



EC 135

PERFORMANCE AGREEMENT

Made and entered into by and between:

Intsika Yethu Municipality

[AS REPRESENTED BY]

Jongumzi Cengani (Mayor)

AND

Siyabulela Koyo

[MUNICIPAL MANAGER OF THE INTSIKAYETHU MUNICIPALITY]

For the

FINANCIAL YEAR: 01 JULY 2018 - 30 JUNE 2019

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ENTERED INTO BY AND BETWEEN:

The Municipality of **Intsikayethu** herein represented by **Jongumzi Cengani** in his capacity as **(Mayor)** (hereinafter referred to as the Employer or Supervisor) and **Siyabulela Koyo** (Employee of Intsika Yethu Municipality) (hereinafter referred to as the **Municipal Manager**

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 of 2000 (hereinafter referred to as the "Systems Act"). The Employer and the Employee (are hereinafter referred to as "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(4) (a), 57(4) (b) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to –

- 2.1 comply with the provisions of Section 57 (1) (b), (4) (a), (4) (b) and (5) of the Systems Act as well the Contract of Employment entered into between the parties;

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- 2.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of Employee's performance expectations and accountabilities;
- 2.3 specify accountability as set out in the Performance Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on **1 of July 2018** and will remain in force until **30 June 2019** where after 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 at least once a year, 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 abovementioned 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 quality requirements and time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates, quality requirements and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The quality requirements define the quality standards which the indicators must meet. The weightings show the relative importance of the key objectives to each other.

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

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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 on the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 AGREEMENT TO COMPLY WITH EMPLOYER'S SYSTEM

- 6.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.2 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.
- 6.3 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.
 - 6.3.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
 - 6.3.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3.3 KPAs covering the main areas of work will account for 80% and Core Managerial Competencies will account for 20% of the final assessment.

6.4 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 |
|--------------|--|------------------|
| 1. | Basic Service Delivery and Infrastructure Development | 1% |
| 2. | Municipal Institutional Development and Transformation | 10% |
| 3. | Local Economic Development | 1% |
| 4. | Municipal Financial Viability and Management | 2% |
| 5. | Good Governance and Public Participation | 86% |
| Total | | 100% (80) |

6.5 The following Core Managerial Competencies make up the other 20% of the Employee's assessment score.

| # | COMPETENCIES | GENERIC STANDARDS | ACHIEVEMENT LEVEL |
|-----------------------------------|------------------------------------|--|-------------------|
| A. LEADERSHIP COMPETENCIES | | | |
| 1. | Strategic direction and leadership | Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate | Superior |
| 2. | People Management | Effectively manage, inspire, and encourage people respect diversity, optimise talent and build nurture relationship in order to achieve institutional objectives | Superior |
| 3. | Program and Project Management | Able to understand program and project management methodology plan, management, monitoring and evaluate specific activities in order to deliver set objectives | Competent |

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| # | COMPETENCIES | GENERIC STANDARDS | ACHIEVEMENT LEVEL |
|-----------------------------|--------------------------------------|---|-------------------|
| 4. | Financial Management | Able to compile plan and manage budget, control cash flow, institute financial risk management and administer procurement processes in accordance with the recognised financial practises. Further to ensure that all financial transactions are managed in an ethical manner | Competent |
| 5. | Changed leadership | Able to direct and initiate transformation in departmental e employees in order to successfully drive and implement new initiatives and deliver professional and quality service to the communities. | Advanced |
| 6. | Governance Leadership | Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practises and obligations. Further able to deliver to direct the conceptualisation of relevant policies and enhance co-operative governance relationship. | Superior |
| B. CORE COMPETENCIES | | | |
| 7. | Communication | Able to share information, knowledge and ideas in a clear focused and concise manner appropriate for the audience in order to effectively convey, persuade, and influence stakeholders to achieve the desired outcome | Superior |
| 8. | Result and Quality Focus | Able to maintain the high-quality standard focus on achieving results and objectives while consistently striving to exceed expectation and encourage others to meet the quality standard, further to actively monitor and measure results and quality against identified objectives | Superior |
| 9. | Planning and organising | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk | Superior |
| 10. | Knowledge and Information management | Able to promote the generation and sharing of knowledge and information through various processes and media in order to enhance the collective knowledge base of local government | Advanced |
| 11. | Analysis and Innovation | Able to analyse information, challenges, and trends to establish and implement | Superior |

