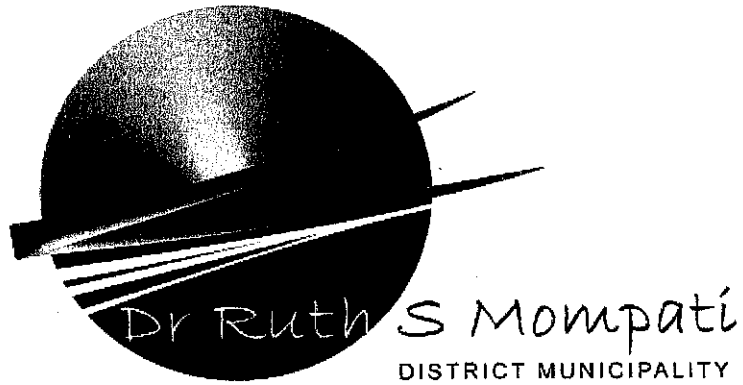


**DR RUTH SEGOMOTSI
MOMPATI DISTRICT
MUNICIPALITY**



**ACTING SENIOR MANAGER
PLANNING AND DEVELOPMENT**

THABANG RAMOREI

**PERFORMANCE AGREEMENT
FOR THE FINANCIAL YEAR
2019/2020**

2018
L.
[Signature]

Table of Contents

- 1. INTRODUCTION
- 2. PURPOSE OF THIS AGREEMENT.....
- 3. COMMENCEMENT AND DURATION
- 4. PERFORMANCE OBJECTIVES.....
- 5. PERFORMANCE MANAGEMENT SYSTEM.....
- 6. EVALUATING PERFORMANCE
- 7. SCHEDULES FOR PERFORMANCE REVIEWS
- 8. DEVELOPMENTAL REQUIREMENTS.....
- 9. OBLIGATIONS OF THE EMPLOYER.....
- 10. CONSULTATION
- 11. MANAGEMENT OF EVALUATION OUTCOMES.....
- 12. DISPUTE RESOLUTION.....
- 13. GENERAL
- ANNEXURE A.....
- ANNUAL PERFORMANCE PLAN.....
- ANNEXURE B
- CORE COMPETENCY REQUIREMENTS (CCR):.....
- (a) Core Managerial Competencies:
- (b) Core Occupational Competencies:
- ANNEXURE C:.....
- PERSONAL DEVELOPMENT PLAN (PDP).....

2014
[Signature]

PERFORMANCE AGREEMENT

Made and entered into by and between:

The Dr Ruth Segomotsi Mompoti District
Municipality, as represented by

Mr. Jerry Mononela

The Municipal Manager of Dr Ruth Segomotsi
Mompoti District Municipality

["the Employer"]

And

Mr. Thabang Ramorei

The Acting Senior Manager Planning and Development of Dr
Ruth Segomotsi Mompoti District Municipality

["the Employee"]

For the

Financial Year: 01 July 2019 – 30 June
2020

And applicable to incumbent for duration of Acting period

Handwritten signatures and initials. On the left, there is a signature that appears to be 'Jerry Mononela' and the letter 'L' below it. On the right, there is a signature that appears to be 'Thabang Ramorei' and a large circular stamp or mark above it.

1. INTRODUCTION

The Performance Agreement sets out how the performance of the Acting Senior Manager will be directed, monitored and improved. It further provides assurance to the Municipal Council of what can and should be expected from the Acting Senior Manager to ensure a basis for performance and continuous improvement in Local Government.

Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the two parties, requires the parties to conclude a Performance Agreement annually.

The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee**, reporting to the Municipal Manager, to a set of objectives that will promote the goals of developmental local government.

The parties wish to ensure that there is compliance with *Sections 57(4A), 57(4B) and 57(5)* of the Systems Act.

Handwritten signature and initials in the bottom right corner of the page. The signature appears to be 'L. [unclear]' and there are some initials or a mark next to it.

