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MAKGAMATHA

♣ PERFORMANCE AGREEMENT
1 JULY 2019 – 30 JUNE 2020

KO 01/2019-2020

Ref. nr. 4/10/0393



MADE AND ENTERED INTO BY AND
BETWEEN:

**LEPHALALE LOCAL
MUNICIPALITY**

**AS REPRESENTED BY THE
MUNICIPAL MANAGER**

MMAPULA MARIA COCQUYT

AND

**MMAMANKWE GERBEN
MAKGAMATHA**

THE EMPLOYEE OF THE MUNICIPALITY

**PERFORMANCE
AGREEMENT**

FOR THE

FINANCIAL YEAR:

1 JULY 2019 – 30 JUNE 2020

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3. Commencement and duration	3.1 This Agreement will commence on 1 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. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after 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 Key Performance Areas that the employee should focus on. 4.1.2 Core competencies required from employees. 4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee. 4.1.4 The time frames within which those performance objectives and targets must be met. 4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows: 4.2.1 The strategic objectives describe the strategic intent of the organization that needs to be achieved. 4.2.2 The strategic 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 performance areas, key objectives, and key performance indicators to each other.

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

Competencies	Components	Weighting % (total 100%)
Leading competencies		
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	10%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management	10%
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation	10%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	10%
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation	10%
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance	10%
Core Competencies		
Moral competence		5%
Planning and Organising		10%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Communication		10%
Results and Quality Focus		5%
TOTAL WEIGHTING:		100%

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contained in the performance Plan which represents the outcome of the performance appraisal.

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

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
2	Performance 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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

6.7 For the purpose of evaluating the performance of the manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

- 6.7.1 Municipal Manager
- 6.7.2 Chairperson of the performance audit committee
- 6.7.3 Member of the executive committee
- 6.7.4 Municipal manager from another municipality

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

7. Schedule for Performance Reviews

7.1 The performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2019 (October 2019)
 Second quarter : October – December 2019 (January 2020)

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11. Management of Evaluation Outcomes

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

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

% Rating Over	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

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

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.

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 the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.

12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by 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, Regulation 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.

13. General

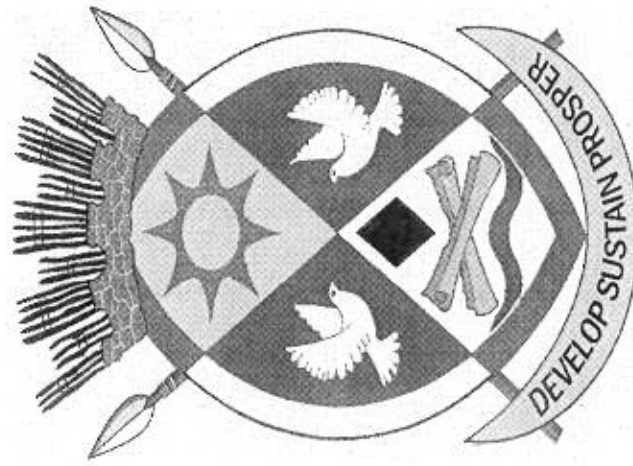
13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

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Annexure A

Personal Performance Plan



LEPHALALE LOCAL MUNICIPALITY

Name: MMAMANKWE GERBEN MAKGAMATHA

Position: Executive Manager Corporate Services

Accountable to: The Municipal Manager

Plan Period: 01 July 2019 – 30 June 2020

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1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

The SDBIP has been revised in terms of S54 (1) (c) of the MFMA, therefore, to ensure alignment of the adjustment SDBIP and Performance Plans, any adjustment to indicators and targets are indicated with footnotes, where it applies.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far as it is relevant to the functions of the employee.

