

**DR RUTH SEGOMOTSI  
MOMPATI DISTRICT  
MUNICIPALITY**



**ACTING MUNICIPAL MANAGER**

**Teko Gaanakgomo**

**PERFORMANCE AGREEMENT  
FOR THE FINANCIAL YEAR**

**2020/2021**

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## 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) .....	
ANNEXURE D (Roles and responsibilities of the accounting officer) .....	



## PERFORMANCE AGREEMENT

Made and entered into by and between:

The Dr Ruth Segomotsi Mompati District  
Municipality, as represented by

Cllr. Sereko

The Executive Mayor of Dr Ruth Segomotsi  
Mompati District Municipality  
[“the Employer”]

And

Mr. Teko Gaanakgomo

The Acting Municipal Manager of Dr Ruth Segomotsi Mompati  
District Municipality  
[“the Employee”]

For the

Financial Year: 01 July 2020 – 30 June  
2021



## 1. INTRODUCTION

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

The Dr Ruth Segomotsi Mompati District Municipality, established in terms of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998), herein represented by Cllr B Mahlangu , in her capacity as the Executive Mayor , acting on behalf of the Municipality (hereafter referred to as the Employer) has entered into a Contract of Employment in terms of *Section 54(A)(1)(a)* of the Local Government: Municipal Systems Act, 32 of 2000 (hereinafter referred to as ("the Systems Act") with The Acting Manager (hereinafter referred to as the Employee, and jointly referred to as the parties)

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.

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## 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 2020-2021 and applicable to current incumbent acting or permanent commencing on the 01 July 2020 and will remain in force until 30 June 2021 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;

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- 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.



- 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 (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5. The criteria upon which the performance of the employee shall be assessed 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 (KPA's) 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:

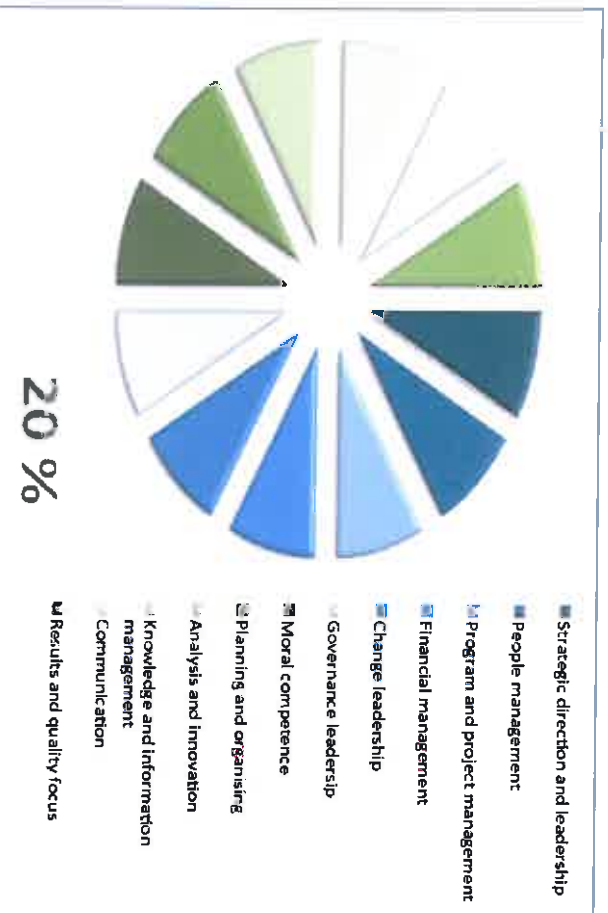
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5.8. The Core Competency Requirements (CCRs) or Core Managerial Competencies (CMCs) and the Core Occupational Competencies (COC) attached per Annexure B will make up the other 20% of the employee's assessment score. CCRs that are deemed to be most 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



## 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;



- (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 KPAs 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					

2	<b>Not fully effective</b>	the PA and Performance Plan. <b>Performance is below the standard</b> 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	<b>Unacceptable Performance</b>	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 2020 – September 2020	October 2020
Second quarter	October 2020 – December 2020	January 2021
Third quarter	January 2021 – March 2021	April 2021
Fourth quarter	April 2021 – June 2021	July 2021

- 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.

## **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




**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 Wynburg on this 12 day of April 2021

  
ACTING MUNICIPAL MANAGER



As witnesses

- 1.  \_\_\_\_\_
- 2. F. B. S. \_\_\_\_\_

Thus done and signed at Wynburg on this 13<sup>th</sup> day of April 2021

  
EXECUTIVE MAYOR

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 KPAs'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.



<b>Core Competency Requirements (CCR's):</b>	<b>Weighting</b>
<b>Core Managerial Competencies:</b>	
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	
<b>Core Occupational Competencies:</b>	
Competence in Self-Management (Setting and agreeing on service delivery standards)	
Interpretation of and implementation within the legislative an 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	
<b>Total</b>	<b>20%</b>

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

<b>Category</b>	<b>Ratings</b>	<b>Explanation of Ratings</b>
KPI's Not Met/ Unacceptable Performance	<b>1</b>	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	<b>2</b>	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	<b>3</b>	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	<b>4</b>	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	<b>5</b>	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.



## KEY PERFORMANCE INDICATORS



Indicator	Indicator description	Strategic Outcome	Strategic 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	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	All	Number of monthly back to Basics Monthly Reports submitted to COGTA by the 15th of each month	This indicator refers to the number of back to basic reports submitted to National COGTA on a monthly basis (15th each month) as requested by the Minister	Reporting is monthly and monitored quarterly. Quarterly targets are non cumulative	12 reports	Submit twelve back to basics reports according to COGTA format by the 15th of each month (3 each quarter)	No revisions	Submit twelve back to basics reports according to COGTA format by the 15th of each month (3 each quarter)	Operational	3 back to basic reports submitted to COGTA according to COGTA format by the 15th of each month	3 back to basic reports submitted to COGTA according to COGTA format by the 15th of each month	No revisions	No revisions	Consolidated back to basic report	
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	All	Number of risk registers updated by 30 June 2021	This indicator refers to the number of risk registers updated by the Risk Management Unit and Senior Managers at the end of each quarter	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative	4 registers	4 risk registers updated by 30 June 2021	No revisions	4 risk registers updated by 30 June 2021	Operational	1 Risk register updated by 30 September 2020	1 Risk register updated by 31 December 2020	No revisions	No revisions	Signed off risk register/report	
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	All	Number of progress reports on the implementation plan of the Post Audit Action Plan by 30 June 2021	This indicator refers to quarterly progress made on the implementation of the Post audit action plan developed annually	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative	1	4 progress reports on the implementation of the post audit action plan by 30 June 2021	No revisions	4 progress reports on the implementation of the post audit action plan by 30 June 2021	Operational	3 progress reports on the implementation of the post audit action plan by 30 September 2020	1 progress reports on the implementation of the post audit action plan by 31 December 2020	No revisions	No revisions	Consolidated PAAP report	
D	Ensuring sound financial management and accounting	Municipal Financial Viability	Municipal Financial Viability and Management	To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems	Finance	% of approved Municipal Budget Spent by 30 June 2021	This refers to both operational and capital budget (including capital projects) for the 2020-2020 financial year	Reporting is quarterly and also monitored quarterly. Quarterly targets are cumulative	Ne	100% of approved Municipal Budget Spent by 30 June 2021	No revisions	100% of approved Municipal Budget Spent	Operational and Capital	20% of approved Municipal Budget Spent by 30 September 2020	40% of approved Municipal Budget Spent by 31 December 2020	No revisions	No revisions	Signed off financial statements/reports.	
E	Ensuring sound financial management and accounting	Municipal Financial Viability	Municipal Financial Viability and Management	To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems	Finance	Develop and submit 2020/2020 Draft Budget to Council by 31 March 2021	This indicator refers to the Draft budget that need to be developed and submitted to Council by 31 March as per the MFMA	Reporting is done once off in the third quarter	Draft budget submitted the usualy	Develop and submit 2020/2020 Draft Budget to Council by 31 March 2021	No revisions	Draft Budget to Council for noting and input	Operational	NA	NA	No revisions	No revisions	aligned Draft budget and Council resolution	

	Ensuring sound financial management and accounting	Municipal Financial Viability	Municipal Financial Viability and Management	To improve overall financial management in the municipality by developing and implementing appropriate financial management policies, procedures and systems	Finance	Develop and submit 2020, 2020 budget to Council by 31 May 2020	This indicator refers to the Final Budget after community input and other stakeholder inputs are received	Reporting is done once off in the fourth quarter	Budget adopted timely	Develop and submit 2020, 2020 budget to Council by 31 May 2020	No revisions	Submit 2020/2020 budget to Council for adoption	Operational	N/A	N/A	No revisions	No revisions	Signed Final budget and Council resolution	
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	Corporate Services	Number of Mayoral committee meetings held by 30 June 2021	This indicator refers to the Mayoral Committee meetings held on a quarterly basis	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative	at least 4 meetings held	4 Mayoral committee meetings held by 30 June 2021	No revisions	4 Mayoral committee meetings held	Operational	1 Mayoral committee meeting held by 30 September 2020	1 Mayoral committee meeting held by 31 December 2020	No revisions	No revisions	Signed off minutes and attendance registers	
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	Corporate Services	Number of Council Meetings held by 30 June 2021	This indicator refers to ordinary Council meetings held on a quarterly basis	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative	at least 4 meetings held	4 Council meetings held by 30 June 2021	No revisions	4 Council meetings held	Operational	1 Council Meeting held by 30 September 2020	1 Council Meeting held by 31 December 2020	No revisions	No revisions	Signed off minutes and attendance registers	
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	Reviewed Draft IDP submitted to Council by 31 May 2020	This indicator refers to the legislative mandate of the MFMA relating to the adoption of the IDP.	Reporting is once off in the third and fourth quarter	Reviewed IDP Submitted by 31 May	Reviewed IDP submitted to Council for adoption by 31 May 2020	No revisions	Reviewed Draft IDP submitted to Council by 31 May 2020	Operational	N/A	N/A	No revisions	No revisions	Signed Reviewed IDP and Council resolution	
J	Building institutional resilience and administrative capability	Municipal transformation and organizational development	Institutional Development and Transformation	Improve organizational cohesion and effectiveness	Corporate Services	Workplace Skills Plan Developed and Submitted to LGSETA by 30 June 2020	This indicator refers to the Workplace skills plan which is developed and submitted to LGSETA. Annually	Reporting is done once off in the fourth quarter	WSP submitted timely	Workplace Skills Plan Developed and Submitted to LGSETA by 30 April 2020	Workplace Skills Plan Developed and Submitted to LGSETA by 30 June 2020	Workplace Skills Plan Developed and Submitted to Council by 31 May 2020	Operational	N/A	N/A	N/A	Workplace Skills Plan Developed and Submitted to LGSETA by 30 June 2020	Signed Workplace skills plan and submission evidence/acknowledgement thereof	

K	Building institutional resilience and administrative capability	Municipal transformation and organisational development	Institutional Development and Transformation	Improve organisational cohesion and effectiveness	Corporate Services	Number of people from employment equity target groups employed in the three highest levels of management with a municipality's approved employment equity plan by 30 June 2021	This indicator refers to the appointments in the three highest levels of management in compliance with a municipality's approved employment equity plan	Reporting is done once off in the fourth quarter	At least 1 person appointed in terms of EE Plan	1 person from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan by 30 June 2021	No revisions	1 appointment in line with approved employment equity plan	Operational	N/A	N/A	No revisions	No revisions	Signed off appointment in line with EE plan of municipality
L	Supporting the delivery of municipal services to the right quality and standard	Basic Service Delivery and Infrastructure Investment	Community Services and development	All citizens have a right to an environment that is not detrimental to human health, and it imposes a duty on the State to promulgate legislation and to implement policies aimed at ensuring that this right is upheld -Environmental health, Fire and Disaster Management and Solid Waste Management	Community Services	Number of inspections on food premises conducted by 30 June 2021	This indicator refers to the Number of inspections on food premises conducted as per the Health professionals act no. 56 of 1974	Reporting is quarterly and also monitored quarterly. Quarterly targets are cumulative	3343 as per APR 18-19	200	No revisions	200	Operational	33 inspections on food premises conducted by 30 September 2020	50 inspections on food premises conducted by 31 December 2020	No revisions	No revisions	Signed off food premises inspection reports
M	Supporting the delivery of municipal services to the right quality and standard	Basic Service Delivery and Infrastructure Investment	Community Services and development	All citizens have a right to an environment that is not detrimental to human health, and it imposes a duty on the State to promulgate legislation and to implement policies aimed at ensuring that this right is upheld -Environmental health, Fire and Disaster Management and Solid Waste Management	Community Services	Number of bacteriological, chemical and sewerage water samples collected for analysis by 30 June 2021	This indicator refers to the Number of bacteriological, chemical and sewerage water samples collected for analysis as per the Health professionals act no. 56 of 1974	Reporting is quarterly and also monitored quarterly. Quarterly targets are non cumulative.	1311 as per APR 2018-2020	1100 bacteriological, chemical and sewerage water samples collected for analysis by 30 June 2021	No revisions	1100 bacteriological, chemical and sewerage water samples collected for analysis by 30 June 2021	Operational	275 bacteriological, chemical and sewerage water samples collected for analysis by 30 September 2020	275 bacteriological, chemical and sewerage water samples collected for analysis by 31 December 2020	No revisions	No revisions	Signed off bacteriological, chemical and sewerage water samples collected for analysis

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T	Supporting the delivery of municipal services to the right quality and standard	Basic Service Delivery and Infrastructure Investment	Service Delivery and Infrastructure development	Eradicate backlogs in order to improve access to services and ensure that sustainable operations and maintenance	Engineering and Technical Services	% total allocated (guaranteed) RBIG grant funding spent on capital projects by 30 June 2021	This indicator refers to the total received funding	Reporting is quarterly and also monitored as such. Quarterly targets are cumulative	New	100% total allocated (guaranteed) RBIG grant funding spent on capital projects by 30 June 2021	No revisions	100% of RBIG Spent on capital projects	Capital (RBIG)	20% by 30 September 2020	30% by 31 December 2020	No revisions	No revisions	Signed off RBIG expenditure report/ payment certificates/invoices, spending against DORA and registered projects
U	Supporting the delivery of municipal services to the right quality and standard	Basic Service Delivery and Infrastructure Investment	Service Delivery and Infrastructure development	Eradicate backlogs in order to improve access to services and ensure that sustainable operations and maintenance	Engineering and Technical Services	Number of Service level agreements signed with local Municipalities by 30 June 2021	This indicator refers to the Water/sanitation authority signing a service level agreement with locals in terms of provision of water/sanitation	Reporting is once off at year end	New	4 signed service level agreements with local municipalities in terms of provision of water and sanitation by 30 June 2021	4 signed service level agreements with local municipalities in terms of provision of water and sanitation by 30 June 2021	4 signed service level agreements with local municipalities in terms of provision of water and sanitation by 30 June 2021	Operational	N/A	N/A	N/A	4 signed service level agreements with local municipalities in terms of provision of water and sanitation by 30 June 2021	Signed service level agreements and monitoring plan attached thereto
V	Local economic Development	Local Economic Development (LED)	Local Economic Development	Create an environment that promotes the development of the local economy and facilitate job creation	Economic development, Tourism and Agriculture	Number of SMMEs and Cooperatives supported by 30 June 2021	This indicator refers to the smmes and cooperatives provided with financial support or otherwise	Reporting is quarterly and also monitored quarterly. Quarterly targets are cumulative	New	100 SMMEs and Cooperatives supported by 30 June 2021	No revisions	100 SMMEs and Cooperatives supported	Operational	25 SMMEs and Cooperatives supported by 30 September 2020	25 SMMEs and Cooperatives supported by 31 December 2020	No revisions	No revisions	signed off reports/ Registers of SMMEs support of beneficiaries reports/ acknowledgement of assistance

**KPA – Basic Service Delivery and Infrastructure Development (Service Delivery and Infrastructure development)**

**IDP Objective/ Strategic Objective - Eradicate backlogs in order to improve access to services and ensure that sustainable operations and maintenance**

Reporting and Monitoring via Project management Unit (PMU) Implementation Plan/Progress reports from PMU in terms of Actual Performance against the budget, and Monthly budget reports (Section 71). In addition, progress reports indicating the planned vs actual targets of projects will be completed by this unit (PMU) and as Performance management systems unit (PMS) we will ensure to include and also try and review if submitted timely in terms of our service delivery projects. The budget which includes our capital projects will be used as a basis and a reporting template in terms of PMS Reporting will be given to the relevant unit as to ensure reporting all projects.

The Senior/Acting Senior Manager in collaboration with the Municipal Manager/Acting Municipal Manger is expected to populate the below table as to allow for project reporting in terms of performance management. Non adherence will conclude through our standard operating procedures. This form part of both Engineering and Municipal Managers Performance agreement.

PROJECT NAME	PROJECT ID NUMBER	IDP OBJECTIVE	KEY PERFORMANCE AREA	CAPITAL BUDGET (PER GRANT)	ANNUAL MILESTONE – PROJECT PROGRESS IN PERCENTAGE AND BUDGET	CURRENT PROJECT PROGRESS AND EXPENDITURE (Q1 AND Q2 AND MID-YEAR)	QUARTER 3 MILESTONE BOTH BUDGET AND PROJECT PROGRESS	QUARTER 4 MILESTONE BOTH BUDGET AND PROJECT PROGRESS	MEANS OF VERIFICATION



**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	<b>Compulsory</b>		4	June 2020		
Programme and Project Management						
<b>Financial Management</b>						
Change Management						
Knowledge Management						
Service Delivery Innovation						
Problem Solving and Analysis						
<b>People Management and Empowerment</b>	<b>Compulsory</b>		4	June 2020		
<b>Client Orientation and Customer Focus</b>	<b>Compulsory</b>		4	June 2020		
Communication						
Honesty and Integrity						
Team building						

**(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						
<b>Total percentage</b>	<b>100%</b>					

**ANNEXURE C:**

**PERSONAL DEVELOPMENT PLAN (PDP)**

Entered into by and between

**THE DR RUTH SEGOMOTSI MOMPATI  
DISTRICT MUNICIPALITY AS  
REPRESENTED BY THE EXECUTIVE  
MAYOR**

**(duly authorised by Council)**

**Cllr. Sereko  
[“theEmployer”]**

**and**

**Mr. Teko  
Gaanakgomo  
[“the Employee”]**

Handwritten signature and initials in the bottom right corner of the page.

## **Explanatory Notes to the Personal Development Plan**

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### **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 **dplig,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.

### 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:
  - 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.
  - 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



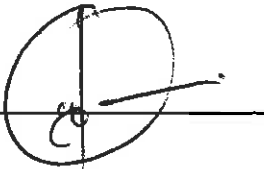
registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken.

- 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 Skills Development Facilitator has been appointed;
  - The Workplace Skills Plan has been submitted.
  - A submission, including a Business Plan is submitted for additional grants

**Personal Development Plan Teko Gaanakgomo**

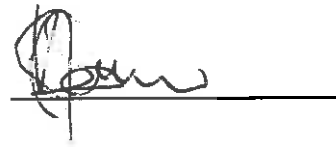
1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area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

Employee's Signature:



Date: 12/04/21

Executive Mayor Signature:



Date: 13/04/2021




## ANNEXURE D – ROLES AND RESPONSIBILITIES OF THE ACCOUNTING OFFICER

(1) As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for— (a) the formation and development of an economical, effective, efficient and accountable administration- (i) equipped to carry out the task of implementing the municipality's 45 integrated development plan in accordance with Chapter 5: (ii) operating in accordance with the municipality's performance management system in accordance with Chapter 6; and (iii) responsive to the needs of the local community to participate in the affairs of the municipality; 50 (b) the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality; (c) the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan: 58 No. 21776 GOVERNMENT GAZETTE. 20 Act No. 32, 2000 LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT. 2000 (d) the management of the provision of services to the local community in a sustainable and equitable manner: (e) the appointment of staff other than those referred to in section 56(cz), subject to the Employment Equity Act, 1998 (Act No. 55 of 1998); (f) the management, effective utilisation and training of staff 5 (g) the maintenance of discipline of staff (h) the promotion of sound labour relations and compliance by the municipality with applicable labour legislation; (i) advising the political structures and political office bearers of the municipality; 10 (j) managing communications between the municipality's administration and political office bearers and political office bearers: (k) carrying out the decisions of the political structures and political office bearers of the municipality; (l) the administration and implementation of the municipality's by-laws and 15 other legislation; (m) the exercise of any powers and the performance of any duties delegated by the municipal council, or sub-delegated by other delegating authorities of the municipality, to the municipal manager in terms of section 59: (n) facilitating participation by the local community in the affairs of the 20 municipality; (o) developing and maintaining a system whereby community satisfaction with municipal services is assessed; (p) the implementation of national and provincial legislation applicable to the municipality; and 25 (q) the performance of any other function that may be assigned by the municipal council. (2) As accounting officer of the municipality the municipal manager is responsible and accountable for— (a) all income and expenditure of the municipality; 30 (h) all assets and the discharge of all liabilities of the municipality; and (c) proper and diligent compliance with applicable municipal finance management legislation.