



**Mogale City**

**Local Municipality**

**PERFORMANCE MANAGEMENT AGREEMENT**

**ENTERED INTO BY AND BETWEEN:**

**MOGALE CITY LOCAL MUNICIPALITY**

**AS REPRESENTED BY THE**

**EXECUTIVE MAYOR:**

**CLLR F. MAKGATHO**

**AND**

**MUNICIPAL MANAGER**

**MAANDA PRINGLE RAEDANI**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE**

**FINANCIAL YEAR: 01 JULY 2021 TO 30 JUNE 2022**

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## PERFORMANCE MANAGEMENT AGREEMENT

ENTERED INTO BY AND BETWEEN

**MOGALE CITY LOCAL MUNICIPALITY** herein represented by **Cllr. F. Makgatho** as the **Executive Mayor** (hereinafter referred to as the Employer or Supervisor)

**And**

**Maanda Pringle Raedani** as the **Municipal Manager** (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);
- 2.4 Monitor and measure performance against set targeted outputs;

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- 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 2021** and will remain in force until **28 FEBRUARY 2022**; 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

DA  
AM



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

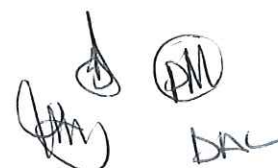
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe within which the work must be achieved. The weightings 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 %
Good Governance & Public Participation	25%
Municipal Financial Viability & Management	30%
Municipal Transformation and Organizational Development	5%
Service Delivery and Infrastructure Development	30%
Local Economic Development	10%
<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 & Empowerment	<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>	20
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning &amp; Execution</li> <li>Financial Strategy &amp; Delivery</li> </ul>	20



LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	<ul style="list-style-type: none"><li>• Financial Reporting &amp; Monitoring</li></ul>	
Change Leadership	<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>	20
Governance Leadership	<ul style="list-style-type: none"><li>• Policy Formulation</li><li>• Risk and Compliance Management</li><li>• Cooperative Governance</li></ul>	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 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;

- (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 %
<b>Performance Significantly Above Expectations / Exceptional Performance</b>		



Overall Performance	Rating	Performance Score
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) Executive Mayor or Mayor;
- (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- (iv) Mayor and/or municipal manager from another municipality; and
- (v) Member of a ward committee as nominated by the Executive Mayor or Mayor.

## 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 2020	October 2020
Second Quarter	October – December 2020	January 2021
Third Quarter	January – March 2021	April 2021
Fourth Quarter	April – June 2021	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.

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;

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

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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 months (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 31<sup>st</sup> day of JULY 2021

AS WITNESSES:

1. 

  
MUNICIPAL MANAGER (EMPLOYEE)

2. 

Thus done and signed at KRUGERSDORP on this the 31 day of JULY 2021

AS WITNESSES:

1. 

  
EXECUTIVE MAYOR

2. 

Outcome 9: Responsive, accountable, effective and efficient local government system

Building a professional, capable, citizen-focused public service (NDP Chapter 13)

Strategic goal: To ensure accountable governance within the municipality

OFFICE OF THE MUNICIPAL MANAGER

KPA: Good Governance and Public Participation 25%

SDBP Ref. No	PLANNING LEVEL	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPI A	Outcome	Audit Action Plans	% implementation of AG Audit Action plans	15%	%	98%	100%	Q1	-	All Executive Managers & CFO	1=59% and below implementation of the AG Audit Action Plans	OPCA report
								Q2	-		2=60-69% implementation of the AG Audit Action Plans	
								Q3	100.00%		3=70-79% implementation of the AG Audit Action Plans	
								Q4	100%		4=80-89% implementation of the AG Audit Action Plans	
											5=90-100% implementation of the AG Audit Action Plans	
KPI B	Outcome	Risk Management Register	% implementation of mitigation actions on the Strategic Risk Register	5%	%	New Target	100%	Q1	-	All Executive Managers, CFO & CAE	1=59% and below implementation of departmental mitigation actions on Strategic Risk Register	Risk Dashboard report
								Q2	100%		2=60-69% implementation of departmental mitigation actions on Strategic Risk Register	
								Q3	100%		3=70-79% implementation of departmental mitigation actions on Strategic Risk Register	
											4= 80-89% implementation of departmental mitigation actions on Strategic Risk Register	
								Q4	100%		5=90-100% implementation of departmental mitigation actions on Strategic Risk Register	
KPI L	Outcome	Compliance to relevant key legislative requirements	% compliance to relevant key legislative requirements	5%	%	New Target		Q1	100%	EM:CSS, EM:SMS, EM:EM, EM:PWRT	1=59% and below compliance to relevant key legislative requirements.	Reports submitted from relevant line departments
								Q2	100%		2=60-69% compliance to relevant key legislative requirements.	
								Q3	100%		3=70-79% compliance to relevant key legislative requirements.	
											4=80-89% compliance to relevant key legislative requirements.	
								Q4	100%		5=90-100% compliance to relevant key legislative requirements.	