OBJECTS OF LOCAL GOVERNMENT	KPA	STRATEGIC OBJECTIVE
Provide democratic and accountable government for local communities	Financial Viability	Enhance revenue and financial management
	Good Governance and Public Participation	Responsible, accountable, effective and efficient corporate governance
Encourage the involvement of communities and community organisations in the matters of local government	Transformation and Organisational Development	Capacitate disadvantaged groups
		Provide quality and well maintained infrastructural services in all municipal areas
Promote a safe and healthy environment	Service Delivery and Infrastructure	Improve functionality, performance and professionalism
Ensure the provision of services to communities in a sustainable manner.		Protect the environment and improve community well-being
Promote social and economic development	Local Economic Development	Create a conducive environment for businesses to invest and prosper
	Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development



"To be an effective and efficient Department that improves, promotes

and protect the well-being of the environment and the community"

In the day to day activities, the employee is also required to contribute to the achievements of the following operational objectives and strategies:

PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
By-laws	Responsible, Accountable, Effective and Efficient Corporate Governance.	Enforced by-laws.	Review and develop new by-laws for submission to council for vetting and gazetting. Develop booklet for delegation of powers for new council.	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers	Identification of applicable by-laws in jurisdiction and development thereof Capacitate enforcement officers
Governance and Administration	Responsible, Accountable, Effective and Efficient Corporate Governance.	Fully functional Council committees.	Provide administrative and secretariat support to portfolio committees and council.	Review delegation of powers and functions regarding constitutional and other legislative delegated powers. Remind directorates for timeous submission of Council items. Adherence to meeting schedules and standing orders. Provide Secretarial Support to Portfolio Committees	Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops. Monitoring of the functionality of portfolio committees by Speaker. Timeous submission of Council items Adherence to meeting schedules and standing orders.	Capacity building of councilors on council related programmes through specific training and knowledge sharing workshops. Monitoring of the functionality of portfolio committees by Speaker. Timeous submission of Council items Adherence to meeting schedules and standing orders.
Human Resource Management	Responsible, Accountable,	Competent and skilled workforce	Review organizational structure and institutional study. Introduce and implement	Develop competency requirement for all levels. Align powers and functions in terms of the institutional	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the	During annual review of the organizational structure, ensure that new positions are aligned to the recommendations of the

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PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Labour Relations	Responsible, Accountable, Effective and Efficient Corporate Governance.	Disciplined and productive workforce.	software and hardware).			
			Enforce code of conduct and disciplinary code. Reduce grievances, disputes and locally initiated labour action. Train Executives, Managers, Managers and supervisors code of conduct disciplinary code and HR related issues. Arrange annual labour relations workshop for officials on management positions. Hold regular LLF meetings.	Conclude the Essential Services Agreement by end of June 2017. Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Managers, divisional heads and supervisors to undergo Management Development Programme which includes training on how to handle Disciplinary and grievance procedures.	Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Enforcing discipline. Application of disciplinary procedures and actions.	Implementation of EAP Policy Having regular LLF meetings. Create awareness amongst staff on code of conduct. Ensure that grievances are resolved speedily. Enforcing discipline. Application of disciplinary procedures and actions. Annual team building sessions.
Employee Assistance Programme (EAP)	Responsible, Accountable, Effective and Efficient Corporate Governance.	Productive and well balanced workforce.	Calculate the overall employee satisfaction rating obtained from all completed survey forms. Develop and review EAP policies and submit for council approval. Arrange annual team	Implementation of EAP Policy Implementation of EAP Policy. Arrange annual team building sessions. Development and implement change management strategy.	Review and implementation of EAP Policy. Arrange annual team building sessions.	Implementation of EAP Policy.



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Records and Archiving	Responsible, Accountable, Effective and Efficient Corporate governance	Improved and informed decision making.	Ensure safe keeping of council documentation at all times. Archiving and record keeping of municipal documents. Classification of information to ensure safety of documentations.	Induct new employee on archiving processes. Automation of archiving system, including proper management information system. Provide effective and safe storage space for documentation.	Implementation of the MunAdmin electronic system in phases.	Fully fledged integrated and automated information and archiving system.
Legal Services	Responsible, Accountable, Effective and Efficient Corporate Governance.	Accountable and responsible administration.	Minimise unwarranted litigations and legal costs. Decrease percentage of litigation cases against the municipality negotiated for settlement per year. Percentage of SLA drafted within 2 weeks of receipt of request from date of submission.	Conduct Legal Information dissemination workshops with all relevant officials annually. Monitoring the compliance to legislation by departments.	To develop and implement control measures to ensure compliance with legislation. Develop plan to reduce litigation and costs.	Continuous assistance to other directorates with the drafting and review of by-laws and policies as and when it is required.

