



Mogale City

Local Municipality

PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN:

MOGALE CITY LOCAL MUNICIPALITY

AS REPRESENTED BY THE

MUNICIPAL MANAGER:

MAANDA PRINGLE RAEDANI

AND

EXECUTIVE MANAGER: COMMUNITY DEVELOPMENT SERVICES

ASHMAR RANTHEKENG KHUDUGE

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

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2018/2019 Performance Management Agreement entered into by and between Municipal Manager: M.P. Raedani and Executive Manager: Community Development Services: Adv. A. R. Khuduge

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PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

MOGALE CITY LOCAL MUNICIPALITY herein represented by **M.P. RAEDANI** as the **MUNICIPAL MANAGER** (hereinafter referred to as the Employer or Supervisor)

And

ASHMAR RANTHEKENG KHUDUGE as the **EXECUTIVE MANAGER; COMMUNITY DEVELOPMENT SERVICES** of **MOGALE CITY LOCAL MUNICIPALITY** (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 Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as the "the Parties".
- 1.2 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.
- 1.3 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B), 57(C) and 57(5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B), (4C) and (5) of the Systems Act, Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006 & Local Government: Competency Framework for Senior Managers, 2014 as well as the Contract of Employment entered into between the parties;

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- 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 whether the employee has met the performance expectations applicable to his 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 **01 JULY 2018** and will remain in force until **30 JUNE 2019**; where after 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 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.3 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.
- 3.4 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.
- 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

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Budget of the Employer, and shall include key objectives; key performance indicators; target and weightings.

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 within 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 standards that will be included in the performance management system as applicable to the Employee.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENTS SYSTEM THAT THE EMPLOYER ADOPTS

6.1 The Employee 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.

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 (KPAs) and the Core Competency Requirements (CCRs)/ Core Managerial Competencies (CMC) respectively.

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

6.2.3 KPAs covering the main areas of work will account for 80 weighting and CCRs will account for 20 weighting of the final assessment.

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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 (as outlined within the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006), and will constitute 80 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHTING %
Service Delivery and Infrastructure Development	50%
Financial Viability	15%
Good Governance & Public Participation	18%
Municipal Transformation & Organizational Development	15%
Local Economic Development	2%
Total	100%

6.4 The Leading & Core Competencies will make up the other 20% of the Employee's assessment score. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

The six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCY REQUIREMENTS	WEIGHTS %	
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional Performance Management • Strategic Planning and Management • Organizational Awareness 	10%
People Management	<ul style="list-style-type: none"> • Human Capital Planning & Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	10%
Program & Project Management	<ul style="list-style-type: none"> • Program & Project Planning and Implementation • Service Delivery Management • Program & Project Monitoring & Evaluation 	20%
Financial Management	<ul style="list-style-type: none"> • Budget Planning & Execution • Financial Strategy & Delivery • Financial Reporting & Monitoring 	20%
Change Leadership	<ul style="list-style-type: none"> • Change Vision & Strategy 	20%

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LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	<ul style="list-style-type: none"> • Process Design & Improvement • Change Impact Monitoring & Evaluation 	
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	20%
CORE COMPETENCIES		-
Moral Competence		
Planning and Organizing		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Result and Quality Focus		
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 the Employee's performance; and

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

7.2 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (PDP) 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 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;

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- (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 Competencies



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

7.5.3 Overall rating

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

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

OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Unacceptable Performance Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment level expected in the job despite management efforts to encourage improvement.	1	0% - 59% and below
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.	2	60% – 69%
Performance Fully Effective Performance fully meets the standards expected in all areas of the job	3	70% – 79 %
Performance Significantly Above Expectations/	4	80% – 89 %

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OVERALL PERFORMANCE	RATING	PERFORMANCE SCORE
Exceptional Performance Performance is significantly higher than the standard expected in the job.		
Outstanding Performance Performance far exceeds the standard expected of an employee at this level.	5	90% – 100 %

7.7 For purposes of evaluating the performance of the Executive Manager: Community Development Services, an evaluation panel constituted by the following persons must be established –

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee or Audit Committee in the absence of a Performance Audit Committee;

7.7.3 Member of the Mayoral Committee;

7.7.4 Municipal Manager from another Municipality; and

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or 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:

Quarter	Timeline	Date of the Review
First Quarter	July – September 2018	Second week of October 2018
Second Quarter	October – December 2018	Second week of January 2019
Third Quarter	January – March 2019	Second week of April 2019
Fourth Quarter	April – June 2018	Not applicable

8.2 The Employer shall keep a record of all formal and informal reviews, including the mid-year review and annual assessment meetings.

