved Financial Recovery Plan by	30 June 2023			Providing the office's SDBIP inputs before the draft R 2023/24 SDBIP is submitted by 31 May 2023			Attending 8 LF meetings by 30 June 2023 R				Conducting 12 SDBIP meetings with senior R personnel in own directorate by 30 Jume 2023			the state	obtain authority to operate an arport by 30 June 2023	
2	Percentinge of assigned audit if findings raised in the AG Report is and Management Report in resolved			-	es as	Financial Recovery Plan resolved			Directorate's SDBIP inputs provided before the 2023/24			Number of LLF meetings attended				Number of SDBIP meetings with senior personnel in own			Number of annual PC Pelser	Arport licenses renewed	
Objectivea	To ensure that all audit findings raised in the AG Report and assigned, montilored and executed effectively and consistently				To ensure an effective revenue collection systems in larms of	aection 64 (1) of the Municipal Finance Management Act No 56 of 2003, as annenied (Council's Financial Recovery Plan)			To ensure that the all the directorates KPI's are catered for			To attend to all LLF meetings to ensure industrial bermony				To ensure that the set goals of council are echieved			To advance aviation facilities to	the community and to comply with legalation	
Basics BriddgieW	4,54%				4,54%				4.54%			4,54%			_	4.54%			4 54%	1	
Area (KPA) et Abel		ງເມລາຍອິດແນຍ					eM leioneni-l		uq	introduction Alternation Alternation	вq		noitermoler diseque leno		-	-	-	eg andurg Bennd Groot	+	ucijew	Trolignen T 9000 Bool®
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Portietio ef Evidence	Inspection Report		Report Nem to Council Before and After pictures			Register Town maps.			Tender document. Appointment letter. Register of bins	istributed				Notice Programme Attendance Register	esson Plan Leport			
Comments									F 4 L	0	PMS - Due to ieros purchasos. De number el 540 la anoenida da ocheved Milli Yoar			2 4 4				₩.
Planned Runnedial Action									KPI to be amended during the Adjustment Budget		The remaining 66 Refuse dusthins will be distributed during 3rd and 4th Querter							
Resson for Doviation									Less dusthins were purchased due to escalation costs, but 1 271 tithreel bins	axels were purchased from the remaining annuxt. (containers. Aweiting defivery though								-
Actual Expenditure / Revenue									R1 564 775,55									
Quarterly Actual Achievement	3 PC Pelser Airport inspections conducted 3 PC Pelser Alrport inspections conducted		100% 55 Game conserved / 515 Game connect (Game counted)	1		1	1		2 119 x 2401 dustbins purchased, but still awainting delivery		640 -(240L) Refuse Distubins distributed			2 Health promotions programmes conducted	2 Health promotions programmes conducted			
15	Ð			E			6					1			E		_	-
Quarterly Frejected Target	3 PC Pelser Airport inspections conducted 3 PC Pelser Airport inspections conducted	3 PC Pelser Arport inspections conducted 3 PC Pelser Arport	100% Number of the Number of badhershy area enhanced and contartved (Same counting)		100% Number of the Dividiversity area / Number of hundrersafy area enhanced and conserved (Snading of fire breaker)	1		93% W of Hh with access to refuse removal / Nr of Hh without access to refuse	2 547 × 240ť dustbins purchrased		849 Durathins distributed around Methosana	849 Dusthins distributed around Methosane	849 Dustbins distributed around Methosena	2 Health promotions programmes conducted	2 Health promotions programmes conducted	2 Health prunctions programmes conducted	2 Health promotions programmes conducted	_
ne Quarter	- 0	w 4	-	ion 6%0 test	শ	-	mumin u u	im woled rlH 950	51	-	N	m	4	-	N	6	4	-
at Base Line	inport inspections			Siodivers Biodivers	% }9994 (panecrosence) %)5 a		iowa) asrijaj 9 1944 1 H 962 021 9626		þa	ayalindadib amedikan (3 1 1 1 1			pa	pinpuco sei	විශාණාවිතාර අ	NasH 8	-
Revised Tanget / Adjustment Budget	•																	
Budget									R 1 065 250									