2. PURPOSE OF THIS AGREEMENT

The parties agree that the purposes of this Agreement are 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 A to the performance agreement;
- 2.4. Monitor and measure performance against set targeted outputs;
- 2.5. Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6. In the event of outstanding performance, to appropriately reward the employee; 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

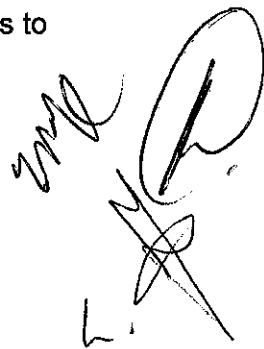
- 3.1. This agreement will be for the financial year 2019-2020 and applicable to current incumbent acting or permanent commencing on the **01 July 2019** and will remain in force until **30 June 2020** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded 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 and must conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by no later than the beginning of each successive financial year;

Handwritten signatures and initials are present at the bottom right of the page, including a signature that appears to be 'Dine' and another signature that is partially obscured by a large, stylized mark.

- 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 must by mutual agreement between the parties, immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan attached per **Annexure A** set out the
 - a. the performance objectives and targets that must be met by the Employee; and
 - b. the time frames within which those performance objectives and targets must be met.
- 4.2. The performance objectives and targets reflected in the Performance Plan attached per Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation (SDBIP) and the Budget of the Municipality; and shall include key objectives, key performance indicators, target dates and weightings.
- 4.3. It is agreed that–
 - a. the key objectives must describe the main tasks that must be performed by the Employee;
 - b. the key performance indicators provide the details of the evidence that must be provided to indicate that a key objective has been achieved;
 - c. the target dates describe the timeframe in which the work must be achieved; and
 - d. the weightings indicate the relative importance of the key objectives to each other.

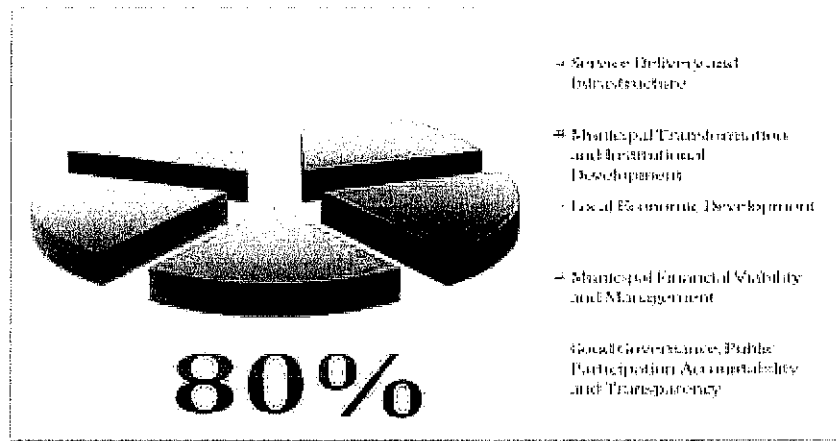
Handwritten signature and initials in the bottom right corner of the page. The signature appears to be 'L. R.' with a large, stylized flourish.

- 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 and Service Delivery and Budget Implementation Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

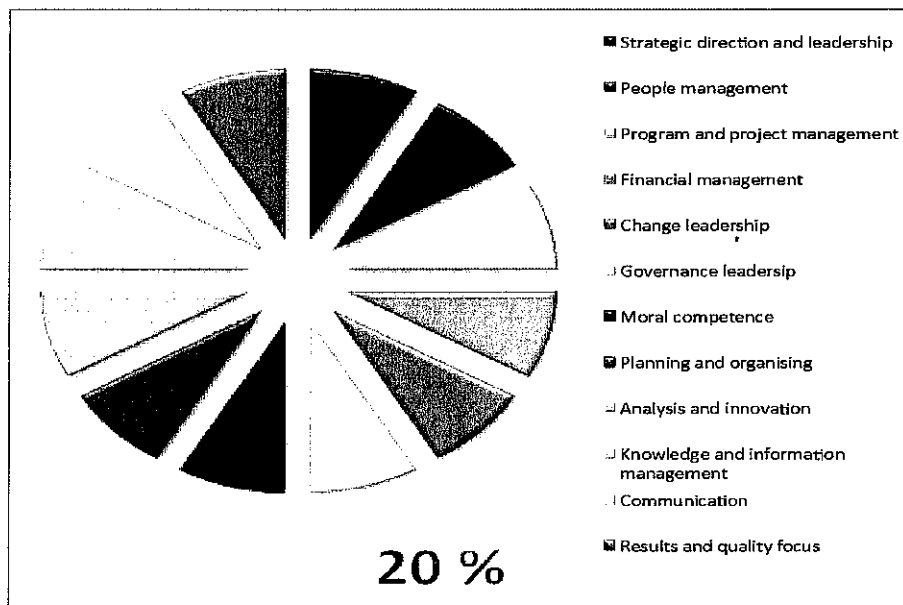
- 5.1. The employee agrees to participate in the performance management system that the Employer adopts and implements in the Municipality;
- 5.2. The employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to 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 the implementation of the Key Performance Areas (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 and shall consist of two components, both of which shall be contained in the performance agreement. The employee must be assessed against both components, with a weighing of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. 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 performance in terms of outputs (performance targets) reflected on the Performance Plan which are linked to relevant KPAs, key objectives and key performance indicators (KPIs) as agreed to between the Employer and the Employee;
- 5.7. The Key Performance Areas (KPAs) relating to the Employee's functional area will make up 80% of the Employee's assessment score, and will contain the following Areas:

