

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

KOPANONG LOCAL MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

ME. LEBOHANG YVONNE MOLETSANE

AND

ME. KEDISALETSE CECILIA MANZANA

NAME OF EMPLOYEE

FOR THE

FINANCIAL YEAR: 1 JULY 2012 - 30 JUNE 2013

PERFORMANCE AGREEMENT

ENTERED INTO AND BETWEEN:

The Municipality of Kopongwe herein represent by Me. LEODHAG JOSENE MOUTISA (full name) in his /her capacity as Municipal Manager hereinafter referred to as the Employer or Reporting Officer) and Cecilia Kedisauise Manzwa (full name) Employee of the Municipality of Kopongwe Local (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

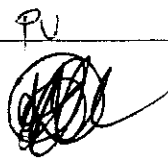
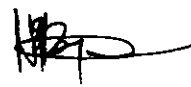

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

The Purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1) (b), 4(A), (4B) and (5) of the Systems Acts as well as the Contract of Employment entered into between the parties;

TS WJ   

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

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 3rd Sep 2012 (date) and will remain in force until 31 August 2017 (date) whereafter 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 anytime during the abovementioned period to determine the applicability of the matters agreed upon.

T.S. W. [Signature] P.V. [Signature] [Signature]

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 the Employee; and

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

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

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

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

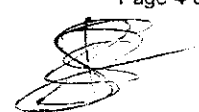
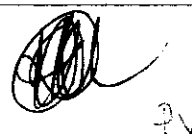
5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management, and municipal staff of the Employer.

5.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.

5.3 The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

T.S



6 The Employee agrees to participate in the Performance Management and Development System that the Employer adopts.

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

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

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.

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

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

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

| KEY PERFORMANCE AREAS (KPA'S) | WEIGHTING |
|--|-------------|
| Basic Service Delivery | |
| Municipal Institute Development and Transformation | |
| Local Economic Development (LED) | |
| Municipal Financial Viability and Management | |
| Good Governance and Public Participation | |
| Community & Social Development Services | |
| Total | 100% |

6.4 The CMCs will make the other 20% of the Employee's assessment score. CMC's 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:

T.S. [Signature] PV [Signature]

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES

| CORE MANAGEMENT CRITERIA (CMC) | √ | WEIGHT % |
|--|---|----------|
| 1. Strategic Capability & Leadership | | |
| 2. Programme & Project Management | | |
| 3. <i>Financial Management (Compulsory)</i> | | |
| 4. Change Management | | |
| 5. Knowledge Management | | |
| 6. Service Delivery Innovation | | |
| 7. Problem Solving & Analysis | | |
| 8. <i>People Management & Empowerment (Compulsory)</i> | | |
| 9. <i>Client Orientation & Customer Focus (Compulsory)</i> | | |
| 10. Communication | | |
| 11. Honesty & Integrity | | |

TOTAL 100%

| CORE OCCUPATIONAL COMPETENCY (COC) | √ | WEIGHT % |
|--|---|----------|
| 1. Competence in Self Management | | |
| 2. Interpretation of and implementation within the legislation and national policy framework | | |
| 3. Knowledge of developmental local government | | |
| 4. Knowledge of Performance Management & Reporting | | |
| 5. Knowledge of global & South African specific political, social and economic contexts | | |
| 6. Competency on policy conceptualisation, analysis and implementation | | |
| 7. Knowledge of more than one functional municipal fields/discipline | | |
| 8. Skills in mediation | | |
| 9. Skills in governance | | |
| 10. Competence as required by other national line sector departments | | |
| 11. Exceptional and dynamic creativity to improve the functioning of the municipality | | |

TOTAL 100%

7. EVALUATING PERFORMANCE

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

7.1.1 The standards and procedures for evaluating Employee's performance; and

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

7.2 Despite the establishment of intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

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

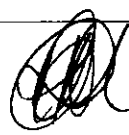


- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The 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.

7.5.2 Assessment of the CMC's

- (a) Each CMC 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 CMC.
- (c) The applicable assessment rating calculator (refer to Paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall Rating

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

T.S. L.G.   