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- 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.

9. DEVELOPMENTAL REQUIREMENTS

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

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 solutions to common problems that my impact on the performance of the Employee;
- 10.1.4 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
- 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;

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

11.1.3 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.

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 the inclusive annual remuneration package may be paid to the Employee in recognition of performance and the amount payable would be calculated on the following basis:

Performance Rating			Bonus Amount
1.	0% - 59%	Performance Unacceptable	0% of total package
2.	60% - 69%	Performance Not Fully Effective	
3.	70% - 79%	Performance Fully Effective	Remuneration Progression
4.	80% - 89%	Performance Significantly Above Expectations/ Exceptional Performance	<ul style="list-style-type: none">• Remuneration Progression• 5% - 9% of Total Package
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none">• Remuneration Progression• 10% - 14% of total package

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

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

12.3.2 after appropriate counseling 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 provide for, shall be mediated by –

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13.1.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14. GENERAL

14.1 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.

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14.2 Nothing in this agreement diminished 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 KRUGERSDORP on this the 27 day of JULY.....2018

AS WITNESSES:

1.
2.

EMPLOYEE
(Executive Manager:
Community Development Services)

Thus done and signed at KRUGERSDORP on this the 27th day of July.....2018

AS WITNESSES:

1.
2.

EMPLOYER
(Municipal Manager)

MOGALE CITY LOCAL MUNICIPALITY PERFORMANCE MANAGEMENT PLAN FOR 2018/2019																	
INCUMBENT: ADV. ASHMAR KHUDUGA																	
POST TITLE: EXECUTIVE MANAGER: COMMUNITY DEVELOPMENT SERVICES																	
DEPARTMENT: COMMUNITY DEVELOPMENT SERVICES																	
KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: 50%																	
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 1	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% Implementation of planned public safety services	15%	%		New target	100%	Q1	100%	Public services implementation and progress report	Executive Manager: Community Development Services	1= 100% Implementation 6 and more days after the deadline 2= 100% Implementation 1-5 days after the deadline 3= 100% Implementation on the set timeframes (deadline) 4= 100% Implementation 5 days before the deadline 5= 100% Implementation 10 days before the deadline			
KPI 2	Executive Manager: Output		All Wards	% effective implementation of the planned social development programmes	15%	%	R 4 118 514,00	New target	100%	Q1	100%	Social development implementation and progress report	Executive Manager: Community Development Services	1= 100% Implementation 6 and more days after the deadline. 2= 100% Implementation 1-5 days after the deadline 3= 100% Implementation on the set timeframes (deadline) 4= 100% Implementation 5 days before the deadline 5= 100% Implementation 10 days before the deadline			
KPI 3	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% optimal use of community facilities through the planned programmes	5%	%		New target	100%	Q1	100%	Q1: Planned programmes Q1- Q4: Report on programmes implemented and headcount statistics	Executive Manager: Community Development Services	1= 80% use 2= 90% use 3= 100% use 4= 100% use through planned and 5 unplanned programs 5= 100% use through planned and 5 unplanned programs			
KPI 4	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% Implementation of the planned Sports, Arts, Culture and Recreation programmes	15%	%		New target	100%	Q1	100%	SACR Implementation and progress report	Executive Manager: Community Development Services	1= 80% use 2= 90% use 3= 100% use 4= 100% use through planned and 5 unplanned programs 5= 100% use through planned and 5 unplanned programs			

The MSCOA Project refers to the line item as per the approved Budget. The allocated amount include only the Executive Manager's office administration and employee related costs.

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KPA: FINANCIAL VIABILITY 15%											PERFORMANCE RESULTS						
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/ PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 5	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% reduction of security costs	15%	%		New target	30%	Q1 Q2 Q3 Q4	15% 20% 30%	2017/18 year end security costs In-year monitoring In-year monitoring In-year monitoring	Executive Manager: Community Development Services	1= 25% and less Costs Reduction 2= 20% Costs Reduction 3= 90% Costs Reduction 4= 40% Costs Reduction 5= 50% Costs Reduction			
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION: 8%											PERFORMANCE RESULTS						
KPI 6	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% compliance with the agency agreement (Licensing)	15%	%		100%	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	compliance areas and enatis report enatis report enatis report enatis report	Executive Manager: Community Development Services	1= 100% compliance 3= 100% compliance			
KPI 7	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% Implementation of audit action plans	3%	%		New target	100%	Q1 Q2 Q3 Q4	100%	OPCA Progress report	Executive Manager: Community Development Services	1 = 100% Implementation by 31 July 2019 2 = 100% Implementation by 15 July 2019 3 = 100% Implementation by 30 June 2019 4 = 100% Implementation by 31 May 2019 5 = 100% Implementation by 30 April 2019			

