



MAKANA
MUNICIPALITY | EASTERN CAPE

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**MAKANA LOCAL MUNICIPALITY
AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER**

NAME: Ms M.J MEIRING
(HEREIN REFERRED TO AS THE 'EMPLOYER')

AND

NAME: MR. E MAGER
DIRECTOR: CORPORATE AND SHARE SERVICES
(HEREIN REFERRED TO AS THE 'EMPLOYEES')

FOR THE FINANCIAL YEAR:
1ST JULY 2015 – 30TH JUNE 2016

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes 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.
- 1.5 The parties shall endeavour to discharge all duties in this Performance Agreement including those responsibilities attached to them in terms of Council delegation.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to ~~communicate to the employee the employer's expectations of the employee's~~ performance and accountabilities in alignment with the Integrated Development Plan, 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;
- 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; 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 **1st JULY 2015** and will remain in force until **30th June 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 The performance objectives and targets that must be met by the **Employee**; and
- 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
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- 4.2.1 The key objectives describe the main tasks that need to be done.
- 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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.

- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs 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**:

REF	KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING
KPA 01	Institutional Transformation	76%
KPA 02	Good Governance	19%
KPA 03	Municipal Financial Viability and Management	5%
TOTAL		100

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CCR		DEFINITION	WHEIGHT
CCR 01	Strategic Capability and Leadership	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	25
CCR 02	Financial Management	Skills required managing projects and / or department work within the constraints of budget. This includes being able to plan a budget at the	25

		beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of the other departments on own budget and adopting where necessary.	
CCR 03	Change Management	Skill to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	25
CCR 04	Knowledge Management PMS	Understand of the legislative requirements and Regulations associated the PMS	25
TOTAL			100
CCR WEIGHT			20%

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 as well as the actions agreed to and implementation must take place within set time frame. **Annexure B Performance Development**

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

6.5 The annual performance appraisal will involve: **(Annexure C, CCR Framework)**

6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

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

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

Category	Level	Explanation
KPI's Not Met/ unacceptable performance	1	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.
KPI's Almost Met/ Not fully effective	2	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.
KIP's Met / Fully effective	3	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.
KPI's Well Met/ Performance significantly above expectations	4	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.
KPI's Extremely Well Met/ Outstanding Performance	5	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above full 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.

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

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the audit committee
- 6.8.3 Chairperson of the relevant portfolio committee
- 6.8.4 Municipal manager from another municipality.

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7).

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.

QUARTERS	REVIEW	PERIOD	TIMEFRAME
First Quarter	Informal Reviews:	July – September	December 2015
Second Quarter	Formal Review:	September – December	Before end January 2016
Third Quarter:	Informal Review	January – March	Before end April 2016
Fourth Quarter:	Formal Review	April – June	Before end July 2016

7.2 The **Employer** shall keep a record of all fourth quarter reviews 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 will developed **Employee** in consultation with Employer.

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 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
Less than 100	Remedial action
100 - 129	No bonus
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 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

11.2.3.1 That the evaluation period be no less than 6 months

11.2.3.2 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

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 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.

12.2 In the event that the mediation process contemplated above fails, clause 20 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 municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at GRAHAMSTOWN on this the 28TH day of SEPTEMBER 2015

AS WITNESSES:

1. _____


EMPLOYEE

2. _____

AS WITNESSES:

1. _____

ACTING MUNICIPAL MANAGER

2. _____



MAKANA
MUNICIPALITY | EASTERN CAPE

PERFORMANCE PLAN: E Mager 2015/16

Acting Director Corporate and Shared Services

PERFORMANCE PLAN : E Mager 2015/16

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September	December	March	June
KPA 13. INSTITUTIONAL MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT									
Improve and align organisational structure for service delivery	Organisational structure refined and aligned to reprioritized municipal functions	Improved organisational structure capacity	Council Resolution and the structure	6%	Progress report on the implementation of organogram review action plan	Approved Improved organisational structure	Job evaluation and grading started	Job evaluation grading completed	
	Capacitate of work force on labour relations policies and procedures through awareness programs (COR00521)	All Directorate capacitated	Attendance register	2%	Review of labour relations complete	Departmental Visits and report to FAME	Departmental Visits and report to FAME	Departmental Visits and report to FAME	
	Effective and efficient management of legal and labour relations	Monitor the LLF operations (COR00520)	Monitor the operations of Local Labour Forum through organising at least one meeting per Quarter and Report to FAME.	Minutes of LLF Meetings and attendance register		First Quarterly LLF meeting set and progress report submitted to FAME and Mayoral committee	Second Quarterly LLF meeting set and progress report submitted to FAME and Mayoral committee	Third Quarterly LLF meeting set and progress report submitted to FAME and Mayoral committee	Fourth Quarterly LLF meeting set and progress report submitted to FAME and Mayoral committee
		Monitor Disciplinary hearing processes	Four Quarterly reports	Reports	2%	Quarterly reports Submitted FAME	Quarterly reports Submitted FAME	Quarterly reports Submitted FAME	

PERFORMANCE PLAN : E Mager

2015/16

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September	December	March	June
Effective management of Human resources management and organisational development		(COR00402)							
		Develop of Human resources plan (COR00401)	Approved Human Resource plan	Council resolution and copy of the Human Resource plan	5%	Quarterly progress report is submitted to FAME	Quarterly progress report is submitted to FAME	Quarterly progress report is submitted to FAME	Quarterly progress report is submitted to FAME
		Development of Equity plan (COR00400)	Approved Equity plan	Council Resolution and the copy of the equity plan	5%	Comprehensive report is submitted to Portfolio Committee. Electronic reporting to Dept of Labour	Comprehensive report is submitted to Portfolio Committee. Number of employment equity forum	Comprehensive report is submitted to Portfolio Committee.	Comprehensive report is submitted to Portfolio Committee.
		Number of employment equity forum meetings set	At least one meeting per quarter and report on resolution	Minutes of meetings, attendance register	2%	Employment equity forum to be established, completed	First Quarterly Employment Equity Forum meeting set and progress report submitted to FAME and Mayoral committee	Second Quarterly Employment Equity Forum meeting set and progress report submitted to FAME and Mayoral committee	Third Quarterly Employment Equity Forum meeting set and progress report submitted to FAME and Mayoral committee
		Effective management of Occupational health and safety in the work place (COR00524)	4 Monthly Reports on occupational health and safety submitted to FAME	Minutes of meetings, attendance register	3%	First Quarter is submitted to FAME	Second Quarter is submitted to FAME	Third Quarter is submitted to FAME	Fourth Quarter is submitted to FAME
		Effective Management of Overtime (COR00525)	Reduction of overtime expenditure by 20% at Corporate services	Overtime report	3%	Reduction by 5% in Corporate services	Reduction by 5% in Corporate services	Reduction by 5% in Corporate Services	Reduction by 5% in Corporate services
		Control excessive overtime	Reviewed overtime policy	Council resolution and copy of policy	3%	Table draft overtime policy to LLF for consultation	Table Revised Overtime policy to FAME and Council for approval	Implementation of Overtime Policy	Implementation and monitoring of overtime policies and procedures
		Develop and Implement Policy to address HR anomalies which include appropriate placement of staff / internal transfer of staff.	Approved HR anomalies policy that include appropriate placement or internal transfer of staff	Council resolution and Copy of policy	4%	Consulting stakeholders and Develop draft HR placement/transfer policy and table to LLF for consultation	Table HR anomalies policy to FAME and council for approval	Implement anomalies and placement/transfer policy and monitor implementation	Implementation and monitoring of policy
		Filling of critical vacant positions including Municipal manager	Filling of all critical vacancies with suitably qualified	Appointment letters and report on	3%	Fill all critical posts as they become vacant and submit quarterly	Fill all critical posts as they become vacant quarterly and submit	Fill all critical posts as they become vacant and submit quarterly reports	Fill all critical posts as they become vacant and submit quarterly

PERFORMANCE PLAN : E Mager

2015/16

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September	December	March	June
		incumbents	Four Quarterly report are submitted to Portfolio committee	appointment of staff to FAME		reports to FAME	Report on the number of training attended in line with WSP and Deviations	to FAME	reports to FAME
		Implementation of Work Skills Plan (COR00500)	Four Quarterly report are submitted to Portfolio committee	Reports	2%	Report on the number of training attended in line with WSP and Deviations	Report on the number of training attended in line with WSP and Deviations	Report on the number of training attended in line with WSP and Deviations	Report on the number of training attended in line with WSP and Deviations
		Improve recruitment and Selection (COR00501)	All new appointments are in line with vacancy schedule	Letter of appointments and reports	3%	Report to FAME on the number of new appointments in line with vacancy schedule	Report to FAME on the number of new appointments in line with vacancy schedule	Report to FAME on the number of new appointments in line with vacancy schedule	Report to FAME on the number of new appointments in line with vacancy schedule
		Monitoring termination of employment (COR00502)	Reports are submitted to FAME quarterly on the termination of employment	Reports	1%	First Quarterly report is submitted to FAME	Second Quarterly report is submitted to FAME	Third Quarterly report is submitted to FAME	Fourth Quarterly report is submitted to FAME
		Review of wellness operational plan and implement accordingly (COR00397)	Review and Implement wellness plan.	Council resolution and the plan	2%	Comments with the review of the wellness plan	Submit wellness plan to LLF and FAME	Table in the Mayoral Committee	Implement and monitor wellness plan
		Review of the all Job descriptions only few were revised (COR00399)	All Job Description are revised	Approved Job descriptions	5%	Develop an implementation plan and table to Portfolio Committee	Submission of quarterly progress report to portfolio committee	Submission of quarterly progress report to portfolio committee	Submission of quarterly progress report to portfolio committee
		Training and Development (COR00499)	WSP is revised by the end of the fourth quarter	Council Resolution and Approved WSP	2%	Development of a processes plan	Conducted training needs	Table to FAME and Council for approval	Submit to LGSETA
		Effective Management of Fleet (COR00395)	Review of Fleet Management Policy	Approved Fleet management policy and Council Resolution	2%	Gap analysis of existing policy	Consultation session on the policy through LLF and FAME	Table to Council for approval	Monitor and Implement policy
		Ensuring oversight over fleet management	Provision of 4 quarterly reports to FAME	Fleet Reports and minutes of FAME on	2%	Fleet First quarterly report to FAME	2 nd quarterly report tabled to FAME	3 rd quarterly report submitted to FAME	4 th quarterly report submitted to FAME
		Conduct Directorate Strategic Planning Session by the third quarter	Conduct Directorate Strategic Planning Session by the third quarter	Strategic Planning Report	1%	N/A	N/A	Hold Strategic planning Sessions	N/A
		Review disaster recovery plan (COR00408)	Approved Disaster Recovery plan by the end year	Council Resolution and the approved recovery plan	4%	Alignment of the DRP with the institutional business continuity plan	Alignment of the DRP with the institutional business continuity plan	Implementation and monitoring	Table to Council for approval, monitor and implement

PERFORMANCE PLAN : E Mager

2015/16

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September	December	March	June
		Review ICT Governance Framework (COR00407)	Approval ICT governance framework	Council Resolution and the ICT	3%	Implementation and monitoring of the existing approved plan	Implementation and monitoring of the existing approved plan	Implementation and monitoring of the existing approved plan	Table to Council for approval and Implement and monitor
	Implementation of individual Performance Management System	Cascaded of PMS to HOD Level	Cascaded of PMS to HOD Level by the Third	HOD Performance Plans	6%N/A	N/A	N/A	All HOD have Performance Plans	Performance Reviews
KPA 16. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
Eliminate Unauthorised, irregular, fruitless and wasteful expenditure	Improve Budget expenditure	Budget expenditure rate	95% of budget by the end of the financial year	Expenditure report	5%	20 % of budget is spend quarterly	50 % of budget is spend quarterly	75% of budget is spend quarterly	95% of budget is spend quarterly
KPA 17. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Promote proper governance and public participation	Improve Committee Services	Improve Committee Services (COR00418)	Adherence to the approved Meeting schedule	Reports	3%	Compliance reports of meeting schedule is submitted to FAME after every cycle	Compliance reports of meeting schedule is submitted to FAME after every cycle	Compliance reports of meeting schedule is submitted to FAME after every cycle	Compliance reports of meeting schedule is submitted to FAME after every cycle
	Improve communication internal and external	Quarterly news letter (COR00429)	Four news letters	Four Newsletter Annually	3%	First Quarter news letter	Second Quarter news letter	Third Quarter news letter	Fourth Quarter news letter
	Provide support to councillors	Capacity building of Councillors (COR00421)	Report Quarterly on capacity building attendance by Councillors	Registration/ Attendance register	2%	First Quarter Report	Second Quarter Report	Third Quarter Report	Fourth Quarter Report
	Improve customer care management	Centralisation and monitoring customer care	Develop tools and report on the implementation	Customer tools and reports	3%	Development of Customer care tool	Submission customer care report	Submission customer care report	Submission customer care report
	Effective Management of Audit function and mitigation of identified risk	Submission of Directorate Inputs for Audit Action Plan progress report	Four Quarterly reports	Reports	2%	First Report with Directorate Inputs	Second Report with Directorate Inputs	Thirds Report with Directorate Inputs	Fourth Report with Directorate Inputs
	Effective Monitoring, reporting of SDBIP performance and Compilation of Annual Report for the	Compilation of Annual Report of Previous year.	Annual Report is Approved by Council within Nine Month after the new financial year	Council Resolution and Annual report	3%	Draft Annual Report is submitted to Council	MPAC Review Draft Annual Report	Annual Report is Approved by Council	Publicize the annual report

PERFORMANCE PLAN : E Mager
2015/16

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September	December	March	June
100% of SDBIP (operational and capital projects) implemented.		Submission of Quarter Performance Report and POE	Four Quarterly reports	Quarterly reports		First Quarter 3% Performance Report and POE	Second Quarter Performance Report and POE	Third Quarter Performance Report and POE	Fourth Quarter Performance Report and POE

CORE COMPETENCY REQUIREMENTS (CCR's) : Mr E Mager (Acting Director of Corporate and Shared Services)
2015/16

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2015/16	December 2015/16	March 2015/16	June 2015/16
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Gives direction to team in realizing the municipality's strategic objectives;	Directorate meetings	25%	First Quarter Meeting Discussing Directorate Programs	Second Quarter Meeting Discussing Directorate Programs	Third Quarter Meeting Discussing Directorate Programs	Fourth Quarter Meeting Discussing Directorate Programs
CCR 2. OCCUPATIONAL							
Financial Management	95% Expenditure	Financial report	25%	Financial Expenditure report	Financial Expenditure report	Financial Expenditure report	Financial Expenditure report
Client orientation and Customer Focus	Integration of Customer care systems	Integrated Customer Care	25%	Draft Customer care Charter is table to FAME	Customer care Charter is table to Council for Approval	Implementation of Centralised system	Report on the System to Council
Knowledge of performance management and reporting	Cascade Performance Management to HOD level and Four Quarterly Performance reports	Signed Performance Agreements and Quarterly reports	25%	Section 56 Manager have signed Performance Agreements	Section 66 has signed performance agreements and First Quarter Performance Agreements	Second Quarter Performance Report	Third Quarter Performance