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| # | COMPETENCIES | GENERIC STANDARDS | ACHIEVEMENT LEVEL |
|-----|--------------------|--|-------------------|
| | | facts –based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives | |
| 12. | Moral Competencies | Able to identify moral trigger, apply reasoning that promotes honesty and integrity consistently, display behaviour that reflects moral competence | Superior |

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out:

7.1.1 The standards and procedures for evaluating the Employee’s performance; and

7.1.2 The intervals for the evaluation of the Employee’s performance.

7.2 Despite the establishment of the agreed intervals for evaluation, the Employer may in addition review the Employee’s performance at any stage (*e.g. quarterly – highly recommended*) while the contract of employment remains in force.

7.3 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 implemented within the agreed upon time frames.

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

7.5 The annual performance appraisal will involve the following:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

(a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met or exceeded 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.

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- (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the Core Managerial Competencies:

- (a) Each Assessment of the Core Managerial Competencies 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 Assessment of the Core Managerial Competencies.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final Assessment of the Core Managerial Competencies score.

7.5.3 Overall rating

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

7.6 Assessment of the performance of the employee

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

| LEVEL | TERMINOLOGY | DESCRIPTION | RATING | | | | |
|-------|-------------------------|---|--------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| 5 | Outstanding performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility | | | | | |

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| LEVEL | TERMINOLOGY | DESCRIPTION | RATING | | | | |
|-------|--|--|--------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| | | 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 | Full effective | 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. | | | | | |
| 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 | | | | | |

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| LEVEL | TERMINOLOGY | DESCRIPTION | RATING | | | | |
|-------|-------------|--|--------|---|---|---|---|
| | | | 1 | 2 | 3 | 4 | 5 |
| | | expected in the job despite management efforts to encourage improvement. | | | | | |

- 7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –
- 7.7.1 Mayor;
 - 7.7.2 Chairperson of the Audit Committee;
 - 7.7.3 Ward committee member (on a rotational basis), where applicable;
 - 7.7.4 Member of the Mayoral Committee; and
 - 7.7.5 Mayor and/ or Municipal Manager from another Municipality (Optional).

8. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1 The performance of each Employee in relation to his 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:

| INTERVAL | PERIOD | EVALUATION DEADLINE |
|------------------------|----------------------|---------------------------------|
| First quarter (July) | (July – September) | 2 nd week of October |
| *Second quarter | (October – December) | 2 nd week of January |
| Third quarter | (January – March) | 2 nd week of April |
| *Fourth (last) quarter | (April – June) | 2 nd week of July |

* These performance reviews **must** be formal and documented

- 8.2 The Employer **shall** keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance.

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8.4 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.

8.5 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.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is included in Annexure A.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

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

10.1.2 provide access to skills development and capacity building opportunities;

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

10.1.4 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

10.1.5 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.

11. CONSULTATION

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

- a) a direct effect on the performance of any of the Employee's functions;
- b) commit the Employee to implement or to give effect to a decision made by the Employer; and
- c) a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 A discretionary performance bonus of up to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall:

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) 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.

13. DISPUTE RESOLUTION

13.1 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:

13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Municipal Manager; or

13.1.2 any other person appointed by the MEC.

13.1.3 the Mayor within thirty (30) days of receipt of a formal dispute from the Employee, in the case of the Section 57 Managers

13.2 In the event that the mediation process contemplated above fails, the dispute resolution mechanism as enshrined in the Labour Relations Act shall apply.

14. CONFIDENTIALITY

In carrying out his duties, the Municipal Manager undertakes to refrain from revealing any information which she has at his/her disposal by virtue of her office and concerning which she knows or could reasonably be expected to know that the security or other interests of the Local Municipality require that it be kept secret from any person other than a person to whom she may lawfully reveal it, or to whom it is her duty to reveal it in the interest of the Local Municipality or to whom she is authorized by Council or by an officer authorized by Council to reveal it and she realizes that she will be guilty of an offence if such information is unlawfully revealed.

15. GENERAL

15.1 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.

15.2 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.

Thus, done and signed at Harare on this the 31 day of July 2018

Between: _____ (Signature)

Siyabulela Koyo
(EMPLOYEE)

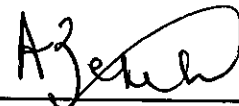

AND

(Signature)

Jongumzi Cengani
(REPRESENTING EMPLOYER)

AS WITNESSES:

1. 