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KPI: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT: 13%										PERFORMANCE RESULTS							
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 8	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% development/review of job profiles as per CSS schedule	5%	%	-	New target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Copies of the signed job profiles Copies of the signed job profiles Copies of the signed job profiles Copies of the signed job profiles	Executive Manager: Community Development Services	1= 100% approved after 28 February 2019 2= 100% approved after 31 January 2019 3= 100% before 31 December 2018 4= 100% before 15 December 2018 5= 100% before 30 November 2018			
KPI 9	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% compliance to the record management/ filing system	5%	%	-	New target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Check list from CSS and the Red-list	Executive Manager: Community Development Services	1=85% and Below Compliance 2=90-99% Compliance 3=100% Compliance			
KPI 10	Executive Manager: Output	CDS - Strategic Support EM	All Wards	% labour related disputes successfully finalised	5%	%	-	New target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Report from the EM and Quarterly statistical reports from ERM Report from the EM and Quarterly statistical reports from ERM Report from the EM and Quarterly statistical reports from ERM Report from the EM and Quarterly statistical reports from ERM	Executive Manager: Community Development Services	1= 100% disputes finalised 16 and more days after the set timeframes 2= 100% disputes finalised 11-15 days after the set timeframes 3= 100% disputes finalised within 10 working days 4= 100% disputes finalised within 8 working days 5= 100% disputes finalised within 6 working days			
KPI: LOCAL ECONOMIC DEVELOPMENT: 2%										PERFORMANCE RESULTS							
SDBIP REF.NO	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 11	Executive Manager: Output	CDS - Strategic Support EM	All Wards	Number of employment opportunities coordinated through EPWP	2%	%	-	New target	283	Q1 Q2 Q3 Q4	- - - 283	EPWP Reports to EDS	Executive Manager: Community Development Services	1= 270 jobs 2= 276 jobs 3= 283 jobs 4= 291 jobs 5= 299 jobs			
CORE MANAGERIAL COMPETENCIES										PERFORMANCE MEASUREMENT			PERFORMANCE RESULTS				
				KPI						EVIDENCE			RESPONSIBLE PERSON				
				5		(Strategic Planning and Management) Approved Department Plan aligned to the SDBIP (to inform the 2018/2020 budget)				1=Departmental Plan approved before the end of 30 April 2019 2= Departmental Plan approved before the 31 March 2019 3= Departmental Plan approved before the 28 February 2019 4=Departmental Plan approved before the 31 January 2019 5=Departmental Plan approved before the 31 December 2018			Executive Manager: Community Development Services				