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, CMC's and COC's:

| LEVEL | TERMINOLOGY | DESCRIPTION | RATING |
|-------|--|--|--------|
| 5 | Outstanding Performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicate that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement 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 Performance Agreement 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 indicate that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan. | |
| 1 | Unacceptable Performance | Performance does not meet the standard expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement 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. | |

T.S

WJ

DL

7.7 For purpose of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established-

- 7.7.1 Executive Mayor / Mayor;
- 7.7.2 Chairperson of the Audit Committee;
- 7.7.3 Ward Committee Member (on a rotational basis), where applicable;
- 7.7.4 Member of the Mayoral Committee; and
- 7.7.5 Mayor and/ or Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 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:

| | |
|----------------|-----------------------------|
| First quarter | : July – September (year) |
| Second quarter | : October – December (year) |
| Third quarter | : January – March (year) |
| Fourth quarter | : April – June (year) |

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

T.S. LU   

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing development gaps is attached as Annexure A

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

- 10.1.1 Create an enabling environment to facilitate effective performance by the Employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 On the request of the Employee delegates such powers reasonably required by the Employee to enable him/ her to meet the performance objectives and targets established in term of this Agreement; and
- 10.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

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

- 11.1.1 A direct effect on the performance of any of the Employee's functions;
- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.4 A substantial financial effect on the Employer.

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

T.S

RE



PV



12 MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve months (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the Employer shall-
- 12.4.1 Provide systematic remedial of development support to assist the Employee to improve his or her performance; and
- 12.4.2 After appropriate performance and counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13 DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
- 13.1.2 Any other person appointed by the MEC.
- 13.1.3 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

TS LG   

14. GENERAL

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

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

Thus done and signed at TROMPSBURG on this the 24 day of 10 (Month) 2012 (Year)

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

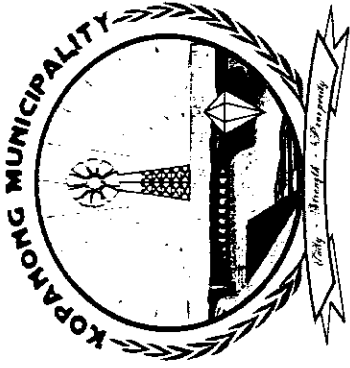
2. [Signature]

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYER

2. FVishikane



ANNEXURE A

PERFORMANCE PLAN
FOR
DIRECTOR: CORPORATE SERVICES

Purpose

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

2. Key responsibilities

The following objects of local government will inform the Corporate Service: Director's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.



KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATION DEVELOPMENT

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (Date) | Rating (1 – 5) |
|----|--|--|--|----------------|
| 1 | The Municipality complies with the <i>Employment Equity Act 1998</i> (Act No 55 of 1998) | <p>Employment equity report submitted to the Department of Labour</p> <p>Reviewed employment equity plan submitted to the Executive Committee for consideration of the Council</p> <p>Appointments are made consistent with the numerical goals in the employment equity plan</p> | <p>30 Sep '12</p> <p>30 Sep '12</p> <p>30 Jun '13</p> | |
| 2 | The Municipality complies with the <i>Skills Development Act 1998</i> (Act No 97 of 1998) | <p>Employee training/development needs are informed by their job descriptions and performance assessments</p> <p>Reviewed workplace skills plan (WSP) is submitted to the Executive Committee for consideration of the Council</p> <p>WSP is submitted to the LGSETA</p> <p>Employees undergo training in accordance with the WSP</p> <p>Annual training report for 2011/12 is approved by the Council</p> <p>Claims for the mandatory training grant and the discretionary training grant submitted to the LGSETA</p> | <p>31 Aug '12</p> <p>30 Sep'12</p> <p>15 Oct '12</p> <p>On-going</p> <p>30 Jun '13</p> <p>31 Mar '13</p> <p>31 Oct '12</p> | |
| 3 | The Municipality consistently complies with the <i>Occupational Health and Safety Act 1993</i> (Act No 85 of 1993) and regulations | Written occupational safety and health policy, incorporating prescripts regarding the issuing and wearing of protective clothing and safety gear, is submitted to the Executive Committee for | | |