2. 


PERFORMANCE PLAN

Entered into

By and between

Jongumzi Cengani

In his capacity as

Mayor

Of the Intsika Yethu Municipality

(Hereinafter referred to as the Representative of the Municipality, the Employer)

And

Siyabulela Koyo

In his capacity as

Municipal Manager

Of the

Intsika Yethu Municipality

(Hereinafter referred to as the Employee)

FINANCIAL YEAR: 01 JULY 2018- 30 JUNE 2019

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1. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

2. Output Plan

2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

2.2 Key Performance Areas

The following are Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) and the Municipality's IDP:

3. OUTPUT PLAN

NATIONAL KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION [MUNICIPAL MANAGER'S CORE AS PER SDBIP]

Strategic Objective: To ensure good governance and oversight at IYM by 2022

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [PoE] | QUARTERLY MILESTONE | | | | WEIGHT |
|-----|--|--|--|---|--|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 5.1 | To strengthen the functioning of ward committees | a) Number of trainings conducted in twenty-one (21) wards | 1 training conducted in 21 wards, for Ward committees by 30/6/19 | Capacitation of ward committees by 30/6/18 | Cluster training plan. Attendance Registers | - | - | - | 21 | 2 |
| | | b) Number of quarterly consolidated reports and submitted to the Office of the Speaker | 4 quarterly consolidated reports on functionality of ward committees submitted to the Office of the Speaker by 30/6/19 | Quarterly consolidated reports on functionality of ward committees submitted to the Office of the Speaker 30/6/18 | Copies of consolidated monthly reports | 1 | 1 | 1 | 1 | 2 |
| 5.2 | To guide and inform the municipal planning, budget, management and development actions | a) Number of reviewed and monitored IDP | Reviewed IDP implemented and SDBIP developed by 30/6/19. | Monitor implementation of the IDP by 30/6/18 | IDP and SDBIP copies | | | | | |
| | | b) Number of monitored budget reviews and implementation | Implementation of prioritised projects from SDBIP monitored by 30/6/19 [100%] | Monitor implementation of the Budget by 30/6/18 | Final SDBIP Quarterly reports | 1 | - | - | - | 2 |
| | | c) Number of stakeholder | 4 stakeholder engagements held | Organise stakeholder | Attendance register | 1 | 1 | 1 | 1 | 2 |

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [PoE] | QUARTERLY MILESTONE | | | | WEIGHT |
|-----|--|--|---|--|--|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 5.3 | To strengthen council support and oversight within IYM | engagements. a) Number of s79 committee reports and submitted to Council b) Number of MPAC meetings held c) Number of MPAC reports submitted to council | by 30/6/19 Four s79 committee reports prepared by 30/6/19 Four MPAC meeting held by 30/6/19 Four MPAC reports prepared by 30 June 2019 | engagements by 30/6/18 Prepare four s79 committee reports by 30/6/18 Four quarterly MPAC meetings by 30 June 2018 Four MPAC reports prepared and submitted to council by 30 June 2018 | Attendance register Reports Attendance registers MPAC Reports | 1 | 1 | 1 | 1 | 2 |
| 5.4 | To provide results driven internal audit services | Number of audit committee meetings held | At least 4 Audit Committee meetings held by 30/6/19 | Four quarterly meetings by June 2018 | Attendance registers minutes | 1 | 1 | 1 | 1 | 2 |
| 5.5 | To monitor and evaluate municipal performance | a) Number of Reviewed PMS Policies b) Number of performance agreements developed c) Number of Performance Monitoring & Evaluation Reports prepared | 1 X PMS Policy reviewed by 30/6/19 Six Performance Agreements developed, signed and monitored by 30 June 2019 Six Performance Monitoring & Evaluation Reports prepared by 30/6/19 | Review PMS Policy by 30 June 2018 Six performance agreements developed by 30 June 2018 Mid-Year & Annual Performance Monitoring & Evaluation Reports prepared 30/6/18 | PMS Policy Document Signed performance agreements Standing Committee Reports Quarterly Institutional performance reports Mid-Year and annual | 1 | - | - | - | 2 |