zme
h.
P



5.8. The Core Competency Requirements (CCRs) or Core Managerial Competencies (CMCs) and the Core Occupational Competencies (COC) attached per Annexure B 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 by (✓) to indicate choice from the list as agreed to between the Employer and Employee. Three of the CCRs are compulsory and include:

- (a) Financial Management;
- (b) People Management and Empowerment; and
- (c) Client Orientation and Customer Focus



Handwritten signature and initials

6. EVALUATING PERFORMANCE

- 6.1. The Performance Plan (per Annexure A) to this Agreement sets out –
- a) the standards and procedures for evaluating the Employee's performance; and
 - b) 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 frames.
- 6.4. The annual performance appraisal will involve:
- a) Assessment of the achievement of results as outlined in the performance plan:
 - (i) Each KPA will 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;
 - (ii) An indicative rating on the five-point scale will be provided for each KPA;

SMK
h.

Handwritten signature and initials in the bottom right corner of the page. The signature appears to be 'SMK' and the initials are 'h.'. There is also a large, stylized handwritten mark that looks like a circled 'P' or 'B' with a diagonal line through it.

- (iii) The applicable assessment rating calculator will then be used to add the scores and calculate a final KPA score.
- b) Assessment of the CCRs
 - (i) Each CCR will be assessed according to the extent to which the specified standards have been met;
 - (ii) An indicative rating on the five-point scale will be provided for each CCR;
 - (iii) This rating will be multiplied by the weighting given to each CCR during the contracting process, to provide a score;
 - (iv) The applicable assessment rating calculator will then be used to add the scores and calculate a final CCR score.

6.5. Overall rating

- a) An overall rating is calculated by using the applicable assessment rating calculator, which represents the outcome of the performance appraisal;
- b) The performance assessment of the Employee will be based on the following five point rating scale for both KPA"s and CCR"s:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in					

Almeida

[Signature]

[Signature]

		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 expected in the job despite management efforts to encourage improvement.	

6.6. The annual performance evaluation of the Employee will be performed by the evaluation panel constituted by the following persons:

- (a) Municipal Manager;
- (b) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (c) Member of the mayoral committee;
- (d) Municipal Manager from another municipality;

7. SCHEDULES FOR PERFORMANCE REVIEWS

7.1. The performance of the Employee in relation to his performance agreement will be reviewed quarterly on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Quarter	Period	Date of review
First quarter	July 2019 – September 2019	October 2019
Second quarter	October 2019 – December 2019	January 2020
Third quarter	January 2020 – March 2020	April 2020
Fourth quarter	April 2020– June 2020	July 2020

2019

L.

Handwritten signature and initials, including a circled 'P' and a large 'X' mark.

- 7.2. The Employer must keep a record of the mid-year review and annual assessment meetings and feedback must be based on the Employer's assessment of the Employee's performance;
- 7.3. The employer will be entitled to review and make reasonable changes to the provision of Performance Plan from time to time for operational reasons. The employee should be fully consulted before any change is made;
- 7.4. The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented or amended, and the Employee should be consulted before any such change is made.