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (Date) | Rating (1 – 5) |
|----|---|--|---------------|----------------|
| | | consideration of the Council | | |
| | | The required number of health and safety representatives are appointed for each workplace | 31 Oct '12 | |
| | | Health and safety committees are established as prescribed in the <i>Occupational Health and Safety Act 1993</i> | 30 Nov '12 | |
| | | Minutes of quarterly meetings of health and safety committees are on record | Quarterly | |
| | | The prescribed signs are posted and maintained | On-going | |
| | | Incidents of injury on duty (IOD) are reported in accordance with relevant prescripts | On-going | |
| | | Departmental reports indicating the level of compliance with instructions relating to the wearing of safety gear and protective clothing | Monthly | |
| 4 | The Municipality has an effective records management system | <p>The Provincial Archive Service's approval of the –</p> <ul style="list-style-type: none"> • file plan and records management procedures; and • records storage facility <p>Securities (e.g. contracts, deeds of transfer, notarial deeds, leases etc), face value documents and personal staff files are stored in a limited access facility</p> <p>Archives registers and files are maintained in terms of records management best practices</p> | 31 Dec '12 | |

 WY 4

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (Date) | Rating (1 - 5) |
|----|--|---|---------------|----------------|
| | | At least two personnel members have completed accredited records management training | 31 Mar '13 | |
| 5 | The Municipality has an effective human resources/personnel administration system | Electronic human resources/personnel administration system commissioned and operational | 31 Dec '12 | |
| 6 | The Municipality's human resources management policies are reviewed and complies with relevant legislation, arbitration awards, judgements and best practice | Reviewed human resources management policies submitted to the Executive Committee for consideration of the Council | 31 Mar '13 | |
| 7 | The Municipality's delegation system and delegated powers are reviewed and updated | Proposed amendments to the delegation system submitted to the Executive Committee for consideration of the Council | 28 Feb '13 | |
| 8 | Disciplinary enquiries conducted internally are completed (i.e. sanction issued) within 40 working days of appointment of a prosecutor/initiator | Completed tracking sheet indicating progress with each disciplinary case | On-going | |
| 9 | The approved staff establishment is maintained as an electronic database | Copy of the staff establishment | 30 Sep '12 | |
| 10 | Staff members are regularly briefed regarding new collective agreements, changes to collective agreements and new and amended labour legislation | <ul style="list-style-type: none"> Attendance registers of briefing sessions; and Copies of presentations made during briefing sessions | Quarterly | |
| 11 | Newly appointed employees receive written particulars of their appointment (complying with s 29 of the Basic Conditions of Employment Act 1997 (Act No 75 of 1997) not later than the day they | Copies of appointment letters | On-going | |



| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (Date) | Rating (1 – 5) |
|---------------|---|---|------------------|-------------------|
| 12 | Employees assigned to the Department undergo training in accordance with the WSP start working | <ul style="list-style-type: none"> • Training report • Nomination and attendance records of employees who attended training | On-going | |
| 13 | Council and committee resolutions relating to the Department are executed within 10 working days of the closing of the relevant meeting | Routine departmental report of the Department submitted to the Municipal Manager | Monthly | |
| 14 | Incoming correspondence and enquiries regarding the Department is attended to within 5 working days | Routine departmental report of the Department submitted to the Municipal Manager | Monthly | |
| Weight | | Total score achieved for KPA | | |
| | | 50 | | |



WY 6

KEY PERFORMANCE AREA: BASIC SERVICE-DELIVERY

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (date) | Rating (1 – 5) |
|---------------|--|---|------------------------|----------------|
| 1 | Newly appointed employees are effectively inducted | Induction handbook approved by the Management Team Induction programmes are conducted as and when required | 30 Sep '12 On-going | |
| 2 | An approved asset utilization/ maintenance plan is implemented for assets assigned to the Department | Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the Department | 31 Jan '13 | |
| Weight | | Total score achieved for KPA | | |
| | | 10 | | |