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| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [PoE] | QUARTERLY MILESTONE | | | | WEIGHT |
|-----|--------------------------------------|---|--|---|---|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 5.6 | To promote public participation | a) Number of public participation stakeholder's forum revived b) Number of public participation committee meetings held | 1 Public Participation stakeholder's forum revived by 30/6/19 4 public participation committee meetings held by 30/6/19 | Revive and capacitate for the Public Participation Stakeholder's Forum by 30/6/18 Quarterly public participation engagements per ward by 30/6/18 | performance reports Attendance registers Attendance Register | - | - | 1 | 1 | 2 |
| | | | Prepare four Public Participation Committee Report to submit to council | Quarterly public participation engagements per ward by 30/6/18 | Public Participation Committee report | 1 | 1 | 1 | 1 | 2 |
| 5.7 | To communicate with our stakeholders | a) Number of external newsletters prepared and published b) Number of internal newsletters prepared and published c) Number of complaints register and complaints attended d) Number of annual reports | 2 external newsletters prepared and published by 30/6/19 12 internal newsletters prepared and published by 30/6/19 1 Complaints register developed and complaints attended to within 30 days by 30/6/2019 1 annual report developed and | 2 external newsletters prepared and published by 30/6/18 12 internal newsletters prepared and published by 30/6/18 Develop complaints register and Attend to all complaints within 30 days by 30/6/2018 Develop and present Annual | 2 External newsletters 12 Internal newsletters Registered complaints and minutes of the walk-ins Copy of Adopted Annual Report | - | 1 | - | 1 | 2 |
| | | | | | | 3 | 3 | 3 | 3 | 2 |
| | | | | | | - | - | - | - | 2 |
| | | | | | | - | - | - | - | 2 |

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [PoE] | QUARTERLY MILESTONE | | | | WEIGHT |
|------|---|--|--|--|--|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| | | developed and submitted | submitted to Council and relevant statutes by 30/6/19 | Report to council by 30/6/18 | | | | | | |
| | | e) Number of quarterly reports on website updates prepared | 4 quarterly reports on website updates prepared by 30/6/19 | Regularly website updates by 30/6/18 | Screen shots of the updated website. | 1 | 1 | 1 | 1 | 2 |
| 5.8 | To provide ICT services | a) Number of servers and fire walls upgraded | 2 Servers and 1 fire wall upgraded at Cofimvaba by 30/6/19 | Maintain & upgrade ICT infrastructure by 30/6/18 | Delivery note and installation certificate | - | - | 3 | - | 2 |
| | | b) Number of ICT software licenses renewed | 13 ICT software licenses renewed by 30/6/19 | Maintain & upgrade ICT infrastructure by 30/6/18 | New license keys or license certificates | 6 | 3 | 2 | 2 | 2 |
| 5.9 | To provide public hotspots | Number of costed Wi-Fi roll-out plan developed | 1 costed Wi-Fi roll-out plan developed by 30/6/19 | Provide 2 buildings with Wi-Fi access by 30/6/18 | Costed roll out plan | - | - | - | 1 | 2 |
| 5.10 | To manage risk related to ICT | Number of risks mitigated | 2 ICT risks mitigated by 30/6/19 | Identify, mitigate and report all risks by 30/6/18 | Risk register | - | 1 | - | 1 | 2 |
| 5.11 | To contribute towards improving quality life through integrated services for the children, Woman, persons with disability, elderly, Military Veterans and HIV/AIDS. | Number of SPU mainstreaming Strategy reviewed | 1 SPU Mainstreaming Strategy implemented and reviewed by 30/6/19 | Develop SPU Mainstreaming Strategy by 30/6/18 | Strategy Monitoring tool | | | | | |
| 5.12 | To contribute towards improving quality life through | Number of supported vulnerable forums | 8 SPU vulnerable forums supported in their wellbeing by | | Agenda, Minutes, Register, photos | 2 | 2 | 2 | 2 | 2 |

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [POE] | QUARTERLY MILESTONE | | | | WEIGHT |
|------|--|--|---|---|--|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| | integrated services for the Vulnerable forums. | | 30/6/19 | | | | | | | |
| | | a) Number of forum meetings held | 32 SPU Forum meetings held by 30/6/19 | Establish & support SPU forums by 30/6/18 | Agenda, Minutes and Registers | 8 | 8 | 8 | 8 | 2 |
| | | b) Number of youth development programmes | 2 youth programmes undertaken by 30/6/19 [Youth Talent & Mayor's Cup] | Undertake 2 initiatives by 30/6/18 [Youth Talent & Mayor's Cup] | Talent search forms Pictures | | | | | |
| | | c) Number of war rooms service delivery meetings conducted | 21 War room Service Delivery meetings conducted in 21 wards by 30/06/2019 | Organize 4 campaigns by 30/6/18 | Concept Document [Mayor's Cup] Registration forms Pictures | - | 1 | - | 1 | 2 |
| | | d) Number of food security gardens supported | 21 food security gardens supported in 21 wards by 30/06/2019 | Ward War rooms Forums established, War rooms Service Delivery Days conducted, and Food Security programme implemented | Registers, Agenda, Minutes, photos | 6 | 5 | 5 | 5 | 2 |
| | | | | | Monitoring Tool Quotation vouchers Photos | | | | | |
| | | | | | | 21 | 21 | 21 | 21 | 2 |
| 5.13 | To commemorate the national, provincial & local events | Number of national events commemorated | Ten (10) national events Commemorated by 30/6/19 | Hold all planned events by 30/6/18 | Register and Pictures | 3 | 3 | 1 | 3 | 2 |
| 5.14 | To render effective secretariat services. | Number of council calendars prepared | 1 Council Calendar prepared by 30/6/19 | Prepare 1 Council Calendar by 30/6/18 | Council Calendar prepared | 1 | - | - | - | 2 |

ANB JC SK K.C

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [PoE] | QUARTERLY MILESTONE | | | | WEIGHT |
|------|---|---|---|---|--|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 5.15 | To have well informed communities that participates in the affairs of IYM | Number of IGR meetings conducted | 4 IGR meetings Organized by 30/6/19 | Organize 4 IGR meetings by 30/6/18 | Attendance register | 1 | 1 | 1 | 1 | 2 |
| 5.16 | To strengthen customer care within IYM | Number of community satisfaction survey conducted | 1 community satisfaction survey conducted by 30/6/19 | One survey conducted by the 30 June 2017 | Community Satisfaction Survey Report | - | - | - | 1 | 2 |
| 5.17 | To coordinate and monitor institutional risk management function | a) One Risk management framework policy reviewed b) Number of risk registers developed | One risk management framework policy reviewed by 30/6/19 Risk identification and develop three risk registers facilitated by 30/6/19 | Risk management framework policy for 2017/2018 Strategic, Operational and ICT Risk Registers developed by 30 June 2018 | Reviewed risk management framework policy Strategic risk register, Operational risk register, ICT risk register | 1 | - | - | - | 2 |
| | | c) One risk management strategy developed | One risk management strategy reviewed by 30 June 2019 | Developed risk management strategy by 30 June 2018 | Reviewed Risk Management Strategy | 1 | - | - | - | 2 |
| | | d) Number of awareness sessions conducted | 7 awareness sessions on Risk Management Strategy conducted by 30 June 2019 | Lack of awareness | Attendance registers | 2 | 2 | 2 | 1 | 2 |
| | | e) Risk Management Committee established | 4 Risk Committee meetings held by 30/6/19 | Four quarterly meetings by June 2018 | Attendance registers | 1 | 1 | 1 | 1 | 2 |
| 5.18 | To monitor prevention of fraud and corruption | a) One Anti-Fraud & Corruption Strategy | One reviewed Anti-Fraud & Corruption Strategy by 30/6/19 | Developed Anti-Fraud & Corruption Strategy by 30/6/18 | Reviewed Anti-Fraud and Corruption Strategy | 1 | - | - | - | 2 |

AMB JC SK K.C

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | SOURCE OF EVIDENCE [PoE] | QUARTERLY MILESTONE | | | | WEIGHT |
|-----------|---|---|---|---|---|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| | | reviewed | | | | | | | | |
| | | b) Number of awareness sessions conducted | One awareness session in three departments conducted by 30/6/19 | No fraud and corruption strategy | Attendance registers | 1 | 1 | 1 | - | 2 |
| 5.19 | To provide results driven internal audit services | Number of risk-based internal audit plans developed and implemented | 16 risk based internal audits conducted by 30/6/19 | Develop & implement Risk Based Internal Audit Plan by 30/6/18 | Internal Audit Reports, Agenda, Attendance register | 3 | 4 | 4 | 5 | 2 |
| 5.20 | To ensure smooth running of the Tsomo Unit | By enforcing good governance, Management and administration of the unit | 4 Reports on the functioning of Tsomo Unit prepared by 30/6/19 | Prepare 4 Reports for Tsomo Unit by 30/6/18 | 4 Tsomo reports | 1 | 1 | 1 | 1 | 2 |
| SUB-TOTAL | | | | | | | | | 86 | |

