



**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**

**CHIEF FINANCIAL OFFICER**

**DOROTHY DIALE**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2019 TO 30 JUNE 2020**

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## PERFORMANCE MANAGEMENT AGREEMENT

### ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **Maanda Pringle Raedani** as the **Municipal Manager** (hereinafter referred to as the Employer or Supervisor)

**And**

**Dorothy Diale** as the **Chief Financial Officer: Municipal Financial Management** (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 Contract of Employment entered into between the parties;
- 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 Management Plan (Annexure A);

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- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Management Agreement and Performance Management 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 2019** and will remain in force until **30 JUNE 2020**; where after a new Performance Management Agreement, Performance Management 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 the Agreement during February each year. The parties will conclude a new Performance Management Agreement and Performance Management Plan that replaces this Agreement at least once a year by not later 31 July.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above- mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### **4 PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 The performance objectives and targets that must be met by the Employee; and
  - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 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

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2019/2020 Performance Management Agreement entered into by and between the Municipal Manager:  
Maanda Pringle Raedani and Chief Financial Officer: Dorothy Diale

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the 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 DEVELOPMENT 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 Competency Requirements (Leading & Core) (CRs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

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6.2.3 KPAs covering the main areas of work will account for 80% weighting and CRs will account for 20% weighting 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 weighting of the overall assessment result as per the weightings agreed to between the employer and Employee:

Key Performance Areas (KPA's)	Weighting
Financial Viability:	50%
Good Governance & Public Participation	40%
Municipal Transformation and Organizational Development	5%
Local Economic Development	5%
<b>TOTAL</b>	<b>100%</b>

- 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"> <li>Impact and influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organizational Awareness</li> </ul>	10
People Management	<ul style="list-style-type: none"> <li>Human Capital Planning &amp; Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>	10
Program & Project Management	<ul style="list-style-type: none"> <li>Program &amp; Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program &amp; Project Monitoring &amp; Evaluation</li> </ul>	15
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning &amp; Execution</li> <li>Financial Strategy &amp; Delivery</li> </ul>	30

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LEADING COMPETENCY REQUIREMENTS		WEIGHTS
Change Leadership	• Financial Reporting & Monitoring	15
	• Change Vision & Strategy	
	• Process Design & Improvement	
	• Change Impact Monitoring & Evaluation	
Governance Leadership	• Policy Formulation	20
	• Risk and Compliance Management	
	• Cooperative Governance	
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 Management 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 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;

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- (b) An indicative rating on the five-point scale should be provided for each KPA;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

#### 7.5.2 Assessment of the CRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met;
- (b) An indicative rating on the five-point scale should be provided for each CR;
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CR score.

#### 7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator.

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

Overall Performance	Rating	Performance Score
<b>Unacceptable Performance</b>  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	59% and below
<b>Performance Not Fully Effective</b>  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 %
<b>Performance Fully Effective</b>  Performance fully meets the standards expected in all areas of the job	3	70 – 79 %

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Overall Performance	Rating	Performance Score
<b>Performance Significantly Above Expectations / Exceptional Performance</b>  Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
<b>Outstanding Performance</b>  Performance far exceeds the standard expected of an employee at this level.	5	90 – 100 %

7.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established –

- i. Municipal Manager;
- ii. Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
- iii. Member of the Mayoral Committee; and
- iv. Municipal Manager from another Municipality.

## 8 SCHEDULES 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 2019	October 2019
Second Quarter	October – December 2019	January 2020
Third Quarter	January – March 2020	April 2020
Fourth Quarter	April – June 2020	n/a

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 generate solutions to common problems that may 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 outstanding performance.

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"><li>• Remuneration Progression</li><li>• 5% - 9% of Total Package</li></ul>
5.	90% - 100%	Outstanding Performance	<ul style="list-style-type: none"><li>• Remuneration Progression</li><li>• 10% - 14% of total package</li></ul>

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve month (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective performance assessment results and above.

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

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.4.2 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.

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### 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 –

13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 Any other person appointed by the Executive Mayor.

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.