In terms of Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers¹, focus should also be on applying the eight Batho Pele Principles².

¹ Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers is available on: www.gpwonline.co.za

² Batho Pele Principles are available on: http://www.ipid.gov.za/about%20us/batho_pele.asp

**Providing information:**

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organization, and all other service delivery related matters available to fellow staff members.

Openness and transparency:

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilize the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

Redress:

This principle emphasizes a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organizational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

Value for money:

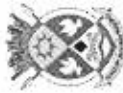
Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Improve functionality, performance and professionalism \ Labour Relations and EAP			employee satisfaction surveys received from employees YTD											
KPA5: Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Labour Relations and EAP	M - 6 7 3	Number of EAP policies Developed/ Reviewed and approved by Council YTD	Count the Number of EAP programmes YTD	#	Lep_ MHR	4	N/A	N/A	N/A	4	4	4	4	Year plan, power point presentation, attendance registers,



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA5: Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Training and Development	M - 2 1 2	Percentage of total municipality's budget actually spent on implementing its workplace skills plan YTD*	Percentage of R-value municipality's (salary bill) budget actually spent YTD on implementing its workplace skills plan / R-value R-value municipality's (salary bill) budget actually spent YTD as %	%	Lep. MHR	1%	N/A	0.50%	0.75%	1%	1%	1%	1%	Quarterly training register, budget statement Approved WSP training Register Budget Statement Expenditure Report
	M - 1 8	Percentage of municipal new personnel appointed and enrolled to meet the financial minimum competency	Divide the number of staff enrolled by number of staff appointed YTD	#	Lep. MHR	100%	100%	100%	100%	100%	100%	100%	100%	MFMP proof of enrolment



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
performance and professionalism \ Training and Development														Organogram Recruitment Plan Adverts Appointment letters Calculation Summary of the vacancy Rate percentage
KPA5: Transformation and Organisational Development \ Improve functionality, performance and professionalism \ Training and Development	M - 21	Percentage of municipal personnel budget spent YTD*	Divide the actual value spent on personnel remunerations by Total Budget for the Year YTD	%	Lep- MHR	97%	23%	46%	72%	97%	97%	100%	100%	Report from BTO Percentage of municipal personnel budget spent (signed off by BTO and EMCSS)
	M	Percentage of	Divide the	%	Lep-	100%	100%	100%	100%	100%	100%	100%	100%	Appointment



Hierarchy (KPA \ STRATEGIC OBJECTIVE \ Programme)	I D	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA6: Good Governance and Public Participation \ Responsible, accountable, effective and efficient corporate governance \ Legal Services	M - 1 3 6	Percentage of Service Level Agreements (SLAs) drafted /or reviewed within 7 working days of receipt of notice of appointment from Municipal Manager YTD*	Number of Service Level Agreements (SLAs) drafted /or reviewed within 7 working days of receipt of notice of appointment from Municipal Manager YTD divided by Number of notice of appointment received from Municipal manager YTD	%	Lep- MLegal	100%	90%	90%	90%	90%	90%	100%	100%	Contract register, Register indicating the date of appointment letter receipt to date of SLA completion Copies of Signed SLAs
KPA6: Good Governance and Public Participation \ Responsible, accountable, effective and efficient corporate governance \ Legal Services	M - 6 5 3 A	Number of By- laws Gazette by end of Financial Year. YTD	Count the number of By- laws Gazette in the State paper. YTD	#	Lep- MLegal	2	N/A	N/A	N/A	2	2	2	2	Copy of a gazetted by-law



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	034	meetings held YTD	committee meetings held YTD											registers, resolution register
KPA6: Good Governance and Public Participation\ Responsible, accountable, effective and efficient corporate governance\ IT and Support	M-23	Percentage of complaints received on the electronic system and successfully attended to by customer care unit YTD*	Divide the number of complaints attended to by the number of complaints received YTD	%	Lep- Mad-min	96%	80%	80%	85%	85%	85%	90%	100%	System generated quarterly Report signed off by EMCSSS

3.1 REPORTING ON THE ABOVE PERFORMANCE PER QUARTER

The Executive Manager hereby undertakes to report on the above performance indicators by the end of a 5th day after the end of each and every quarter. This statement forms part of the agreement between the employer and the employee.