ANB JC SK K.C

TARGETS IN SUPPORT OF OTHER NATIONAL KPAS

KPA 2: Municipal Institutional Development and Transformation

Strategic Objective: To ensure Municipal Institutional Development and Transformation at IYM by 2022

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | POE EVIDENCE REQUIRED | QUARTERLY MILESTONE | | | | WEIGHT |
|-----|---|--|--|---|--------------------------------------|---------------------|------|------|------|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 2.1 | To ensure compliance, equitable representation of municipal staff in line with organisation's transformation agenda | Number of people from Employment Equity target groups employed (newly appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2019 | Number of people appointed (Newly Appointed) | Capacitated Employment Equity Committee | Appointment Letters | 100% | 100% | 100% | 100% | 1 |
| 2.2 | To improve institutional and individual performance of IYM | a) Effective Management and Supervision of the Budget and Treasury Office b) Effective Management and Supervision of the Corporate Services Department c) Effective Management and Supervision of | 100% of the KPIs of the department have been met | N/A | Updated SDBIP and Performance Report | 100% | 100% | 100% | 100% | 1 |
| | | | 100% of the KPIs of the department have been met | N/A | Updated SDBIP and Performance Report | 100% | 100% | 100% | 100% | 2 |
| | | | 100% of the KPIs of the department have been met | N/A | Updated SDBIP and Performance Report | 100% | 100% | 100% | 100% | 2 |

ANB JC SK K.L

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | POE EVIDENCE REQUIRED | QUARTERLY MILESTONE | | | | WEIGHT |
|---|-----------------------|---|--|----------|--------------------------------------|---------------------|------|------|------|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| | | the Infrastructure Planning and Development Department | | | | | | | | |
| | | d) Effective Management and Supervision of the Community Services Department | 100% of the KPIs of the department have been met | N/A | Updated SDBIP and Performance Report | 100% | 100% | 100% | 100% | 2 |
| | | e) Effective Management and Supervision of the Local Economic Development and Planning Department | 100% of the KPIs of the department have been met | N/A | Updated SDBIP and Performance Report | 100% | 100% | 100% | 100% | 2 |

KPA 1: Basic Service Delivery and Infrastructure Development

Strategic Objective: To provide sound municipal planning, maintenance and infrastructure provision that delivers for the needs of IYM citizens by 2022

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | POE EVIDENCE REQUIRED | QUARTERLY MILESTONE | | | | WEIGHT |
|-----|---|---|---|--|--------------------------------------|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 1.1 | To improve municipal infrastructure and amenities | Municipal infrastructure in a working condition | Final IDP and SDBIP submitted to Council for approval by 30 th June 2018 | IDP and SDBIP for 2017/2018 in place and implemented | Approved IDP and SDBIP for 2018/2019 | 1 | - | - | - | 1 |

ANB JC SK K.C

KPA 4: Municipal Financial Viability and Management

Strategic Objective: To ensure financial viability, prudent financial controls, better asset management and effective supply management processes at IYM by 2022

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | POE EVIDENCE REQUIRED | QUARTERLY MILESTONE | | | | WEIGHT |
|-----|---|--|--|----------------------|--|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 4.1 | To ensure that expenditure incurred is aligned to approved budget and IDP | 100% spending according to approved budget and IDP | Ensured that spending is within the approved budget for all Departments by 30/6/19 | 2017/18 IDP & Budget | Signed off 3 Monthly budget reports submitted by the CFO | 3 | 3 | 3 | 3 | 1 |
| 4.2 | Ensure compliance with prescribed accounting standards | Liquidity Ratio (Current Assets to Current Liabilities). | 1.5-2:1 | | Annual Financial Statement (AFS) | - | - | - | 1 | 1 |