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 25 day of JULY 2019

AS WITNESSES:

1. \_\_\_\_\_



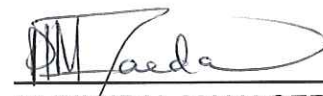
CHIEF FINANCIAL OFFICER

2. \_\_\_\_\_

Thus done and signed at KRUGERSDORP on this the 30<sup>th</sup> day of JULY 2019

AS WITNESSES:

1.  \_\_\_\_\_



MUNICIPAL MANAGER

2.  \_\_\_\_\_



Outcome 9: Responsive, accountable, effective and efficient local government system													
Building a professional, capable, citizen-focused public service (NDP Chapter 13)													
To ensure accountable governance within the municipality													
DEPARTMENT: FINANCIAL MANAGEMENT SERVICES-20													
KPA: FINANCIAL VIABILITY - 50													
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPI C/201	CFO's output	FIN-Strategic Support CFO	All Wards	% Revenue collected	15%	%	92%	93%	Q1	92%	Chief Financial Officer	1=80 % revenue collected	Quarterly in-year monitoring reports
									Q2	93%		2=91 % revenue collected	
									Q3	93%		3=92 % revenue collected	
									Q4	93%		4=93 % revenue collected	
												5=94 % revenue collected	
KPI D/202	CFO's output	FIN-Strategic Support CFO	All Wards	% of Revenue Strategy/ Action Plan implemented	10%	%	New target	100%	Q1	Draft Approved	Chief Financial Officer	1=100% of revenue strategy action plan implemented as per target set within the plan.	1. Quarterly progress report on the Revenue strategy action plan.
									Q2	Implemented		2=100% of revenue strategy action plan implemented as per target set within the plan.	
									Q3	Implemented		3=100% of revenue strategy action plan implemented as per target set within the plan.	
												4=100% of revenue strategy action plan implemented as per target set within the plan.	
									Q4	Implemented		5=100% of revenue strategy action plan implemented as per target set within the plan.	
KPI C/203	CFO's output	FIN-Strategic Support CFO	All Wards	Number of days taken to pay creditors	5%	Number	90	80 days	Q1	120 days	Chief Financial Officer	1=Creditors paid within 120 days	1. Quarterly In-year monitoring report.
									Q2	90 days		2=Creditors paid within 100 days	
									Q3	100 days		3=Creditors paid within 90 days	
												4=Creditors paid withn 80 days	
									Q4	80 days		5=Creditors paid within 85 days	

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SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPI D204	CFO's output	FIN-Strategic Support CFO	All Wards	% completeness of the valuation roll	10%	%	100%	100%	Q1	100%	Chief Financial Officer	1=100% alignment between the valuation roll and the township register/deeds office reports.	Quarterly Valuation roll report submitted.
									Q2	100%		2=100% alignment between the valuation roll and the township register/deeds office reports.	
									Q3	100%		3=100% alignment between the valuation roll and the township register/deeds office reports.	
									Q4	100%		4=100% alignment between the valuation roll and the township register/deeds office reports.	
												5=100% alignment between the valuation roll and the township register/deeds office reports.	
KPI C/205	CFO's output	FIN-Strategic Support CFO	All Wards	% completeness of the asset register	10%	%	New target	100%	Q1	100%	Chief Financial Officer	1=50% reconciled and compliant asset register produced	Quarterly reports
									Q2	100%		2=75% reconciled and compliant asset register produced	
									Q3	100%		3=100% reconciled and compliant asset register produced annually	
									Q4	100%		4=100% reconciled and compliant asset register produced quarterly	
												5=100% reconciled and compliant asset register produced monthly	