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Strategic Direction and Leadership	5	No. of Individual Performance Management Agreements signed with Managers by 31 August 2018	<p>1= 4 Performance Management Agreements signed after the 30/09/2018</p> <p>2= 4 Performance Management Agreements signed after the 15/09/2018</p> <p>3= 4 Performance Management Agreements signed by the 31/08/2018</p> <p>4= 4 Performance Management Agreements signed by the 15/08/2018</p> <p>5= 4 Performance Management Agreements signed by the 31/07/2018</p>	<p>1= 4 Performance Management Agreements signed after the 30/09/2018</p> <p>2= 4 Performance Management Agreements signed after the 15/09/2018</p> <p>3= 4 Performance Management Agreements signed by the 31/08/2018</p> <p>4= 4 Performance Management Agreements signed by the 15/08/2018</p> <p>5= 4 Performance Management Agreements signed by the 31/07/2018</p>	Four (4) 2018/2019 Performance Management Agreements signed with Managers	Executive Manager, Community Development Services		
People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Managers	<p>1=PDPs developed by 30 November 2018</p> <p>2=PDPs developed by 31 October 2018</p> <p>3=PDPs developed by 30 September 2018</p> <p>4=PDPs developed by 15 September 2018</p> <p>5=PDPs developed by 31 August 2018</p>	<p>Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for implementation</p>	Executive Manager, Community Development Services			
Program and Project Management	10	Operational Program/ Projects implemented	<p>1= 70-80% and below implementation within set timeframes</p> <p>2= 71-79% implementation within set timeframes</p> <p>3= 80% implementation within set timeframes</p> <p>4= 81-90% implementation within set timeframes</p> <p>5= 91-100% implementation within set timeframes</p>	Project Plan(s) and Reports on the Implementation of Quarterly SDBIP Reports	Executive Manager, Community Development Services			
Financial Management	10	Service Delivery Management	<p>1= 80% implementation of the SDBIP</p> <p>2= 85% implementation of the SDBIP</p> <p>3= 90% implementation of the SDBIP</p> <p>4= 92% implementation of the SDBIP</p> <p>5= 94% implementation of the SDBIP</p> <p>1= 8% unauthorised expenditure</p> <p>2= 6% unauthorised expenditure</p> <p>3= 0% unauthorised expenditure</p> <p>4= 5% savings</p> <p>5= 10% savings</p>	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division	Executive Manager, Community Development Services			
Change Leadership	10	Communication to employees	<p>1= 56% and below implementation</p> <p>2= 60-75% implementation</p> <p>3= 80% implementation</p> <p>4= 82% implementation</p> <p>5= 84% implementation</p> <p>1= 2 meetings</p> <p>2= 3 meetings</p> <p>3= 4 meetings</p> <p>4= 5 meetings</p> <p>5= 6 meetings</p>	Change Management Plan for implementation of the Ethics Management Programmes	Executive Manager, Community Development Services			
Governance Leadership	10	Revision and Development of Policies	<p>1= 59% and below</p> <p>2= 60-79%</p> <p>3= 80%</p> <p>4= 81-90%</p> <p>5= 91-100%</p>	Agenda and Attendance Register of departmental meetings	Executive Manager, Community Development Services			

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	1=59% and Below 2=60-79% 3=80% 4=92% 5=84%	Executive Manager: Community Development Services	Dashboard Risk Management Reports from M&E
10	% Implementation of the annual risk management implementation plan		

Total=100

Signed and Accepted by the Executive Manager: Community Development Services

Adv. Ashmar Khuduga

Date: 27/07/18

Approved by the Municipal Manager

Maanda Pringle Raedani

Date: 27/07/2018

PERSONAL DEVELOPMENT PLAN (PDP)

ASHMAR EXECUTIVE MANAGER: CDS		KHUDJUGE MUNICIPAL MANAGER				
SURNAME		NAME				
POSITION		REPORT TO				
SALARY LEVEL		SALARY BAND				
DEPARTMENT		FINANCIAL YEAR				
2		2018/2019				
COMMUNITY DEVELOPMENT SERVICES						
Competency area to be developed	Specific development objectives (what to achieve)	Competency indicators (evidence of development)	Development activities (self-study, on-the-job, formal-dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider	Sign-off review and assessment (Individual, Expert Trainer & Coach)
Change Management	<ul style="list-style-type: none"> Change Vision & Strategy Process Design & Improvement Change Impact Monitoring & Evaluation 	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Program and Project Management	<ul style="list-style-type: none"> Program & Project Planning and Implementation Service Delivery Management. Program & Project Monitoring & Evaluation 	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer
Financial Management	<ul style="list-style-type: none"> mSCOA implementation aligned to the budgeting process. 	Portfolio of evidence as required by the Training institution.	Short course NQF 6	Training through a service provider	Service provider to be appointed.	Trainer

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SAC



SURNAME	ASHMAR	NAME	KHUDUGE	
POSITION	EXECUTIVE MANAGER: CDS	REPORT TO	MUNICIPAL MANAGER	
SALARY LEVEL	2	SALARY BAND	S56	
DEPARTMENT	COMMUNITY DEVELOPMENT SERVICES	FINANCIAL YEAR	2018/2019	
Competency area to be developed	Specific development objectives (what to achieve) • Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation.	Development activities (self-study, on-the-job, formal-dates and cost)	Support required (e.g. coaching)	Development review and assessment: Training provider
				Sign-off review and assessment (Individual, Expert Trainer & Coach)
EMPLOYEE SIGNATURE	<i>Ashmar</i>	MM's SIGNATURE	<i>M. Khuduga</i>	DATE
				27/07/2018

SP. CA