KPA 3: Local Economic Development

Strategic Objective: To stimulate local economic development and ramping up economic growth within IYM by 2022

| # | PERFORMANCE OBJECTIVE | KPI | UNIT OF MEASUREMENT | BASELINE | POE EVIDENCE REQUIRED | QUARTERLY MILESTONE | | | | WEIGHT |
|-----------|--|---------------------------------------|---|---|-----------------------|---------------------|----|----|----|--------|
| | | | | | | Q1 | Q2 | Q3 | Q4 | |
| 3.1 | To enhance intergovernmental relations within the municipality | Participate in stakeholders' meetings | Attend at least 1 X LTO Meeting and 1 X Craft Association Meeting | a) No meeting held in the 2017/18 financial year; b) 2 meetings held with crafters in 2017/18 financial year | Attendance register | - | 1 | - | 1 | 1 |
| SUB-TOTAL | | | | | | | | | | 14 |

TOTAL WEIGHTING **100 (80)**

TNB
JC
SK
KC

4. Personal Development Plan

The Personal Development Plan that pertains to what development interventions are envisaged and planned to bridge the gap between the required level of competence and the employee's actual (current) level of competence and thus bring the employee to the desired competency level.

| # | COMPETENCIES | GENERIC STANDARDS | ACHIEVEMENT LEVEL | WEIGHTING |
|-----------------------------------|------------------------------------|---|-------------------|-----------|
| B. LEADERSHIP COMPETENCIES | | | | |
| 1. | Strategic direction and leadership | Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate | Superior | 10 |
| 2. | People Management | Effectively manage, inspire, and encourage people respect diversity, optimise talent and build nurture relationship in order to achieve institutional objectives | Superior | 8 |
| 3. | Program and Project Management | Able to understand program and project management methodology plan, management, monitoring and evaluate specific activities in order to deliver set objectives | Competent | 8 |
| 4. | Financial Management | Able to compile plan and manage budget, control cash flow, institute financial risk management and administer procurement processes in accordance with the recognised financial practises. Further to ensure that all financial transactions are managed in an ethical manner | Competent | 8 |
| 5. | Changed leadership | Able to direct and initiate transformation in departmental e employees in order to successfully drive and implement new initiatives and deliver professional and quality service to the communities. | Advanced | 8 |
| 6. | Governance Leadership | Able to promote, direct and apply professionalism in | Superior | 10 |

NB
SIC
K.C
TC

| # | COMPETENCIES | GENERIC STANDARDS | ACHIEVEMENT LEVEL | WEIGHTING |
|-----------------------------|--------------------------------------|---|-------------------|-----------|
| | | managing risk and compliance requirements and apply a thorough understanding of governance practises and obligations. Further able to deliver to direct the conceptualisation of relevant policies and enhance co-operative governance relationship. | | |
| B. CORE COMPETENCIES | | | | |
| 7. | Communication | Able to share information, knowledge and ideas in a clear focused and concise manner appropriate for the audience in order to effectively convey, persuade, and influence stakeholders to achieve the desired outcome | Superior | 8 |
| 8. | Result and Quality Focus | Able to maintain the high-quality standard focus on achieving results and objectives while consistently striving to exceed expectation and encourage others to meet the quality standard, further to actively monitor and measure results and quality against identified objectives | Superior | 8 |
| 9. | Planning and organising | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk | Superior | 8 |
| 10. | Knowledge and Information management | Able to promote the generation and sharing of knowledge and information through various processes and media in order to enhance the collective knowledge base of local government | Advanced | 8 |
| 11. | Analysis and Innovation | Able to analyse information, challenges, and trends to establish and implement facts – | Superior | 8 |

| # | COMPETENCIES | GENERIC STANDARDS | ACHIEVEMENT LEVEL | WEIGHTING |
|------------------------|--------------------|--|-------------------|------------------|
| | | based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives | | |
| 12. | Moral Competencies | Able to identify moral trigger, apply reasoning that promotes honesty and integrity consistently, display behaviour that reflects moral competence | Superior | 8 |
| TOTAL WEIGHTING | | | | 100% (20) |

COMPETENCY KEY:

| ACHIEVEMENT LEVEL | DESCRIPTION |
|-------------------|--|
| Basic | Applies basic concepts, methods and understanding of local government operations, but requires supervision and development intervention |
| Competent | Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis |
| Advanced | Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses. |
| Superior | Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops an applies comprehensive concepts and methods |

MNB
SPK K.C

Thus, done and signed at Glenwood on this the 31 day of July 2018

Between: [Signature] (Signature)

Siyabulela Koyo

(EMPLOYEE)

AND

[Signature] (Signature)

Jongumzi Cengani

(REPRESENTING EMPLOYER)

AS WITNESSES:

1. [Signature]

2. [Signature]