

Appendix A

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF MOGALE CITY AS REPRESENTED BY

DAN METLANA MASHITISHO
MUNICIPAL MANAGER

AND

MORAKANE MOKOENA
THE EMPLOYEE OF THE MUNICIPALITY

FINANCIAL YEAR: 1 JULY 2012 - 30 JUNE 2013

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Mogale City herein represented by DAN METLANA MASHITISHO as Municipal Manager or (hereinafter referred to as the Employer or Supervisor)

And

MORAKANE MOKOENA Employee of the Municipality of Mogale City (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 56 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 Section 58(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an Annual Performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 56 of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1 comply with the provisions of Section 58(1)(b),(4A),(4B) and (5) of the Systems Act as well as 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 Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to her job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 JULY 2012 and will remain in force until 30 JUNE 2013 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 The parties will review the provisions of the Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at 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 the Budget of the Employer, and shall include key objectives; key performance indicators; target dates 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 in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

5.3 The Employer will consult the Employee about the specific performance 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 Managerial Competencies (CMCs) 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% and CMCs will account for 20% of the final assessment.

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

Key Performance Areas (KPA's)	Weighting
Infrastructure Development and Service Delivery	50%
Municipal Transformation and Organisational Development	20%
Municipal Financial Viability and Management	20%
Good Governance and Public Participation	10%
Total	100%

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

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHTS
Strategic Capability	√	20
Programme and Project Management	√	20
Financial Management	√	20
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analytical Thinking		

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHTS
People and Diversity Management	√	20
Client Orientation and customer Focus		
Communication		
Accountability and Ethical Conduct	√	20
Policy conceptualization and implementation		
Mediation skills		
Advanced negotiation skills		
Advanced influencing skills		
Partnership and Stakeholder Relations		
Supply Chain Management		
		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 to be identified during any performance review and discussion(s) must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.2 above) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 6.2 above) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the 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 CMCs:

Level	Terminology	Description	Rating
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance Significantly Above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Not fully effective	Performance is below the standards required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the	

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Level	Terminology	Description	Rating
		Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

7.7. For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

7.7.1 Municipal Manager

7.7.2 Chairperson of the Audit Committee;

7.7.3 Member of the Mayoral Committee (on a rotational basis); and

7.7.5 Municipal Manager from another Municipality.

8 SCHEDULE FOR PERFORMANCE REVIEW

8.1 The performance of the Employee in relation to her Performance Agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July 2012 – September 2012
Second quarter	:	October 2012 – December 2012
Third quarter	:	January 2013 – March 2013
Fourth quarter	:	April 2013 – June 2013

8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Annexure A whenever the Performance Management System is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

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

Handwritten initials and marks at the bottom of the page, including a signature and the letters "LS".

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 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 her to meet the performance objectives and targets established in terms of this agreement.

11. CONSULTATION

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

- 11.1.1 a direct effect on the performance of any of the Employee's functions;
- 11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and
- 11.1.3 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.

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 assessment.

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 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 –

13.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.2 any other person appointed by the MEC.

13.2 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 her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at MOGALIE CITY on this the 31ST day of JULY 2012

AS WITNESSES:

1. [Signature]

[Signature]
EMPLOYEE

2. [Signature]

AS WITNESSES:

1. [Signature]

[Signature]
MUNICIPAL MANAGER

2. [Signature]

PERFORMANCE PLAN

Entered into by and between

DAN METLANA MASHITISHO


("The Employer")

AND

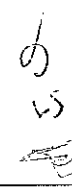
MORAKANE MOKOENA

("The Employee")

Key Performance Area	Weighting %	Performance Indicator	Performance Measurement	Baseline information	Target			Evidence
					Time-Frame	Quality	Quantity	
1. Municipal Transformation and Organisational Development	5	<ul style="list-style-type: none"> Performance Management System (PMS) for the Department aligned to the IDP, developed and implemented 	1=0 2=0 3=1 signed Performance Agreement 4=2 Signed performance Agreements 5=3 Signed performance Agreements	Performance agreements signed	End Sep 2013		3	Signed Performance Agreements of the Managers Approved organisational SDBIP (2012/13) Approved IDP(2012/13)