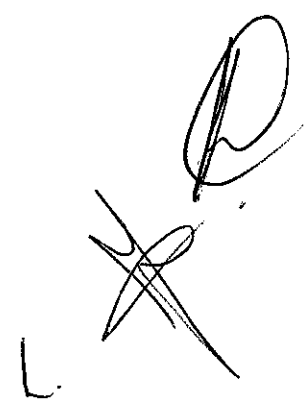
8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) that is aimed at addressing any developmental gaps that the Employee might have forms part of the performance agreement and is attached as **Annexure C**.

9. OBLIGATIONS OF THE EMPLOYER

The employer must:-

- 9.1. create an enabling environment to facilitate effective performance by the Employee;
- 9.2. provide access to skills development and capacity building opportunities;
- 9.3. work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.4. on the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in this Agreement; and
- 9.5. make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in this Agreement.

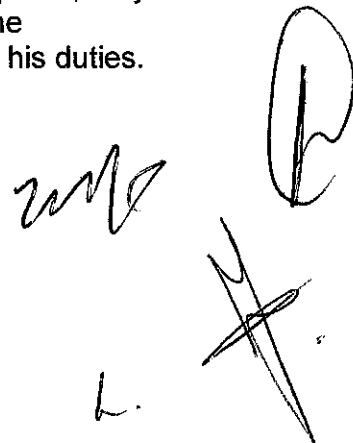


10. CONSULTATION

- 10.1. 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 Employee.
- 10.2. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in sub-clause (1) above, as soon as is practicable to enable the Employee to take any necessary action without delay.

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 between 5% and 14% of the all-inclusive annual remuneration package will be paid to the Employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided as follows:
- (a) a score of 130% to 149% is awarded a performance bonus of 5% to 9%; and
 - (b) a score of 150% and above is awarded a performance bonus of 10% to 14%.
- 11.3. In the case of unacceptable performance, the Employer–
- a. must provide systematic remedial or developmental support to assist the Employee to improve his performance; and
 - b. after appropriate performance counselling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, and performance does not improve, may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties.

Handwritten signatures and initials at the bottom right of the page. There are three distinct marks: a cursive signature, a large stylized letter 'B' inside a circle, and a large 'X' mark with a horizontal line through it.

12. DISPUTE RESOLUTION

- 12.1. Any disputes about the nature of the Employee's Performance Agreement, whether it relates to key responsibilities, priorities, method of assessment and/or salary increment in the Agreement, will be mediated by the Mayor within thirty (30) days of receipt of a formal dispute from the Employee, whose decision will be final and binding on both parties;
- 12.2. Any disputes about the outcome of the Employee's performance evaluation, will be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the Employee, whose decision will be final and binding on both parties. The decision of the Mediator contemplated in sub-clause (12.1 above) will be final and binding on both parties;
- 12.3. In the event were the mediation process contemplated above fails, clause 15.4 of the contract of employment shall apply

mk

*h
2*

13. GENERAL



13.1. Nothing in this agreement reduces the obligations, duties or accountabilities of the Employee in terms of his Contract of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instrument;

Thus done and signed at Vryburg on this 26 day of February 2020



ACTING SENIOR MANAGER: PLANNING AND DEVELOPMENT

As witnesses

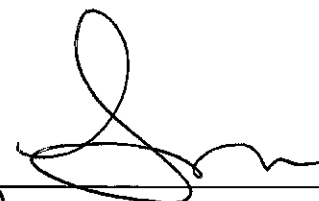
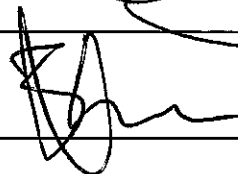
- 1. 
- 2. 

Thus done and signed at VRYPBURG on this 28 day of FEB 2020



MUNICIPAL MANAGER

As witnesses

- 1. 
- 2. 