WY

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (date) | Rating (1 –5) |
|--------|---|---|---------------|---------------|
| 1 | Specifications for construction contracts – <ul style="list-style-type: none"> • are biased toward labour intensive construction methodologies; • require employment of local labour; • prefer local sub-contractors being engaged | Bid specifications for capital projects | On-going | |
| Weight | | Total score achieved for KPA | | |
| | | 0 | | |

WY

KEY PERFORMANCE AREA: FINANCIAL VIABILITY AND MANAGEMENT

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (date) | Rating (1 – 5) |
|---------------|--|--|---------------|----------------|
| 1 | No budget vote/sub-vote for which the Department is responsible is under spent by more than 5% | Monthly budget statements | Monthly | |
| 2 | Internal and external queries relating to the Department is dealt with expeditiously | Written response to audit queries are supplied within 3 working days of receipt | On-going | |
| 3 | Expenditure variance reports are dealt with expeditiously | Written explanations for expenditure variations are supplied within 3 working days of receipt of variance report | On-going | |
| 4 | An approved asset utilisation/ maintenance plan is implemented for assets assigned to the Department | Multi-year plan for the maintenance, repair and refurbishment of assets assigned to the Department | 31 Jan '13 | |
| 5 | The Department did not incur, authorize, commit or made – <ul style="list-style-type: none"> • unauthorised expenditure; • irregular expenditure; or • fruitless and wasteful expenditure | <ul style="list-style-type: none"> • Internal audit reports • Annual financial statements for 2011/2012 • Monthly budget statements | On-going | |
| 6 | Performance standards are set for suppliers engaged by the Department and compliance therewith enforced | Contracts concluded with suppliers | On-going | |
| 7 | Contract variations are comprehensively documented, approved by the person who awarded the principal contract and annexed to the principal contract | Contracts concluded with suppliers | On-going | |
| Weight | | Total score achieved for KPA | | |
| | | | | 10 |

ly

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

| No | Key performance indicator (Objective/planned result) | Evidence of performance/ achievement | Target (date) | Rating (1 - 5) |
|---------------|---|--|-------------------------------------|-------------------|
| 1 | Draft minutes of council and committee meetings are submitted to the Municipal Manager within 3 working days of a meeting closing | Minutes of meetings | On-going | |
| 2 | Official notices are published in accordance with the relevant statutory prescripts | Register of official notices published | On-going | |
| 3 | Complete documentation for council and committee meetings distributed at least 48 hours before the commencement of the meeting to which they relate | Register containing evidence of deliveries | On-going | |
| 4 | The Municipality's website is maintained regularly | Website | On-going | |
| Weight | | | Total score achieved for KPA | |
| | | | 30 | |

WY

CORE COMPETENCY REQUIREMENTS

| No | Core managerial competency | Weight | Description/definition | Rating (1 – 5) |
|------------------------|---|--------|--|---|
| 1 | Financial management | 10 | Compiles and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices | |
| 2 | People management and empowerment | 20 | Manages and encourages people, optimizes their outputs and effectively manages relationships | |
| 3 | Client orientation and customer focus | 15 | Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (<i>batfo pele</i>) into practice | |
| 4 | Strategic capability and leadership | 10 | Provides a vision, sets the direction for the administration and inspires others to deliver on the Municipality's mandate | |
| 5 | Problem solving and analysis | 10 | Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions | |
| 6 | Communication | 5 | Keeps subordinates and superiors and external stakeholders informed of all matters relevant to them, informs them of the reasons for decisions and sets the example by "walking the talk". | |
| 7 | Honesty and integrity | 5 | Displays and builds the highest standards of ethical and moral conduct | |
| Total weighting | | | 75 | Total score achieved for managerial competencies |
| No | Core occupational competency | Weight | Description/definition | Rating (1 – 5) |
| 8 | Interpretation of and implementation of legislation | 5 | Knowledge of the legislation and policies applicable to local government and the position and the ability to apply such legislation and policies to the work situation. | |