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KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 30%										
SDBIP Ref. No	PLANNING LEVEL	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	EVIDENCE
KPI C	Outcome		Improved working capital	20%	Ratio	0.8:1	1.2:1	Q1 Q2 Q3 Q4	1=working capital 0.6:1 2=working capital 0.7:1 3=working capital 0.8:1 4=working capital 0.9:1 5=working capital 1.2:1	In year monitoring report 1 July 2021 until 30 June 2022; AFS 2021/2022
KPI D	Outcome		% revenue growth	5%	%	9%	6%	Q1 Q2 Q3 Q4	1=-3% revenue growth 2=-2% revenue growth 3=0% revenue growth 4=+0.5% revenue growth 5=+1% revenue growth	AFS; Section 71 reports
KPI E	Outcome	Finance Management	% spent on grants funded capital projects	5%	%	85%	100%	Q1 Q2 Q3 Q4	1=59% and below expenditure on grants as planned 2=60-69 % expenditure on grants as planned 3=70-79% expenditure on grants as planned 4=80-89% expenditure on grants as planned 5=90-100% expenditure on grants as planned	In year monitoring report 1 July 2021 until 30 June 2022;
KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 5%										
SDBIP Ref. No	PLANNING LEVEL	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	EVIDENCE
KPI G	Outcome	Labour disputes	% of labour disputes (grievances) resolved	5%	%	1	71%	Q1 Q2 Q3 Q4	1=59% and below labour disputes (grievances) attended to 2=60-69 % labour disputes (grievances) attended to 3=70-79 % labour disputes (grievances) attended to 4=80-89% labour disputes (grievances) attended to 5=90-100% of labour disputes (grievances) attended to	Annual report 2021 2022





**KPA: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT 30%**

SDBIP Ref. No	PLANNING LEVEL	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME / PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
KPI F	Outcome	Indigent Management	Number of indigent households with access to free basic services	5%	Number	6 827	8 000	Q1	7000	EM: CDS	1=59 % and below households registered for indigent support as planned for.	Print out from the Financial System
								Q2	7400		2=60-69 % households registered for indigent support as planned for.	
								Q3	7800		3=70-79% households registered for indigent support as planned for.	
								Q4	8000		4=80-89% households registered for indigent support as planned for.	
											5=90-100% households registered for indigent support as planned for.	
KPI H	Outcome	Service Delivery	% households with access to services as defined in terms of Section 43 of MSA	15%	%	96%	91%	Q1	91%	Executive Managers: UMS, PWRT, EDS AND CDS	1=59 % and below households with access to services as defined in terms of Section 43 of MSA	Reports submitted from relevant line departments
								Q2	91%		2=60-69 % households with access to services as defined in terms of Section 43 of MSA	
								Q3	91%		3=70-79 % households with access to services as defined in terms of Section 43 of MSA	
								Q4	91%		4=80-89% households with access to services as defined in terms of Section 43 of MSA	
											5=90-100 % households with access to services as defined in terms of Section 43 of MSA	
KPI K	Outcome	Other service delivery plans	% implementation of planned service delivery initiatives	10%	%	New Target	100%	Q1	5%	Executive Managers, CFO and CAE	1=59% and below implementation of other service delivery plans	Reports submitted from relevant line departments
								Q2	35%		2=60-69% implementation of other service delivery plans	
								Q3	70%		3=70-79% implementation of other service delivery plans	
								Q4	100%		4=80-89% implementation of other service delivery plans	
											5=90-100% implementation of other service delivery plans	

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SDBIP Ref. No	PLANNING LEVEL	MSCOA PROJECT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BASELINE	ANNUAL TARGET	QUARTER	PROGRAMME / PROJECT MILESTONE	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	EVIDENCE
<b>KPA: LOCAL ECONOMIC DEVELOPMENT 10%</b>												
KPI I	Outcome	Youth employment	Number of job opportunities created for youth	5%	Number		314	Q1 Q2 Q3 Q4		Executive Managers: UMS, IEM, PWRT, EDS AND CDS	1=59% and below of funded, planned job opportunities created. 2=60-69% of funded, planned job opportunities created. 3=70-79% of funded, planned job opportunities created. 4=80-89% of funded, planned job opportunities created. 5=90-100% of funded, planned job opportunities created.	Report from EDS
KPI J	Outcome	Job Opportunities	Number of employment opportunities created	5%	Number	1135	1197	Q1 Q2 Q3 Q4	670 - - 626	Executive Managers: UMS, IEM, PWRT, EDS, CDS and SMS	1=59% and below youth employment opportunities created as per target set 2=60-69% of youth employment opportunities created as per target set 3=70-79% of youth employment opportunities created as per target set 4=80-89% of youth employment opportunities created as per target set 5=90-100% of youth employment opportunities created as per the request received	Report from EDS
					Total=100%							

Signed and Accepted by the Municipal Manager  
Maanda Pringle Raedani  
Date: 31/07/2021

Approved by the Executive Mayor  
Cllr. Francis Makgatho  
Date:

CORE MANAGERIAL COMPETENCIES	WEIGHTING	KPI	PERFORMANCE MEASUREMENT	EVIDENCE
Strategic Direction and Leadership	20	Implementation of the strategic focus of the municipality.	1=59% and Below	Gap Analysis for FY 2020/2021
			2=60-69% implemented	
			3=70-79% implemented	
			3=80-89% implemented	
			5=90-100% implemented	
	10	No. of Individual Performance Management Agreements signed with S56 Managers by 31 July 2021 and with the Manager: SS by 31 August 2021	1= 9 S56 Performance Management Agreements signed after the 30/09/2021 and with the Manager: SS after the 30/09/2021	2021/2022 Performance Management Agreements signed with S56 Managers and Manager: SS
			2= 9 S56 Performance Management Agreements signed after the 31/08/2021 and with the Manager: SS after the 15/09/2021	
			3= 9 S56 Performance Management Agreements signed by the 31/07/2021 and with the Manager: SS by the 31/08/2021	
			4= 9 S56 Performance Management Agreements signed by the 26/07/2021 and with the Manager: SS by the 20/08/2021	
			5= 9 S56 Performance Management Agreements signed by the 21/07/2021 and with the Manager: SS by the 15/08/2021	

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People Management and Empowerment	10	Development of Personal Development Plans (PDPs) for Senior Managers	1=PDPs developed by 31 October 2021	Signatures of PDPs for Senior Managers as part of the signed performance contracts.	
			2=PDPs developed by 30 September 2021		
			3=PDPs developed by 31 July 2021		
			4=PDPs developed by 15 July 2021		
			5=PDPs developed by 10 July 2021		
Program and Project Management	10	Service Delivery Management	1= 59% and below implementation of the SDBIP	Annual Performance Report 2021/22	
			2= 60-69% implementation of the SDBIP		
			3= 70-79% implementation of the SDBIP		
			4= 80-89% implementation of the SDBIP		
			5= 90-100% implementation of the SDBIP		
Financial Management	10	% Negative Variance on operational budget spent	1= 8% unauthorised expenditure	1 July 2021 to 30 June 2022 In year monitoring report	
			2= 6% unauthorised expenditure		
			3= 0 % unauthorised expenditure		
			4= 5% savings		
			5= 10% savings		


Financial Management	10	% of funded capital budget spent at the end of financial year	1= 92% Spent	1 July 2021 to 30 June 2022 In year monitoring report
			2= 94% Spent	
			3= 96% Spent	
			4= 98% Spent	
			5= 100% Spent	
Change Leadership	10	Communication to senior managers	1= 2 meetings	Agenda and Attendance Register EXCO
			2= 3 meetings	
			3= 4 meetings	
			4= 5 meetings	
			5= 6 meetings	
Governance Leadership	10	Revision and Development of Policies	1=59% and Below submission of comments within timeframe set	Revised and Developed Policies vs Policies submitted to Council in the 2021/2022 financial year for Approval
			2=60-69% submission of comments within timeframe set	
			3=70-79% submission of comments within timeframe set	
			4=80-89% submission of comments within timeframe set	
			5=90-100% submission of comments within timeframe set	

Governance Leadership	10	% Implementation of the annual risk management implementation plan 2021/2022	1=59% and Below implementation of strategic risk mitigation measures	Dashboard Risk Management Report 2021/2022,
			2=60-69% implementation of strategic risk mitigation measures	
			3=70-79 % implementation of strategic risk mitigation measures	
			4=80-89 % implementation of strategic risk mitigation measures	
			5=90 - 100% implementation of strategic risk mitigation measures	



Total = 100

Signed and Accepted by the Municipal Manager

Maanda Pringle Raedani   
Date: 31st July 2021

Approved by the Executive Mayor  
Cllr. Francis Makgatho   
Date: 31 July 2021



SURNAME	RAEDANI		NAME	MAANDA PRINGLE		
POSITION	MUNICIPAL MANAGER		REPORT TO	EXECUTIVE MAYOR		
SALARY LEVEL	1		SALARY BAND	S56		
DEPARTMENT	MM		FINANCIAL YEAR	2021/2022		
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"> <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.	Short course	Training through a service provider	Service provider to be appointed.	Trainer
EMPLOYEE SIGNATURE			EXECUTIVE MAYOR'S SIGNATURE			DATE
						31/07/2021