16


Key Performance Area	Weighting %	Performance Indicator	Performance Measurement	Baseline information	Target			Evidence
					Time-Frame	Quality	Quantity	
	10	<ul style="list-style-type: none"> Effective administrative and institutional systems, structures and procedures including: human resources, financial policies, bylaws and communication systems established and implemented 	<p>1=40% of items approved by Mayo/Council and implemented</p> <p>2=50% of items approved by Mayo/Council and implemented</p> <p>3=60% of items approved by Mayo/Council and implemented</p> <p>4=70% of items approved by Mayo/Council and implemented</p> <p>5=80% of items approved by Mayo/Council and implemented</p>	<p>Policies approved and implemented</p>	30 June 2013		80%	<p>Following documentation:</p> <ul style="list-style-type: none"> Monthly reports showing implementation of the following: <ul style="list-style-type: none"> Generic Environmental Management Plan, Standard Operating Procedures in relation to projects that requires EIA Authorization for internal departments, Integrated Water Resource Management Strategy; Integrated Waste Management Plan, Air Quality Management Plan Environmental Monitoring and Audit Strategy, Sidewalk Maintenance By-laws All implementation reports relevant to above policies and By-laws.

17


Key Performance Area	Weighting %	Performance Indicator	Performance Measurement	Baseline information	Target			Evidence
					Time-Frame	Quality	Quantity	
	5	<ul style="list-style-type: none"> The interface between EXCO and Council to align administrative and political priorities of Council managed. 	<p>1=40% of items approved by Mayco/Council and implemented</p> <p>2=50% of items approved by Mayco/Executive/ Council and implemented</p> <p>3=60% of items approved by Mayco/Executive/Council and implemented</p> <p>4=70% of items approved by Council and implemented</p> <p>5=80% of items approved by Council and implemented</p>	80%	30 June 2013	80%	<p>Approved SDBIP</p> <p>Approved items Approved IDP documents.</p> <p>Approved item of the Strategic Plan, IDP, SDBIP</p>	

Key Performance Area	Weighting %	Performance Indicator	Performance Measurement	Baseline information	Target			Evidence
					Time-Frame	Quality	Quantity	
2. Infrastructure Development and Service Delivery	50	<ul style="list-style-type: none"> Approved SDBIP projects implemented within time within budget (%) 	1=50% of SDBIP Projects listed versus implemented 2=60% of SDBIP Projects listed versus implemented 3=80% of SDBIP Projects listed versus implemented 4=92% of SDBIP Projects listed versus implemented 5=100% of SDBIP Projects listed versus implemented	80% of SDBIP projects listed (limitations: budget cuts)	30 June 2013	80%	Following documentation: + Annual Report + End Year Financial Monitoring Report 1 July 2011 – June 2012 + MIG Reports	
4. Municipal Financial Viability and Management	20	BEC Meeting planned versus conducted as per the schedule (%)	1=40% 2=50% 3=70% 4=75% 5=90%	90% planned meetings conducted	30 June 2013		Following documentation: + Agendas and Attendance Register of BEC meetings + Schedule of meetings	

19


Key Performance Area	Weighting %	Performance Indicator	Performance Measurement	Baseline information	Target			Evidence
					Time-Frame	Quality	Quantity	
5. Good Governance and Public Participation	2	Budget and revenue management is effective	1=0 2=40% 3=60% 4=70% 5=80%	80%	30 June 2013		Following documentation: + Expenditure Reports + MIG Reports + Annual Report + Budget Report	
		Procedures for community participation processes as set out in legislation adhered to in terms of: • Planning	1=30% 2=50% 3=60% 4=80% 5=100%	100% adhered to	30 June 2013		Following documentation: + Notice of Awareness Campaigns + Reports and Proof of Community Participation held in relation to Policies, By-laws, projects etc)	
	2	• Implementation	1=30% 2=50% 3=60% 4=80% 5=100%	100% adhered to	30 June 2013		Following documentation: + Reports showing results of public participation process; + Approval for implementation in relation to policies, by-laws, projects etc.)	