Annuus Performance Target	Conducting 12 mapertions at PC Petiene Argon to R 0 ensure evidence safety by 30 June 2023		Protecting 100% of the the blockwards area in the R 0 Car of Matterians area in formal of game ecounting and grading of the breaker by 30 June 2023			Providing at least 93% of households in the CoM R0 area with access to basis level of refuse removal tv	0 June 2023		Purchasing and distrbuting 2.547 x 2401 duathins R. for new promulgated areas and replacement of old / broken containers in the Matricasna area by June	\$21				Cunducting 8 health promotions programmes as R 0 identified by 30 June 2023				
Key Performance Indicators RMPh	Number of imspections conducted at the PC Peteer Airport		Percentage of bindiversity principality protected municipality protected			The percentage of households in P the CoM area provided with a	access to basic level of refuse 3 removal		fumber of plastic containers 856) for the Mattosana area aurchased and distributed					Number of health promotions programmes conducted				-
Objectives	To manage the arport effectively to comply with legislation		To enhance and connerves the buildiversity in the Cây of Methodanna area			To provide besix municipal services			To purchase mass containers lu enhance efficiency in new promulgated areas and replace	To purchase main contrarts in the endinous processing to the endinous processing the second processing of the endinous processing of the endinous containees and regimes processing the endinous containees and the endinous processing of the endinous containees and the endinous containes and the endinous contain								
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Performance Performance (A9X) Area (KPA) Back to		û ed				+	jula	il & yravile() aciw mqolave() 2 control date	15		Rollens conserved in the source of the sourc	600 9		brue the	Lioger	ilenoðuððan míðlenei Línnolindir		
Key Person Responsible	sanaten	neO	seimente) s	soinationa J & shaish noben C Inatawa Coool Coool Cool Inatawa Coool Coool Cool Inatawa Coool Coool		+		sel9 ub T			sissel ^q ub T					NW Wotzoe		
New Nr.	PAR2		PAR3			REF1			REF2					OHCI				
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Comments		The demand was high			The cver achievement on museum was due to fight museum was due to fight museum was due to activity of requesting or extra furger museum in the maneum of Seguenemen in the maneum of Seguenemen the maneum of Seguenemen plotneer acherol and defatoral school and defatoral school and defatoral school requested the program requested th	
Planned Remedial Action						
Rezzon las Deviation						
Actual Expenditure / Revonue						
Querterly Actual Achievement		63 Programmes presented 41 Programmes presented	IS Consultations conducted 15 Consultation sessions conducted	2. Lifelong shills programmers programmers 2. Riebong shills development programmers precented	Presented and Programs Presented and Programs FEducational Programs	1 Project convened 1 Project convened
Rating Key						E
ins Quarter Draft 2022228 Reviewd	standing still outfactured Research of this spectra Research of this Research of	27 Programmes 27 Programmes 27 Programmes 2 44 Programmes 3 44 Programmes 4 50 Programmes 6 50 Programmes 7 70 Presented	1 15 Contraditation acreations contraditation acreations 2 contraditation accessors 3 20 contraditation accessors 4 2 contraditation accessors contraditation accessors contraditation accessors contraditation accessors contraditation accessors contraditation accessors contraditation accessors	- N (Ö 4	4 Educational programs presented 2 2 Educational programs 3 2 Educational programs 3 2 Prevented 4 6 Educational programs 4 Recentional programs	Wened 1 Project convened
Reviseet Target / Buse Lina Adjustment Budget	Return of Eanings received. CO/DA payment finalized. Letter of good) teamineagot eesansikkiik hit bommeend cheves	55 Consultation sessions	behalitical \ beforeering amangorig imengorig imengoleeree elikia genoleili. B	befreeeng emergorg temodecub 3 12	ogaine azonor
1.10						