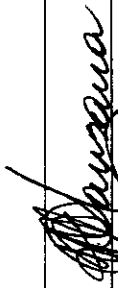


| | | | |
|------------------------|---|-----------|---|
| 9 | Competence in policy conceptualization, analysis and implementation | 5 | The ability to draft and implement a policy due to the arriving at a concept or a generalization as a result of seeing things, experiencing things, being informed of something as well as the ability to analyse, comprehend and implement a policy drafted by somebody else. |
| 10 | Skills in mediation/conflict resolution | 10 | The ability to assist two (or more) disputants in reaching an agreement |
| 11 | Skills in governance | 5 | Consistent application of the principles of good governance (including honesty, integrity, openness, transparency, performance orientation, accountability, mutual respect and commitment to the Municipality) in management practice, policies, processes and decision-making. |
| Total weighting | | 25 | Total score achieved for occupational competencies |



Wy

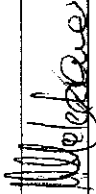
AGREEMENT ON PERFORMANCE PLAN FOR THE PERIOD 2012 TO 2013



Signed and accepted by: Director Corporate Services

Name: CECILIA KEDISALETSE MANZANA

Date: 24.10.2012

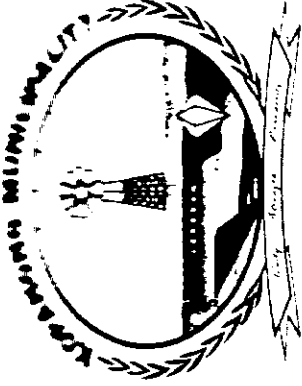


Signed by: The Municipal Manager on behalf of the Council

Name: LEBOHLANG JHONIS MOLETSANE

Date: 24.10.2012





PERSONAL DEVELOPMENT PLAN

MADE AND ENTERED INTO BY AND BETWEEN:

KOPANONG LOCAL MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

LEBOHANG YVONNE MOLETSANE

.....

FULL NAMES

AND

KE DIBALISE Cecilia Manguwa

THE EMPLOYEE OF THE MUNICIPALITY

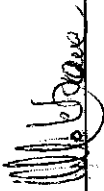
FOR THE

FINANCIAL YEAR: 1 JULY 2012-30 JUNE 2013

Compiled on: July 2012.....

| 1.Skill/Perform ance Gap(in order of priority) | 2.Outcomes Expected (measurable indicators:quantity,q uality 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/develop ment 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 | March | Appraisal of managers reporting to him/her | Senior Manager: Training |
| 2 | | | | | | |
| 3 | | | | | | |

EMPLOYEE SIGNATURE 

SUPERVISOR'S SIGNATURE 

- **LEARNING AREA**

| Nr | Learning Area |
|----|---|
| 1. | Language, Literacy and Communication |
| 2. | Mathematical Literacy, Mathematics and Mathematical Science |
| 3. | Human and Social Sciences |
| 4. | Natural Sciences |
| 5. | Technology |
| 6. | Arts and Culture |
| 7. | Economic and Management Sciences |

- **DEFINITIONS:**

“Higher, further and General Education and Training” refers to:

| National Qualification Framework level | Levels | TYPES OF QUALIFICATIONS AND CERTIFICATES |
|--|---|---|
| 8 | HIGHER EDUCATION | Doctorates |
| 7 | | Further Research Degrees |
| 6 | | Higher Degrees Professional Qualifications |
| 5 | | First Degrees Higher Diplomas Diplomas Occupational Certificates |
| 4 | FURTHER EDUCATION AND TRAINING CERTIFICATES | |
| 3 | School/College/Training Certificates Mix of units from all School/College/Training Certificates | |

| | | |
|---|--|---|
| | | Mix of units from all |
| 2 | | School/College/Training Certificates Mix of units from all |

| GENERAL EDUCATION AND TRAINING CERTIFICATES | | |
|---|--------------------------------|--|
| 1 | GENERAL EDUCATION AND TRAINING | Senior Phase Intermediate Phase Foundation Phase ABET level 4 ABET level 3 ABET level 2 ABET level 1 |