20
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Key Performance Area	Weighting %	Performance Indicator	Performance Measurement	Baseline Information	Target			Evidence
					Time-Frame	Quality	Quantity	
	2	<ul style="list-style-type: none"> Monitoring and reporting 	1=40% 2=50% 3=60% 4=80% 5=100%	100% adhered to	30 June 2013			Following documentation: ↓ Monthly reports
	4	Monitoring of identified risks as per the risk register	1=0 Quarterly reports 2=1 Quarterly Report 3=2 Quarterly Reports 4=3 Quarterly Reports 5=4 Quarterly Reports	4 Quarterly Reports	30 June 2013		4 Quarterly Reports	Following documentation: ↓ 4 Quarterly Reports
TOTAL								
	100							

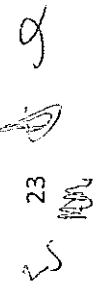
21

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Core Managerial Competencies (CMD)	Weighting %	Evidence	Total Score
Strategic Capability (strategic plan, policies developed, implemented, Management Meetings)	20	<ul style="list-style-type: none"> • Minutes of Management meetings • Minutes of sectional meetings • Items supported/ approved by EXCO • Policies developed and implemented • Strategic plan 	
Programme and Project Management	20	<ul style="list-style-type: none"> • SDBIP • Annual Report • MIG Reports/Project Close-out Reports 	
Financial Management	20	<ul style="list-style-type: none"> • Expenditure Report • Budget Report • In Year Monitoring Report 	
People and Diversity Management	20	<ul style="list-style-type: none"> • Acting Documentation • Minutes of both departmental and sectional meetings • Training of staff • Filling of vacancies • Grievance and Disciplinary documentation 	
Accountability and Ethical Conduct	20	<ul style="list-style-type: none"> • Disclosure and Declaration of Interest Register signed by Executive Manager, Managers and Specialists and all officials where applicable. • Copies of disciplinary action taken against officials for breach of code of conduct 	
TOTAL	100		

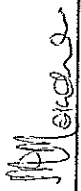
RISK REGISTER

KEY FOCUS AREA	SPECIFIC RISK IDENTIFIED	CONTROLS	FUTURE PLANS	ACTION	RESPONSIBLE PERSON/S	TARGET DATE
Environmental Impact Assessment(EIA) Approvals	Delays by GDARD and relevant national departments in EIA authorizations for projects listed in the SDBIP	Follow-ups with GDARD and relevant National Authorities	Timeous submissions of EIA applications and follow-ups by the Department: Intervention by the Municipal Manager and the Executive Mayor where deemed necessary		EM: DIEM Manager: Environment Relevant Specialist	30 June 2013
Acquisition of land for cemeteries	The acquisition of land is dependent successful negotiations with landowners.	Negotiations with land owners	Involvement of Legal and Sections negotiations		EM: DIEM Manager: Parks	30 June 2013
Acquisition of land for Magaliesburg landfill site	The commonage area affected by Magalies landfill site is dependent on ministerial approval.	Negotiations with relevant department	Application submitted to the relevant Minister		EM: DIEM Manager: MHS	30 June 2013
Acquisition of land for Luipaardsvlei landfill site	The acquisition of land is dependent successful negotiations with landowners.	Negotiations with land owners	Involvement of Legal and Sections negotiations		EM: DIEM Manager: MHS	30 June 2013


23


ANNEXURE B: Personal Development Plan

Identified learning requirements	Identified Learning Outputs and NQF Level	Identified mode of delivery	Date of implementation, cost, institution and duration		Comments on whether the actual learning outputs were successfully addressed (Return on Investment) or whether redress is required
			Date	Cost & Institution	
N/A			30 July 2012		

Signed and accepted by EXECUTIVE MANAGER: INTEGRATED ENVIRONMENTAL MANAGEMENT 

Date: 2012/07/31

Signed by the MUNICIPAL MANAGER on behalf of the Council 

Date: 2012/08/20