COMPETENCIES

According to the leading and core competencies as prescribed by Regulation 21 of 2014 the employee should conform to and will be assessed and evaluated against the following:

Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10%



5. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPA's) and 20% for competency requirements. It is also required that the KPA's relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPA's. It is also necessary to allocate weightings amongst KPI's and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS	KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		ASSESS WEIGHTING
Key Performance Areas				80%
Spatial Rationale	N/A	N/A	N/A	
Service Delivery and Infrastructure	N/A	KPI's	30%	
		Projects	70%	
Financial Viability	N/A	KPI's	N/A	
Local Economic Development	00%	N/A	N/A	
Transformation and Organisational Development	45%	KPI's	100%	
Good Governance and Public Participation	55%	KPI's	100%	
Total	100%			
Competency Requirements				20%



7. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
 - 1.5. The employee must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
 - 3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.2. The employee to motivate for higher ratings where applicable.
 - 3.3. The panel to rate the employee's core competency requirements on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / Competencies. Overall scores are calculated by taking weightings into account where applicable.
- 3.5. The final KPA's rating will account for 80% of the final assessment total. The Competencies are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:
Rating: 1 2 3 4 5
% Score: 0-66 67-99 100-132 133-166 167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all-inclusive remuneration package as indicated in table below:

% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%

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ANNEXURE A1 - COMPETENCY DETAILS

The required achievement levels in terms of Regulation 21 of 2014 are as follows:

Competencies	Basic	Competent	Advanced	Superior
Leading competencies				
Strategic Direction and Leadership	- Understand institutional and departmental strategic objectives, but lacks the ability to inspire other to achieve set mandate - Describe how specific tasks link to institutional strategies but has limited influence in directing strategy - Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole - Demonstrate a basic understanding of key decision-makers	- Give direction to a team in realising the institution's strategic mandate and set objectives - Has a positive impact and influence on the morale, engagement and participation of team members - Develop action plans to execute and guide strategy implementation - Assist in defining performance measures to monitor the progress and effectiveness of the institution - Displays an awareness of institutional structures and political factors - Effectively communicate barriers to execution to relevant parties - Provide guidance to all stakeholders in the achievement of the strategic mandate - Understand the aim and objectives of the institution and relate it to own work	- Evaluate all activities to determine value and alignment to strategic intent - Display in-depth knowledge and understanding of strategic planning - Align strategy and goals across all functional areas - Actively define performance measures to monitor the progress and effectiveness of the institution - Consistently challenge strategic plans to ensure relevance - Understand institutional structures and political factors, and the consequences of actions - Empower others to follow strategic direction and deal with complex situations - Guide the institution through complex situations and ambiguous concern - Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	- Structure and position the institution to local government priorities - Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework - Hold self-accountable for strategy execution and results - Provide impact and influence through building and maintaining strategic relationships - Create an environment that facilitates loyalty and innovation - Display a superior level of self-discipline and integrity in actions - Integrate various systems into a collective whole to optimise institutional performance management - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome



Competencies	Basic	Competent	Advanced	Superior
Programme and Project Management	- Initiate projects after approval from higher authorities - Understand procedures of programme and project management methodology, implications and stakeholder involvement - Understand the rational of projects in relation to the institution's strategic objectives - Document and communicate factors and risk associated with own work - Use results and approaches of successful project implementation as guide	- Establish broad stakeholder involvement and communicate the project status and key milestones - Define the roles and responsibilities of the project team and create clarity around expectations - Find a balance between project deadline and the quality of deliverables - Identify appropriate project resources to facilitate the effective completion of the deliverables - Comply with statutory requirements and apply policies in a consistent manner - Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	- Manage multiple programmes and balance priorities and conflicts according to institutional goals - Apply effective risk management strategies through impact assessment and resource requirements - Modify project scope and budget when required without compromising the quality and objectives of the project - Involve top-level authorities and relevant stakeholders in seeking project buy-in - Identify and apply contemporary project management methodology - Influence and motivate project team to deliver exceptional results - Monitor policy implementation and apply procedures to manage risks	- Understand and conceptualise the long-term implications of desired project outcomes - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives - Consider and initiate projects that focus on achievement of the long-term objectives - Influence people in positions of authority to implement outcomes of projects - Lead and direct translation of policy into workable action plans - Ensure that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed



Competencies	Basic	Competent	Advanced	Superior
Change Leadership	• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programmes and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build an nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take and lead in impactful change programmes • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives



Competencies	Basic	Competent	Advanced	Superior
Core Competencies				
Moral competence	- Realise the impact of acting with integrity, but requires guidance and development in implementing principles - Follow the basic rules and regulations of the institution - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	- Conduct self in alignment with the values of Local Government and the institution - Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver - Actively report fraudulent activity and corruption within local government - Understand and honour the confidential nature of matters without seeking personal gain - Able to deal with situations of conflict of interest promptly and in the best interest of local government	- Identify, develop, and apply measures of self-correction - Able to gain trust and respect through aligning actions with commitments - Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders - Present values, beliefs and ideas that are congruent with the institution's rules and regulations - Takes an active stance against corruption and dishonesty when noted - Actively promote the value of the institution to internal and external stakeholders - Able to work in unity with a team and not seek personal gain - Apply universal moral principles consistently to achieve moral decisions	- Create an environment conducive of moral practices - Actively develop and implement measures to combat fraud and corruption - Set integrity standards and shared accountability measures across the institution to support the objectives of local government - Take responsibility for own actions and decisions, even if the consequences are unfavourable



Competencies	Basic	Competent	Advanced	Superior
Analysis and Innovation	- Understand the basic operation of analysis, but lack detail and thoroughness - Able to balance independent analysis with requesting assistance from others - Recommend new ways to perform tasks within own function - Propose simple remedial interventions that marginally challenges the status quo - Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	- Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations - Demonstrate objectivity, insight, and thoroughness when analysing problems - Able to break down complex problems into manageable parts and identify solutions - Consult internal and external stakeholders on opportunities to improve processes and service delivery - Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders - Continuously identify opportunities to enhance internal processes - Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	- Coaches team members on analytical and innovative approaches and techniques - Engage with appropriate individuals in analysing and resolving complex problems - Identify solutions on various areas in the institution - Formulate and implement new ideas throughout the institution - Able to gain approval and buy-in for proposed interventions from relevant stakeholders - Identify trends and best practices in process and service delivery and propose institutional application - Continuously engage in research to identify client needs	- Demonstrate complex analytical and problem solving approaches and techniques - Create an environment conducive to analytical and fact-based problem-solving - Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence - Create an environment that fosters innovative thinking and follows a learning organisation approach - Be a thought leader on innovative customer service delivery, and process optimisation - Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences



Competencies	Basic	Competent	Advanced	Superior
Communication	- Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools - Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration - Disseminate and convey information and knowledge adequately	- Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating - Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs - Adapt communication content and style to suit the audience and facilitate optimal information transfer - Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders - Compile clear, focused, concise and well-structured written documents	- Effectively communicate high-risk and sensitive matters to relevant stakeholders - Develop a well-defined communication strategy - Balance political perspectives with institutional needs when communicating viewpoints on complex issues - Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles - Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution - Able to communicate with the media with high levels of moral competence and discipline	- Regarded as a specialist in negotiations and representing the institution - Able to inspire and motivate others through positive communication that is impactful and relevant



**PERSONAL
DEVELOPMENT PLAN
(PDP)**

**MADE AND ENTERED INTO BY
AND BETWEEN:**

**LEPHALALE LOCAL
MUNICIPALITY**

**AS REPRESENTED BY THE
ACTING MUNICIPAL MANAGER
MAPULA MARIA COCQYT**

AND

**MMAMANKWE GERBEN
MAKGAMATHA
THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

FINANCIAL YEAR:

1 JULY 2019 - 30 JUNE 2020

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3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX.

A manager, in consultation with his / her employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.

Column 1: Skills/Performance GAP

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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager: Training/ HR

(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

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.