ANNEXURE A

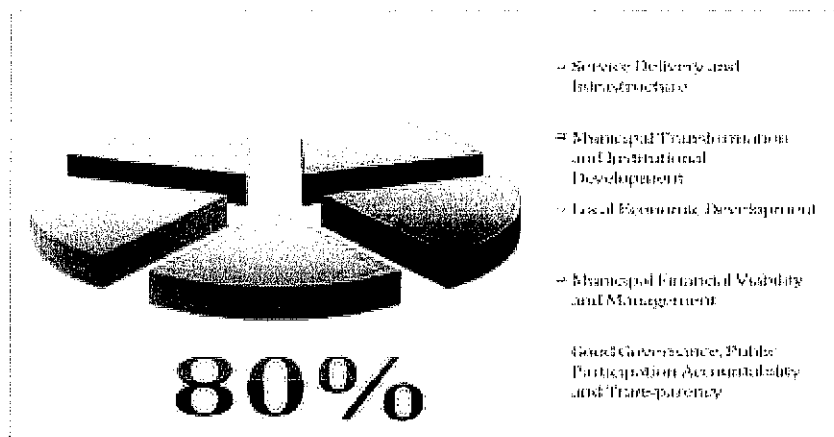
ANNUAL PERFORMANCE PLAN

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.




The employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

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



Handwritten signature and initials

Core Competency Requirements (CCR's):	Weighting
Core Managerial Competencies:	
Strategic Capability and Leadership	6.8%
Programme and Project Management	
Financial Management	
Change Management	
Knowledge Management	
Service Delivery Innovation	
Problem Solving and Analysis	
People Management and Empowerment	6.6%
Client Orientation and Customer Focus	6.6%
Communication	
Honesty and Integrity	
Team building	
Core Occupational Competencies:	
Competence in Self-Management (Setting and agreeing on service delivery standards)	
Interpretation of and implementation within the legislative and national policy frameworks	
Knowledge of developmental local government	
Knowledge of Performance Management and Reporting	
Knowledge of global and South African specific political, social and economic contexts	
Competence in policy conceptualisation, analysis and implementation	
Knowledge of more than one functional municipal field / discipline	
Negotiation and conflict resolution skills (Mediation and Arbitration)	
Skills in governance, public mobilisation and participation	
Competence as required by other national line sector departments	
Exceptional and dynamic creativity to improve the functioning of the municipality	
Total	20%

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

Category	Ratings	Explanation of Ratings
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.
KPI'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 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.

Handwritten signature

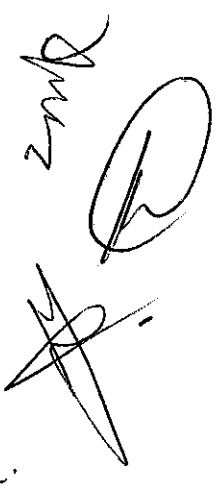
Handwritten signature

Handwritten signature

KEY PERFORMANCE INDICATORS

Handwritten signature
Handwritten signature
L.

Item	Strategic Objective	Operational Objective	Key Performance Indicator	Reporting Period	Reporting Frequency	Reporting Method	Reporting Period	Reporting Frequency	Reporting Method	Reporting Period	Reporting Frequency	Reporting Method	Reporting Period	Reporting Frequency	Reporting Method
A	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of quarterly performance reports complete and submitted to PMS Unit along with Reliable and verifiable PoE within 10 days after the end of each quarter	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative	Reports submitted late and lacking sufficient Portfolio of evidence	4 quarterly performance reports completed along with Portfolio of evidence submitted within 10 days after the end of each quarter	4 quarterly performance reports completed along with Portfolio of evidence submitted within 30 days after the end of each quarter	Operational	3 Quarterly performance Report (including complete PoE)	1 Quarterly performance Report (including complete PoE)	3 Quarterly performance Report (including complete PoE)	1 Quarterly performance Report (including complete PoE)
B	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of monthly back to Basics Monthly reports submitted to COGTA by the 15th of each month	Reporting is Monthly and monitored quarterly. Quarterly targets Non Cumulative	All reports submitted	Submit twelve back to basics reports according to COGTA format by the 15th of each month (8 each quarter)	12 monthly 15th each month back to basics reports submitted to COGTA according to COGTA format by the 15th of each month (3 each quarter)	Operational	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basics reports submitted to COGTA according to COGTA format by the 15th of each month
C	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of risk registers updated by 30 June 2020	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative	4 risk registers updated	4 risk registers updated by 30 June 2020	4 risk registers updated by 30 June 2020	Operational	1 Risk register updated by 30 September 2019	1 Risk register updated by 31 December 2019	1 Risk register updated by 31 March 2020	1 Risk register updated by 30 June 2020
D	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of IDP/PMS Steering Committee meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative	2	2 IDP/PMS Steering Committee meetings held by end June 2020	2 IDP/PMS Steering Committee meetings held by end June 2020	Operational	N/A	1 IDP/PMS Steering Committee meetings by 30 December 2019	N/A	1 IDP/PMS Steering Committee meetings by 30 June 2020
E	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Develop and submit the IDP/PMS and Budget process plan to council by 31 August 2019	Reporting is done once off in the first quarter	New	IDP/PMS and Budget process plan developed and submitted to council by 31 August 2019	IDP/PMS and Budget process plan developed and submitted to council by 31 August 2019	Operational	Develop and submit the IDP/PMS and Budget process plan to council by 31 August 2019	N/A	N/A	N/A
F	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Review and submit IDP to council for adoption by 31 May 2020	Reporting is done once off in the third quarter and fourth quarter	Reviewed IDP Submitted by 31 May	Reviewed IDP submitted to Council for adoption by 31 May 2020	Reviewed Draft IDP submitted to Council by 31 May 2020	Operational	N/A	N/A	Reviewed Draft IDP submitted to Council by 31 March 2020	IDP submitted to Council for adoption by 31 May 2020
G	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of District Wide IDP/PMS Rep Forum meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative	2	2 District Wide IDP/PMS Rep Forum meetings held by 30 June 2020	2 District Wide IDP/PMS Rep Forum meetings held by 30 June 2020	Operational	N/A	1 District Wide IDP/PMS Rep Forum meetings held by 30 December 2019	N/A	3 District Wide IDP/PMS Rep Forum meetings held by 30 June 2020

2018

 L.

Strategic Outcome	Key Result Area	Strategic Objective	Performance Indicator	Target	Reporting Period	Reporting Frequency	Reporting Method	Reporting Period	Reporting Method	Reporting Frequency	Reporting Method	Reporting Period	Reporting Method	Reporting Frequency	Reporting Method
H	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of Mayoral IGR meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly targets) and monitored quarterly. Quarterly targets are non-cumulative	New	4 Mayoral IGR meetings held by 30 June 2020	4 Mayoral IGR meetings held by 30 June 2020	Operational	1 Mayoral IGR meeting held by 30 September 2019	1 Mayoral IGR meeting held by 31 December 2019	2 Mayoral IGR meetings held by 31 March 2020	1 Mayoral IGR meeting held by 30 June 2020
I	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of District IGR meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly targets) and monitored quarterly. Quarterly targets are non-cumulative	New	2 District IGR meetings held by 30 June 2020	2 District IGR meetings held by 30 June 2020	Operational	N/A	1 District IGR meeting held by 31 December 2019	N/A	1 District IGR meeting held by 30 June 2020
J	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of Municipal Managers' IGR by 30 June 2020	Reporting is quarterly (Depending on quarterly targets) and monitored quarterly. Quarterly targets are non-cumulative	New	4 Municipal Managers' IGR by 30 June 2020	4 Municipal Managers' IGR by 30 June 2020	Operational	1 Municipal Managers' IGR by 30 September 2019	1 Municipal Managers' IGR by 31 December 2019	1 Municipal Managers' IGR by 31 March 2020	1 Municipal Managers' IGR by 30 June 2020
K	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of reports on GIS activities conducted by 30 June 2020	Reporting is quarterly (Depending on quarterly targets) and monitored quarterly. Quarterly targets are non-cumulative	New	4 reports on GIS activities conducted by 30 June 2020	4 reports on GIS activities conducted by 30 June 2020	Operational	1 report on GIS activities conducted by 30 September 2019	1 report on GIS activities conducted by 31 December 2019	1 report on GIS activities conducted by 31 March 2020	1 report on GIS activities conducted by 30 June 2020
L	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of reports on township establishment by 30 June 2020	Reporting is quarterly and also monitored quarterly. Quarterly targets are non-cumulative	New	4 reports on township establishment/formation by 30 June 2020	4 reports on township establishment by 30 June 2020	Operational	1 report on township establishment by 30 September 2019	1 report on township establishment by 31 December 2019	1 report on township establishment by 31 March 2020	1 report on township establishment by 30 June 2020
M	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of departmental meetings held by 30 June 2020	Reporting is quarterly and also monitored quarterly. Quarterly targets are non-cumulative	New	4 quarterly departmental meetings held by 30 June 2020	4 quarterly departmental meetings held in which relevant issues are discussed and resolved.	Operational	1 quarterly departmental meeting held by 30 September 2019	1 quarterly departmental meeting held by 30 December 2019	1 quarterly departmental meeting held by 31 March 2020	1 quarterly departmental meeting held by 30 June 2020

Handwritten signatures and initials:
 [Signature]
 [Signature]
 L.

ANNEXURE B:**CORE COMPETENCY REQUIREMENTS (CCR):****(a) Core Managerial Competencies:**

The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **(20%) twenty percent** of the total employee assessment score. Three of the CCR's are compulsory for all managers.

Competency Area	Indicate choice (Mark with ✓)	Comment	Ratings 1 2 3 4 5	Timeframe to gain targeted competency	Training / programme needed to close competency	WEIGHT (in %)
Strategic Capability and Leadership	Compulsory		4	June 2020		
Programme and Project Management						
Financial Management						
Change Management						
Knowledge Management						
Service Delivery Innovation						
Problem Solving and Analysis						
People Management and Empowerment	Compulsory		4	June 2020		
Client Orientation and Customer Focus	Compulsory		4	June 2020		
Communication						
Honesty and Integrity						
Team building						

Quic





R

X

L.

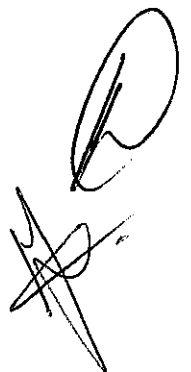
(b)Core Occupational Competencies:

Competency Area	Indicate choice (Mark with ✓)	Comment	Ratings 1 2 3 4 5	Timeframe to gain targeted competency	Training / programme needed to close competency	WEIGHT (in %)
Competence in Self- Management (Setting and agreeing on service delivery standards)						
Interpretation of and implementation within the legislative of national policy frameworks						
Knowledge of developmental local government						
Knowledge of Performance Management and Reporting						
Knowledge of global and South African specific political, social and economic contexts						

Competency Area	Indicate choice (Mark with ✓)	Comment	Ratings 1 2 3 4 5	Timeframe to gain Competency	Training / programme needed to close competency	Weight (in %)
Competence in policy conceptualisation, analysis and implementation						
Knowledge of more than one functional municipal field / discipline						
Negotiation and conflict resolution skills (Mediation and Arbitration)						
Skills in governance, public mobilisation and participation						
Competence as required by other national line sector departments						
Exceptional and dynamic creativity to improve the functioning of the municipality						
Total percentage	100%					

2012



2

ANNEXURE C:

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

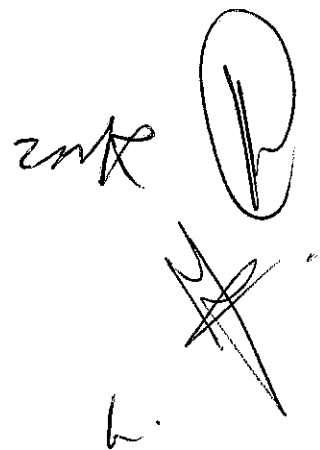
**THE DR RUTH SEGOMOTSI MOMPATI
DISTRICT MUNICIPALITY AS
REPRESENTED BY THE MUNICIPAL
MANAGER**

(duly authorised by the Executive Mayor)

Mr. Jerry Mononela
[“the Employer”]

and

Mr. Thabang
Ramorei
[“the Employee”]

Handwritten signatures and initials. At the top right, there is a signature that appears to be 'ZMK' next to a circular stamp containing a vertical line. Below this, there is another signature that looks like 'R' with a large flourish. At the bottom right, there are the initials 'h.'.