  
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SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
The MSCOA Project refers to the line item as per the approved Budget. The allocated amount include only the CFO's office administration and employee related costs.													
KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION 40													
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPI A205	CFO's output	FIN-Strategic Support CFO	All Wards	% Implementation AG action Plans	10%	%	100%	100%	Q1 Q2 Q3 Q4	- Plan approved 100% of target action 100% of target action	Chief Financial Officer	1=AG action plan approved 31 December 2019. 2=AG action plan approved by 31 January 2020. 3=100% implementation of AG action plan as per target set. 4=100 % implementation of the AG action plan as per target set. 5=100% implementation of the AG action plan as per target set.	1. Approved AG action plan. 2. Progress reports of implementation of the AG action plans. 3. Final report (OPCA) of the AG action plans as reported by IA.
KPI B206	CFO's output	FIN-Strategic Support CFO	All Wards	% compliance with Financial Reporting requirement	10%	%	100%	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Chief Financial Officer	1=100% compliance with financial reporting as per targets set. 2=100% compliance with financial reporting as per targets set. 3=100 % compliance with financial reporting as per target set. 4=100 % compliance with financial reporting as per target set. 5=100% compliance with financial reporting as per targets set.	1. Auditor General's report 2019/2020. 2. AG's status of records review done by April annually.
KPI C207	CFO's output	FIN-Strategic Support CFO	All Wards	Number of Financial maturity model action plan drafted, approved & implemented	5%	Number	New target	1	Q1 Q2 Q3 Q4	Draft Approved Implemented Implemented Implemented	Chief Financial Officer	1=Financial Management Capability Maturity Model action plan approved by 31 December 2019. 2=Financial Management Capability Maturity Model action plan approved by 30 November 2019. 3=Financial Management Capability Maturity Model action plan approved by 30 September 2019. 4=Financial Management Capability Maturity Model action plan approved by 30 August 2019. 5=Financial Management Capability Maturity Model action plan approved by 15 August 2019.	1. Financial Management Capability Maturity Model Action Plan. 2. The approval correspondence of the Financial Management Capability Maturity Model Action Plan.

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SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE	
KPI B208	CFO's output	FIN-Strategic Support CFO	All Wards	Number of the Procurement Strategy drafted, approved	15%	Number	New target	1	Q1	Drafted	Chief Financial Officer	1=Procurement strategy approved by February 2020.	1. Procurement strategy approved by 31 December 2019. 2. Approval of the Procurement Strategy.	
									Q2	Approved		2=Procurement strategy approved by January 2020		
									Q3	Implemented		3=Procurement Strategy approved by 31 December 2019.		
									Q4	Implemented		4=Procurement strategy approved by 30 October 2019		
										Implemented		5=Procurement strategy approved by August 2019		
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT - 5														
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE	
KPI G209	CFO's output	FIN-Strategic Support CFO	All Wards	Days taken to finalise employee grievances within the prescribed timelines (Step 2)	5%	Days	New target	10 days	Q1	10 days	Chief Financial Officer	1=15 days and longer taken to attend to employee grievances from date of receipt.	Grievance lodged finalized	
									Q2	10 days		2=8 to 13 days taken to attend to employee grievances from date of receipt.		
									Q3	10 days		3=7 to 5 days taken to attend to employee grievances from date of receipt.		
										10 days		4=4 to 3 days taken to attend to employee grievances from date of receipt.		
										10 days		5= 3 to 1 day taken to attend to employee grievances from date of receipt.		

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SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/ PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPA: LOCAL ECONOMIC DEVELOPMENT- 5													
SDBIP Ref. No.	PLANNING LEVEL	MSCOA PROJECT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/ PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPI I/210	CFO's output	FIN-Strategic Support CFO	All Wards	Number of youth exposed to employment opportunities	5%	Number	New target	10	Q1 Q2 Q3 Q4	10	Chief Financial Officer	1=9 youth opportunities to employment opportunities 2=9 youth opportunities to employment opportunities 3=10 youth exposed to employment opportunities 4=11 youth exposed to employment opportunities 5=12 youth exposed to employment opportunities	Quarterly reports
TOTAL 100													