Amual Performanea Targut Gudget	Administrating the amuel C/DICA sosreesment R1 3 300 000 process by 30 June 3123	Prevention 1. A more many programment of R 0 (Interfer a more drawn works in the CAM municipal (Interfer and drawn works in the CAM municipal (Interfer and P 202)).	5 Controllection at least 75 compliance areasons with R 0 declarations static researchers are generated public operating periods in the static static static static and disseminate educational content by 30 June 2023	Presenting / Recenting / Recent 8 (Melong allan R. 0 encoderment programs to active and you'n to encoder them to broadcy and regressment and life shalls by 50 June 2023.	a Preventing a chard 20 octuational programs to Reverse and abush to separat fractional programs to Schemberg and Couldman fractional try 30 uames of Coold municipal area in particular by 30 uames 2023	Convening 5 heritage awareness projects to R 0 disseminate knowledge regarding heritage and promote cultural heritage and national unity by 30
Key Performance Indicators (IOP)	Arrunal COUX nerestiment process administrated	Number of swareness programmes presented at Illingties and other vertues	Number of consultation sessions conducted	Number of Informary shalls development programs presentation	Number of educational programs	Number of heritage awareness projects convened
Chjectives	To ensure complexes with compensation of Cocupational and Trajunce Determine Act (COCA) to prevent legal linguistors	To present awareness programmer by promoting library with the promoting adults, learners and youth	To provide an educational services	To provide an educational services	To provide an educational services	To manage heritage resources by promoting heritage awareness
eojseg		4,54%	4,54%	ैं दे च	26 रेते च	no ine qis 25 25 25 25
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Peetdefia ef Evidence	Notices & Agendas. Attendance register Minutes.	1		-	Invites Notice	Programme of sport events Photos	Invoices. GO40	1	_	
Comments									- 19	P CANCED
Planned Remedial Action	An additional meeting will be held during the second quarter	In the mean-time members can be occepted to reach a quorum and to arrange an AGM.							- Ma	
Reason for Deviation	There was no quorum	Some of the Sport Council Members have respond. Which resulted into lack of a parturin. Two (2) meetings could not have been contacted in order to beet meeting to be scheduled								
Ardual Expenditure / Roverue					R 29 943,8	R 28 840			-	
Quarterly Actual Achievement	0 Sports Council Meeting conducted	0 Sports Council Meeting conducted			1 Event co-ordinated	1 Event co-ordineted			-	
Reting Key					1	1				
Base Line Quarter Draft 2022/23 Roniced	1 Sport council meeting conducted	1 Sport councel Investing conducted	1 Sport council meeting conducted	1 Sport council meeting conducted	1 Event co-ordinated R37 500	1 Event co-ordinated R75 000	1 Event co-ordinated R112 500	1 Event co-ordinated R150 000		
Quarter	-	N	e	4	÷	2	67	4]	
Base Line		betaubrico agriteem lionuco tra	is c		peteri	0 co-ouqi	stneve t A	adis E		
Revised Target / Adjustment Budget										
Budget	0				R 150 000					
Annual Performance Target	Conducting 4 sport council meetings to ensure the R.0 smooth aurining of sport clubs by 30 June 2023					or gar reamons as brieve are promotion or sport in the CoM municipal area by 30 June 2023				
Key Performance Indicaters (KP8)	Number of sport council meetings held				10	sations co-				
Objactivas	To ensure sound sport n administration				To co-ordinating sport events in Number of sport events in collaboration with sport clubs. colleboration with sport club federations and non-	setions to	municipal area			
BnithgiaW	4,54%				\$ \$				205 1	
Area (KPA) Back to Basics		SONG DOOL			uog	enticipe	9 olikilu 4			
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Mail Mail <th< th=""><th>NA NA NA<</th><th>NA NA NA NA NA NA NA NA NA CCT 2N1000461 NA NA</th><th></th><th></th><th>Baseline (Annual Performance of 2021/22)</th><th>Annual target is for 2022/2023 i</th><th>1st Quarter Planned output as per</th><th>Clauric Vanden Reason Actual Deput</th><th>11</th><th>Planned Annual Planned Annual Ann</th><th>1</th><th>1</th><th>3rd Quarto Planned output as per</th><th>Ni Danis</th><th></th><th>Ath Quarter Planned output as per</th><th>At Cardine At Land</th><th></th><th></th><th>Reasons for no data, if not provided</th><th>Steps Estimated undertaken, date with the or to be data will the undertaken, available</th></th<>	NA NA<	NA NA NA NA NA NA NA NA NA CCT 2N1000461 NA			Baseline (Annual Performance of 2021/22)	Annual target is for 2022/2023 i	1st Quarter Planned output as per	Clauric Vanden Reason Actual Deput	11	Planned Annual Planned Annual Ann	1	1	3rd Quarto Planned output as per	Ni Danis		Ath Quarter Planned output as per	At Cardine At Land			Reasons for no data, if not provided	Steps Estimated undertaken, date with the or to be data will the undertaken, available
No. No. <td>No. No. No.<td>No. No. No.<td>V1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year</td><td></td><td>NIA</td><td>MIA</td><td>NIA</td><td></td><td></td><td></td><td></td><td></td><td>SURIA</td><td>ALM.</td><td></td><td>diaus</td><td>-</td><td></td><td></td><td></td><td>mide</td></td></td>	No. No. <td>No. No. No.<td>V1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year</td><td></td><td>NIA</td><td>MIA</td><td>NIA</td><td></td><td></td><td></td><td></td><td></td><td>SURIA</td><td>ALM.</td><td></td><td>diaus</td><td>-</td><td></td><td></td><td></td><td>mide</td></td>	No. No. <td>V1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year</td> <td></td> <td>NIA</td> <td>MIA</td> <td>NIA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>SURIA</td> <td>ALM.</td> <td></td> <td>diaus</td> <td>-</td> <td></td> <td></td> <td></td> <td>mide</td>	V1.12 Percentage of AQ monitoring stations providing adequate data over a reporting year		NIA	MIA	NIA						SURIA	ALM.		diaus	-				mide
Increase NA <	Increase	Increase NA <	ENV9 12(1) (1) Mustabler of fully operational AQ monitoring stations		MIA	AM	NA I						and a	And a			Han a			R IS a district fu	clicen
Name Name <th< td=""><td>International 0s 0s</td><td>No. No. No.</td></th<> <td>ENV* 12(2) (2) Total number of government owned (all spheres) montocret municipal area</td> <td>ng skelone with</td> <td>NIA</td> <td>VIN</td> <td>M</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>MA</td> <td>1</td> <td></td> <td>12</td> <td>NAN A</td> <td></td> <td></td> <td></td> <td></td>	International 0s	No.	ENV* 12(2) (2) Total number of government owned (all spheres) montocret municipal area	ng skelone with	NIA	VIN	M						MA	1		12	NAN A				
(i) (i) <td>The number of the num</td> <td>Inclusion statistical decision 0 <th0< th=""> 0</th0<></td> <td>V3.11 Percentage of known informal settlements receiving basic refuse removal services</td> <td></td> <td>80</td> <td>*0</td> <td>64</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Cold.</td> <td>10</td> <td></td> <td>ž</td> <td>2</td> <td></td> <td></td> <td></td> <td></td>	The number of the num	Inclusion statistical decision 0 <th0< th=""> 0</th0<>	V3.11 Percentage of known informal settlements receiving basic refuse removal services		80	*0	64						Cold.	10		ž	2				
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Difference Total	Mining Table Table <t< td=""><td>Ministructure 1/201</td><td></td><td></td><td>0.34%</td><td></td><td>0,34%</td><td></td><td></td><td></td><td></td><td></td><td>0.34%</td><td>0.34%</td><td></td><td>0.34%</td><td>372.0</td><td></td><td></td><td>Certe en hiertes</td><td>rote ana</td></t<>	Ministructure 1/201			0.34%		0,34%						0.34%	0.34%		0.34%	372.0			Certe en hiertes	rote ana
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Performance indicator	Ref No. (sub)	Data element	Baseline (Annual Performance of 2021/22 estimated)	Medium term target for 2026/27	clium term Reasons for arget for no data, if 2026/27 not provided	Steps undertaken, or to be undertaken,	Estimated date when data will be available
			1	2	20	21	"
		OUTCOME INDICATORS FOR ANNUAL MONITORING	UTORING.				
HE3.6 Average	e number of librar	Average number of library visits per library	7 800	7800			
	H33 8(1)	 Total number of library yisks 	93 600				
	HS3 8(2)	(Z) Ceuni of municipal dytanes	12				
HS3.7 Percents	age of municipal	eroentage of municipal carrietery plots available	001%	1%			
	H537(5)	(1) Number of stellable municipal buriel plots in active municipal centenes.	36				
	H03 7/9/	(2) Totals measured of All formula single in addition and solution of a second size of the second size of	and note				

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