Explanatory Notes to the Personal Development Plan

1. Introduction

1.1. The Municipality is committed to –

- a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- b) managing training and development within the ambit of relevant national policies and legislation.

1.2. The Municipality follows an integrated approach to Human Resource Development, that is:

- a) Human resource development forms an integral part of human resource planning and management;
- b) In order for a municipality's training and development strategy and plans to be successful they will be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
- c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their Annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
- d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development they acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

2.1. Competence is a **future-oriented** ideal that the employees require in achieving the institution's strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this „ideal“;

2.2. The **dplg,hs&Ta** has decided on:

2.2.1. A managerial competency framework as an expression of required managerial competencies; and

2.2.2. Occupational competency profiles as expression of occupation / post competency requirements.

Zm2

L.

3. Compiling the Personal Development Plan attached as the Appendix.

- 3.1. The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs;
- 3.2. The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.2.1 and 2.2.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments" legislated competency requirements need also be taken into consideration during the PDP process;
- 3.3. The **Personal Development Plan** should be compiled as follows:
- a) The identified training needs should be **entered into column 1 of the Appendix, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
 - o Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
 - o Individual training needs that are job / career related.
 - b) Next, the **prioritisation of the training needs [1 to ...] in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
 - c) Consideration must then be given to the **outcomes expected in column 2 of the Appendix**, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
 - d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards

Handwritten signatures and initials are present at the bottom right of the page. There is a large, stylized signature in a circle, and several other initials and scribbles below it.

registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken.

- e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
 - f) **Column 4 of the Appendix: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
 - g) The **suggested time frames (column 5 of the Appendix)** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
 - h) **Work opportunity created to practice skill / development areas, in column 6 of the Appendix,** further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
 - i) The final column, **column 7 of the Appendix,** provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.
- 3.4. Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5. Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:
- a) A Skills Development Facilitator has been appointed;
 - b) The Workplace Skills Plan has been submitted.
 - c) A submission, including a Business Plan is submitted for additional grants

Personal Development Plan of Thabang Ramorei

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person

Employee's Signature: 

Date: 26/02/2020

Municipal Manager's Signature: 

Date:



Index	Back to Basics pillar	National KPA	Municipal KPA	IDP Objective	Directorate	Key Performance Indicator	Reporting period (Monthly/Quarterly), Monitoring period (Monthly/Quarterly) and calculation type (Cumulative/Non-Cummulative)
A	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of quarterly performance reports completed and submitted to PMS Unit along with Reliable and verifiable PoE within 10 days after the end of each quarter	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative
B	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of monthly back to Basics Monthly Reports submitted to COGTA by the 15th of each month	Reporting is Monthly and monitored quarterly. Quarterly targets Non Cumulative
C	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of risk registers updated by 30 June 2020	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative
D	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of IDP/PMS Steering Committee meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative
E	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Develop and submit the IDP/PMS and Budget process plan to council by 31 August 2019	Reporting is done once off in the first quarter
F	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Review and submit IDP to council for adoption by 31 May 2020	Reporting is done once off in the third quarter and fourth quarter

Index	Back to Basics pillar	National KPA	Municipal KPA	IDP Objective	Directorate	Key Performance Indicator	Reporting period (Monthly/Quarterly), Monitoring period (Monthly/Quarterly) and calculation type (Cumulative/Non-Cummulative)
G	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of District Wide IDP/PMS Rep forum meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative
H	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of Mayoral IGR meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative
I	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of District IGR meetings held by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative
J	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of Municipal Managers' IGR by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative
K	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of reports on GIS activities conducted by 30 June 2020	Reporting is quarterly (Depending on quarterly target) and monitored quarterly. Quarterly targets are non cumulative
L	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of reports on township establishment by 30 June 2020	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative
M	Promoting good governance, transparency and accountability	Good governance and public participation	Public Participation and Good Governance	To promote a Culture of Participatory and Good Governance	Planning and Development	Number of departmental meetings held by 30 June 2020	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative