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic Direction and Leadership	5	% Alignment between IDP, Budget and SDBIP for the FY 2019/2020	1=85% alignment between the IDP, Budget & SDBIP for the FY 2019/2020	Report confirming the Alignment signed off by the CFO.
			2= 90% Alignment between the IDP, Budget & SDBIP for the FY 2019/2020	
			3= 95% Alignment between the IDP, Budget & SDBIP for the FY 2019/2020	
			4=98% Alignment between the IDP, Budget & SDBIP for the FY 2019/2020.	
			5=100% Alignment between the IDP, Budget & SDBIP for FY 2019/2020.	
	5	No. of Individual Performance Management Agreements signed with Managers by 31 August 2019	1= 6 Performance Management Agreements signed after the 30/09/2019	Six (6) 2019/2020 Performance Management Agreements signed with Managers
			2= 6 Performance Management Agreements signed after the 15/09/2019	
			3= 6 Performance Management Agreements signed by the 31/08/2019	
			4= 6 Performance Management Agreements signed by the 20/08/2019	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Managers	5= 6 Performance Management Agreements signed by the 10/08/2019	
			1=PDPs developed by 30 November 2019	Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for implementation
			2=PDPs developed by 31 October 2019	
			3=PDPs developed by 30 September 2019	
			4=PDPs developed by 15 September 2019	
			5=PDPs developed by 31 August 2019	
Program and Project Management	10	Operational Programs/ Projects implemented	1= 70-60% and below implementation within set timeframes	Project Plan(s) and Reports on the implementation or Quarterly SDBIP Reports
			2= 71-79% implementation within set timeframes	
			3= 80% implementation within set timeframes	
			4= 81-90% implementation within set timeframes	
			5= 91-100% implementation within set timeframes	
			1= 80% implementation of the SDBIP	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
	5	Service Delivery Management	2= 85% implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division
			3= 90% implementation of the SDBIP	
			4= 92% implementation of the SDBIP	
			5= 94% implementation of the SDBIP	
Financial Management	15	% Reduction of Unauthorized Irregular Fruitless (UIF) expenditure	1= 20% and more increase of UIF	1 July 2019 to 30 June 2020 In year monitoring report
			2= 10% increase of UIF	
			3= 10% reduction of UIF	
			4= 20% reduction of UIF	
			5= 30% reduction of UIF	
	15	% of grant funded capital budget spent at the end of financial year	1= 92% Spent	1 July 2019 to 30 June 2020 In year monitoring report
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
Change Leadership	5	% Change Management Plan Implementation	1=59% and Below Implementation	Change Management Plan for the projects to be implemented
			2=60-79% Implementation	
			3=80% Implementation	
			4=82% Implementation	
			5=84% Implementation	
	10	Communication to employees	1= 2 meetings	Agenda and Attendance Register of departmental meetings
			2= 3 meetings	
			3= 4 meetings	
			4= 5 meetings	

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CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Governance Leadership			5= 6 meetings	
	10	Revision and Development of Policies	1=59% and Below	Revised and Developed Policies vs
			2=60-79%	Policies submitted to
			3=80%	Council in the
			4=81-90%	2019/2020 financial
			5=91-100%	year for Approval
	10	% Implementation of the annual risk management implementation plan	1=59% and Below	Dashboard Risk Management Reports from M&E
			2=60-79%	
			3=80%	
			4=82%	
5=84%				
Total=100				

Signed and Accepted By the Chief Financial Officer

Dorothy Dialo

Date:

25/07/2019

Approved by the Municipal Manager



Maanda Pringle Raedani

Date:

30/7/2019



# PERSONAL DEVELOPMENT PLAN (PDP)

SURNAME	DIALE	NAME	DOROTHY S.	
POSITION	CFO	REPORT TO	MUNICIPAL MANAGER	
SALARY LEVEL	2	SALARY BAND	S56	
DEPARTMENT	FINANCE MANAGEMENT SERVICES	FINANCIAL YEAR	2019/20	
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)
Change Management	<ul style="list-style-type: none"> <li>Change Vision &amp; Strategy</li> <li>Process Design &amp; Improvement</li> <li>Change Impact Monitoring &amp; Evaluation</li> </ul>	Portfolio of evidence as required by the Training institution.	Accredited course	Training through a service provider
EMPLOYEE SIGNATURE			MM's SIGNATURE	
			DATE	30/7/2019