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.

Column 2: Outcomes Expected

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
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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7. Column 7: Support Person

1. Skills / Performan ce Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or developmen t activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportuni ty created to practice skill / developm ent area	7. Support Person
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

date

hls



LEPHALALE LOCAL
MUNICIPALITY

**FINANCIAL DISCLOSURE
FORM**

NAME: MAMANKWE GERBEN MAKGAMTHA

FOR THE

FINANCIAL YEAR:
1 JULY 2019 - 30 JUNE 2020

STRICTLY CONFIDENTIAL

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5. Consultancies, Retainerships and Relationships

Name of client	Nature	Type of business activity	Value of any benefits received
	N/A		

6. Subsidies, grants and sponsorships by any organisation

Source of assistance	Description of assistance	Value of assistance
	N/A	

7. Gifts and hospitality from a source other than a family member

Description	Value	Member
N/A		

8. Land and property

Description	Extent	Area	Value
Spent/Vacant	815qm	Town	R320-000



SIGNATURE OF SENIOR MANAGER

DATE: 2019/07/26

PLACE: Lephalale

mls



LEPHALALE MUNICIPALITY

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

[schedule 1 amended by sub-section 45 and 46 of local government laws Amended Act No 51 of 2002]

1. Definitions

In this schedule partner means a person who permanently lives with another person in a manner if married

2. General conduct

A staff member of a municipality must at all times

- (a) Loyal execute the lawful policies of the municipal Council.
- (b) Perform the functions of office in good faith diligently honestly and in a transparent manner.
- (c) Act in such a way that the spirit purpose and objects of section 50 are promoted.
- (d) Act in the best interest of the municipality and in such a way that the credibility and integrity of the municipal are not compromised and
- (e) Act impartially and treat all people including other staff members equally without favour Or

3. Commitment to serving the public interest.

A staff member of a municipal of a public servant in a developmental local system and must accordingly:

- (a) Implement the provisions of section 50 (2)
- (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets

6. Unauthorised disclosure of information

(1) A staff member of a municipality may not, without permission, disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person

(2) For the purpose of this item "privileged or confidential information" includes any information.

- (a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential
- (b) discussed in closed session by the council or a committee of the council
- (c) disclosure of which would violate person's right to privacy or
- (d) declared to be privileged confidential or secret in terms of any law

3. This item does not delegate from a person's right or access to information in terms of national legislation

7. Undue influence

(1) A staff member of a municipality may not:

- (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
- (b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
- (c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

8. Rewards, gifts and favours

(1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for:

- (a) persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
- (b) making a representation to the council, or any structure or functionary of the council;
- (c) disclosing any privileged or confidential information; or
- (d) doing or not doing anything within that staff member's powers or duties.

(2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of subitem (1)

- (c) Transfer to another post;
- (d) Reduction in salary, allowances or other benefits; or
- (e) An appropriate fine.

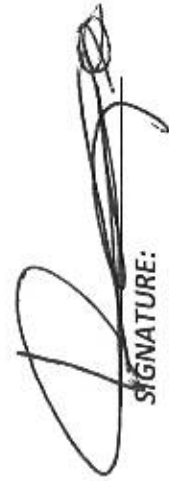
[Item 14A inserted by s. 29 of Act No. 44 of 2003]

LEGISLATION AMENDED

1. *Repeals sections 31 and 32 of, and Schedule 5 to, the Municipal Structures Act, No. 117 of 1998.*
2. *Amends section 27 of the Municipal Structures Act, No. 117 of 1998, by substituting paragraph (d)*
3. *Amends section 81 of the Municipal Structures Act, No. 117 of 1998, by substituting subsection (5)*
4. *Amends section 82 of the Municipal Structures Act, No. 117 of 1998, by adding subsection (2), the existing section becoming subsection (1)*
5. *Amends Schedule 4 of the Public Finance Management Act, No. 1 of 1999, by adding item 2.*

NAME AND SURNAME: MIMAMANKWE GERBEN MAKAMATHA EMPLOYEE NO: 100393

ID NO: 7012255333082


SIGNATURE:
EMPLOYEE

04 / 09 / 2019
DATE: