

FINANCIAL YEAR: 1 JULY 2021 - 30 JUNE 2022

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FOR THE

THE SENIOR MANAGER CORPORATE SERVICES
EMPLOYEE OF THE MUNICIPALITY

MAHLARE MABU ANNAH

AND

FULL NAMES

RAMPEDI MMADIRE NANCY

THE MAKHUDUTHAMAGA LOCAL MUNICIPALITY
AS REPRESENTED BY MUNICIPAL MANAGER

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT



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;

The purpose of this Agreement is to -

2. PURPOSE OF THIS AGREEMENT

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b)(iii) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement within one (1) month after the beginning of each financial year of the municipality.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

1. INTRODUCTION

WHEREBY IT IS AGREED AS FOLLOWS:

Mahlare Mabou Annah (full name) Employee of the Municipality (hereinafter referred to as the Employee);

and

The Makhuduthamaga Local Municipality herein represented by Rampedi Mmadire Nancy (full name) in her/his capacity as Municipal Manager (hereinafter referred to as the Employer or Supervisor)

ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

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2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employer's expectations of the employee's performance and accountability in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 01 July 2021 and will remain in force until 30 June 2022 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the Employee; and

4.1.2 the time frames within which those performance objectives and targets must be met

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4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employer and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The key objectives describe the main tasks that need to be done.

4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 The target dates describe the timeframe in which the work must be achieved.

4.2.4 The weightings show the relative importance of the key objectives to each other.

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

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employer agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

5.2 The Employer 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 Employer about the specific performance standards that will be included in the performance management system as applicable to the Employer.

5.4 The Employer undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the Employer shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The Employer must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Requirements (CRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CRs will account for 20% of the final assessment.

5.5.4 The total score must be determined using the rating calculator.

5.6 The Employer's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:



Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	05
Municipal Institutional Development and Transformation	65
Local Economic Development (LED)	5
Municipal Financial Viability and Management	15
Good Governance and Public Participation	10
Total	100%

5.7

In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8

The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers:

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Strategic Direction and Leadership	✓	10
People Management	✓	10
Program and Project Management	✓	10
Financial Management	✓	5
Change Leadership	✓	5
Governance Leadership	✓	5
CORE COMPETENCIES		
Moral Competence	✓	5
Planning and Organising	✓	10
Analysis and Innovation	✓	10
Knowledge and Information Management	✓	10

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6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

COMPETENCY REQUIREMENTS FOR EMPLOYEES		
LEADING COMPETENCIES	✓	WEIGHT
Communication	✓	10
Results and Quality Focus	✓	10
Total percentage	-	100%



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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

- (b) An indicative rating on the five-point scale should be provided for each KPA.

- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CRs

- (a) Each CR should be assessed according to the extent to which the specified standards have been met.

- (b) An indicative rating on the five-point scale should be provided for each CR.

- (c) This rating should be multiplied by the weighting given to each CR during the contracting process, to provide a score.

- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.

6.5.3 Overall rating

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

- 6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CRs:

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1	2	3	4	5
Rating				

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

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

- 6.7.1 Executive Mayor or Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

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9. OBLIGATIONS OF THE EMPLOYER

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

8. DEVELOPMENTAL REQUIREMENTS

- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employees' performance.
- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

Fourth quarter	:	April – June 2022
Third quarter	:	January – March 2022
Second quarter	:	October – December 2021
First quarter	:	July – September 2021

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).
- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the established - municipal managers, an evaluation panel constituted of the following persons must be established -



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

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2 A performance bonus of between 5% to 14% of the total remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

10.1.3 a substantial financial effect on the Employer.

10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.1 a direct effect on the performance of any of the Employee's functions;

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

10. CONSULTATION

9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

9.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

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

9.1.2 provide access to skills development and capacity building opportunities;

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

9.1 The Employer shall –





11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

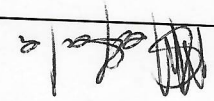
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

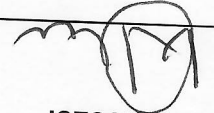
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

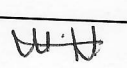
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013 265 8600(t) | (f)013 265 1975

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AS WITNESSES:

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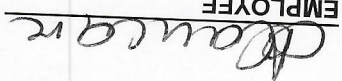
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AS WITNESSES:

MUNICIPAL MANAGER



EMPLOYEE



Thus done and signed at Jane Furse on this the 01 day of July 2021

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KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic objective: Improve Internal and External operation of the municipality and its stakeholders

Total Number of Indicators	Total Number of Annual Targets	Total Number of Adjusted Targets
20	20	0

No.	Directorate	Project	Measurable Objective	Key Performance Indicator.	Baseline	2021/2022 Annual targets	2021/2022 Quarterly Targets				Means of verification	Annual Budget 2021/2022 (R '000')	Weightings	
							Quarter 1	Quarter 2	Quarter 3	Quarter 4				
MTODO 3	Corporate Services	Conduct Medical surveillance for employees.	To Ensure occupational health and safety of all municipal employees.	No. of Medical surveillance report generated by 30 June 2022	1 Medical surveillance report generated	3 Medical surveillance report generated by 30 June 2022	0	1 Medical surveillance report generated	1 Medical surveillance report generated	1 Medical surveillance report generated	1 Medical surveillance report generated	Medical surveillance report	R350	5
MTODO 4	Corporate Services	Conduct Health Risk Assessment	To ensure safety of employees and clients.	No. of Health risk assessments conducted by 30 June 2022	4 Health risk assessment conducted	4 Health risk assessments conducted by 30 June 2022	1 Health risk assessment conducted	1 Health risk assessment conducted	1 Health risk assessments conducted	Health risk assessment report	R0.00	R0.00	5	
MTODO 5	Corporate Services	Monitor Compliance of municipal construction project in line with OHS ACT	To Ensure Compliance with construction regulations for all municipal construction projects	No. of compliance reports generated on municipal construction project by 30 June 2022	4 compliance reports generated on municipal construction project	4 compliance reports generated on municipal construction project by 30 June 2022	1 compliance reports generated on municipal construction project	1 compliance reports generated on municipal construction project	1 compliance reports generated on municipal construction project	1 compliance reports generated on municipal construction project	Reports	R0.00	5	

No.	Directorate	Project	Measurable Objective	Key Performance Indicator.	Baseline	2021/2022 Annual targets	2021/2022 Quarterly Targets				Means of verification	Annual Budget 2021/2022 (R '000')	Weightings	
							Quarter 1	Quarter 2	Quarter 3	Quarter 4				
MTODDO 6	Corporate services	Provide protective equipment (PPE) (Employee & EPWP) by June 2022	To Ensure personal protection in hazardous working environment	No of employees/EPWP provided with protective equipment by 30 June 2022	New indicator	120 of employees/EPWP provided with protective equipment by 30 June 2022	0	120 of employees/EPWP provided with protective equipment	0	0	0	Updated PPE Register	R400	5
MTOD 07	Corporate Services	Review and Implement WSP and ATR	To provide skilled and capable workforce to support inclusive growth.	No. of WSP and ATR reviewed and submitted by 30 June 2022	1 WSP and ATR reviewed	1 WSP and ATR reviewed by 30 June 2022	0	0	0	1 WSP and ATR reviewed	WSP and ATR Report and Acknowledgement letter	R500	4	
MTOD 08	Corporate Services	Award and manage external bursary fund	To provide academic support to needy student for higher education	No of Bursary fund reports generated by June 2022	04 of Bursary fund reports generated	4 trainings reports generated by 30 June 2022	1 trainings reports generated by 30 Sept 2022	1 trainings reports generated by 31 December 2022	1 trainings reports generated by 31 March 2022	1 trainings reports generated by 30 June 2022	Training Reports	R2 600	3	
							01 of Bursary fund reports generated by June 2022	01 of Bursary fund reports generated by June 2022	01 of Bursary fund reports generated by June 2022	01 of Bursary fund reports generated by June 2022				

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No.	Directorate	Project	Measurable Objective	Key Performance Indicator	Baseline	2021/2022 Annual targets	2021/2022 Quarterly Targets				Means of Verification	Annual Budget 2021/2022 (R '000')	Weightings
							Quarter 1	Quarter 2	Quarter 3	Quarter 4			
MTODO9	Corporate Services	Review of Organisational structure	To provide support to IDP targets for service delivery by reducing the vacancy rate each year.	% of positions filled in line with the approved organizational structure by 30 June 2022	Approved Organisational structure	75% of positions filled in line with the approved organizational structure by 30 June 2022	0%	50%	75%	0	Recruitment report	R0.00	5
MTOD10	Corporate Services	Review of HR policies	To ensure compliance with all relevant approved legislation	No. of HR policies reviewed by 30 June 2022	31 HR policies reviewed	10 HR policies reviewed by 30 June 2022	0	0	0	10 HR policies reviewed by 30 June 2022	Approved HR policy and council resolution	R0.00	5
MTOD11	Corporate Services	Local Labour forum	To ensure compliance with SALCBC collective agreement.	No. of LLF resolution reports created by 30 June 2021	12. of LLF resolution reports created	12 Ordinary meetings held each year by 30 June 2022	3 LLF resolution reports created	3 LLF resolution reports created	3 LLF resolution reports created	3 LLF resolution reports created	Resolution reports	R0.00	6
MTOD12	Corporate Services	Legislative compliance database/register	To receive proper legal outcome for all municipal cases	No. of legislative compliance database register developed by 30 June 2022	1 legislative compliance database/register	4 of legislative compliance database register developed by 30 June 2022	01 legislative compliance database register developed	01 legislative compliance database register developed	01 legislative compliance database register developed	01 legislative compliance database register developed	Databases compliance Register	R0.00	5

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No.	Directorate	Project	Measurable Objective	Key Performance Indicator.	Baseline	2021/2022 Annual targets	2021/2022 Quarterly Targets				Means of verification	Annual Budget (R '000')	Weightings
							Quarter 1	Quarter 2	Quarter 3	Quarter 4			
MTOD1 3	Corporate Services	Monitoring of municipal by Laws	To provide support for the implementation of by-laws.	No. of By-Laws meetings/reports generated by June 2022.	4 By-Laws resolution meetings/reports	4 By-Laws resolution meetings/reports generated by 30 June 2022	1 By-Laws resolution meetings/reports generated	1 By-Laws resolution meetings/reports generated	1 By-Laws resolution meetings/reports generated	1 By-Laws resolution meetings/reports generated	Resolution register and reports	R0,00	5
MTOD1 4	Corporate Services	Management of municipal Litigation cases	To receive proper legal outcome for all municipal legal cases each year	No. of municipal legal reports generated by 30 June 2022	1 municipal Litigation reports	4 municipal Litigation reports created by 30 June 2022	1 municipal Litigation reports created	1 municipal Litigation reports created	1 municipal Litigation reports created	1 municipal Litigation reports created	Municipal Litigation report	R550	5
MTOD 15	Corporate Services	Performance Management System (PMS)	To improve performance management and service delivery	Number of middle Managers performance assessments conducted by 30 June 2022 (2019/2020 Annual and 2020/2022mid-year)	19 appointed Middle Managers performance agreements by 30 June 2022	19 appointed Senior Managers performance agreements by 30 June 2022	0	0	0	0	Performance Agreement	R0,00	5

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No.	Directorate	Project	Measurable Objective	Key Performance Indicator.	Baseline	2021/2022 Annual targets	2021/2022 Quarterly Targets				Means of verification	Annual Budget 2021/2022 (R '000')	Weightings
							Quarter 1	Quarter 2	Quarter 3	Quarter 4			
MTOD1 6	Corporate Services	ICT Governance	To strengthen municipal IT governance.	No. of ICT steering committee Resolutions Developed and Implemented	04 ICT Steering Committee Resolution register	No. of ICT steering committee Resolutions Developed and Implemented	1 of ICT steering committee Resolutions Developed and Implemented	1 of ICT steering committee Resolutions Developed and Implemented	1 of ICT steering committee Resolutions Developed and Implemented	1 of ICT steering committee Resolutions Developed and Implemented	Committee Resolutions Register	R0.00	6
MTOD1 7	Corporate Services	IT systems support	To Maintain All ICT Systems through ICT maintenance Plan each year.	No. IT Systems Supported by 30 June 2022	9 IT Systems	9 IT Systems Supported by 30 June 2022	2 IT Systems Supported	2 IT Systems Supported	3 IT Systems Supported	2 IT Systems Supported	ICT Reports	R2650	5
MTOD1 8	Corporate Services	Implement Municipal ICT Strategy	To implement the approved Municipal ICT Strategy for all the ICT environment each year	No. of ICT projects conducted in line with the approved ICT strategy by 30 June 2022	8 ICT projects conducted in line with the approved ICT strategy by 30 June 2022	2 ICT projects conducted	2 ICT projects conducted	2 ICT projects conducted	2 ICT projects conducted	Reports	R1000	5	
MTOD1 9	Corporate Services	Develop, Implement and maintain ICT Disaster	To Develop, Implement and maintain DRP for all ICT systems each year.	No. of DRP Developed, Implemented and Maintained by 30 June 2022	1 DRP Developed, Implemented and Maintained by 30 June 2022	1 Draft DRP Developed	Draft DRP consultation approved by council	DRP implemented and maintained	DRP implemented and maintained	Approved DRP and Council Resolution, Maintenance		6	

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No.	Directorate	Project	Measurable Objective	Key Performance Indicator.	Baseline	2021/2022 Annual targets	2021/2022 Quarterly Targets				Means of verification	Annual Budget 2021/2022 (R '000')	Weightings
							Quarter 1	Quarter 2	Quarter 3	Quarter 4			
MTOD 20	Corporate Services	Review File plan	To improve records management systems by all users each year.	No. of records management projects implemented by 30 June 2022	04 records management projects	12 of records management projects implemented by 30 June 2022	3 Records Management projects implemented	3 Records Management projects implemented	3 Records Management projects implemented	3 Records Management projects implemented	Records Management Reports	R0,00	5
		Recovery Solutions									nce Report		
Total												R8 400	100

5: Good governance and public participation

Strategic objective: To promote good governance, public participation, accountability, transparency, effectiveness and efficiency.

Total Number of Indicators	Total Number of Annual Targets	Total Number of annual Adjusted Targets
01	01	0

IDP Ref No.	Directorate	Project	Measurable Objective	Key Performance Indicator.	Baseline	Annual Target 2021/2022	2021/2022 Quarterly Targets				Means of verification	Annual Budget 2021/2022 ('R000')
							Quarter 1	Quarter 2	Quarter 3	Quarter 4		
GG06	Corporate Services	Implementation of Customer care plan	To bring services to the communities in collaboration with sector departments	No. of customer care projects implemented in line with the approved customer care plan by 30 June 2022	1 customer care implementation plan	12 customer care projects implemented in line with the approved customer care plan by 30 June 2022	3 customer care projects implemented in line with the approved customer care plan	3 customer care projects implemented in line with the approved customer care plan	3 customer care projects implemented in line with the approved customer care plan	3 customer care projects implemented in line with the approved customer care plan	customer care projects implementation plan	R200 ('R000')

Signature: *W. Wallace*

Date: _____

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Skills Development GAP (Individual Learning Plan)

Senior Manager's name: Mahlare M A

Employee Number: _____

Signature: 

Job Title: Senior Manager

Department: Corporate Service

Municipal Manager's Name: Rampedi MMadire Nancy

Date: 01 July 2021

Signature: 

Skills/Performance GAP	Outcomes Expected	Suggested training /or development activity	Suggested Mode of delivery	Suggested time frames	Support person
Basic Financial Management	Improved understanding of financial management	Certificate in Financial Management	Attendance of block classes at an accredited institution	2 nd Quarter	Municipal Manager
Advance Program and project management	Improved program and project management skills	Certificate in advance program and project management	Attendance of block classes at an accredited institution	3 rd Quarter	Municipal Manager