



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: INTEGRATED ENVIRONMENTAL
MANAGEMENT:

THAMI MATSHEGO

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 TO 30 JUNE 2019

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T.M.M. 

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

Thami Matshego as the **Executive Manager: Integrated Environmental 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 provisions of 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;
- 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 **1 JULY 2018** and will remain in force until **30 JUNE 2019**; 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

2018/2019 Performance Management Agreement entered into by and between the Municipal Manager: Maanda Pringle Raedani and Executive Manager: Integrated Environmental Management: Thami Matshego

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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 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 Leading

2018/2019 Performance Management Agreement entered into by and between the Municipal Manager:

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Competency Requirements (LCRs)/ 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 KPA's 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
Municipal Transformation and Organizational Development	10%
Local Economic Development	20%
Good Governance and Public Participation	25%
Financial Viability	5%
Basic Service Delivery and Infrastructure Development	40%
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 	20%

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LEADING COMPETENCY REQUIREMENTS		WEIGHTS %
	<ul style="list-style-type: none"> • Program & Project Monitoring & Evaluation 	
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 • Process Design & Improvement • Change Impact Monitoring & Evaluation 	20%
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 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:

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- (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 Competency Requirements (CRs)



- (a) Each CR 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. 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 CRs:

Overall Performance	Rating	Performance Score
<p>Unacceptable Performance</p> <p>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.</p>	1	59% and below
<p>Performance Not Fully Effective</p> <p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.</p>	2	60 – 69 %
<p>Performance Fully Effective</p>		

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Overall Performance	Rating	Performance Score
Performance fully meets the standards expected in all areas of the job	3	70 – 79 %
Performance Significantly Above Expectations / Exceptional Performance Performance is significantly higher than the standard expected in the job.	4	80 – 89 %
Outstanding Performance 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 2018	October 2018
Second Quarter	October – December 2018	January 2019
Third Quarter	January – March 2019	April 2019
Fourth Quarter	April – June 2019	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

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

In the case of unacceptable performance, the Employer shall –

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

12.2.2 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 –

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 27 on this the July day of 2018
KRUIGERSDORP

AS WITNESSES:

1. Maanda Pringle Raedani

Thami Matshego
EXECUTIVE MANAGER:
INTEGRATED ENVIROMENTAL
MANAGEMENT

2. Deborah

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

AS WITNESSES:

1. Maanda Pringle Raedani

Thami Matshego
MUNICIPAL MANAGER

2. Deborah

MOSALE CITY LOCAL MUNICIPALITY PERFORMANCE MANAGEMENT PLAN FOR 2018/2019
 INCUMBENT: THAMI MATSHISO
 POST TITLE: EXECUTIVE MANAGER: INTEGRATED ENVIRONMENTAL MANAGEMENT

DEPARTMENT: INTEGRATED ENVIRONMENTAL MANAGEMENT																	
KPI 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT 40%																	
SDIP REF NO	PLANNING LEVEL	MOSALE PROJECT TO	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	PMU ASSESSMENT
KPI 1	Executive Manager Output	DIEM - Strategic Support	All Wards	% access to basic solid waste management services	20%	%	R 2 987 559.00	100%	100%	Q1	100%	Q1-Q4: Sign off of consolidated report by the EM	Executive Manager: Integrated Environmental Management	1= 80% access; 2= 80% access; 3= 100% access; 4=			
										Q2	100%						
										Q3	100%						
										Q4	100%						
KPI 2	Executive Manager Output	DIEM - Strategic Support	All Wards	% implementation of planned biodiversity management initiatives	20%	%	-	New target	100%	Q1	-	EM Signed off plans on the planned initiatives	Executive Manager: Integrated Environmental Management	1= 100% implementation 6 and more days after the deadline 2= 100% implementation 4-5 days after the deadline 3= 100% implementation on the set timeframe (deadline) 4= 100% implementation 3 days before the deadline 5= 100% implementation 20 days before the deadline			
										Q2	-						
										Q3	-						
										Q4	100%						
KPI 3: LOCAL ECONOMIC DEVELOPMENT 20%																	
KPI 3	Executive Manager Output	DIEM - Strategic Support EM	All Wards	% implementation of planned tourism development initiatives	15%	%	-	New target	100%	Q1	-	EM Signed off plans and the Report on the planned initiatives	Executive Manager: Integrated Environmental Management	1= 100% implementation 8 and more days after the deadline 2= 100% implementation 5-5 days after the deadline 3= 100% implementation on the set timeframe (deadline) 4= 100% implementation 5 days before the deadline 5= 100% implementation 20 days before the deadline			
										Q2	-						
										Q3	-						
										Q4	100%						
KPI 4	Executive Manager Output	All Wards	Tourism development summit held	Tourism development summit held	3%	Number	-	New target	1	Q1	-	Report on the planned initiatives	Executive Manager: Integrated Environmental Management	1= 1 sum by 30 September 2019 2= 1 sum by 31 August 2019 3= 1 sum by 31 July 2019 4= 1 sum by 30 June 2019 5= 1 sum by 31 May 2019			
										Q2	-						
										Q3	-						
										Q4	1						
KPI 5	Executive Manager Output	DIEM - Strategic Support EM	All Wards	Number of employment opportunities coordinated through EPWP	2%	Number	-	New target	420	Q1	-	EPWP Report to EDS	Executive Manager: Integrated Environmental Management	1= 476 jobs 2= 484 jobs 3= 492 jobs 4= 500 jobs 5= 508 jobs			
										Q2	-						
										Q3	-						
										Q4	492						

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KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 28%											PERFORMANCE RESULTS						
SDBIP REFNO	PLANNING LEVEL	MSOIA PROJECT TO WHICH APPLICABLE	WARDS TO WHICH APPLICABLE	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 6	Executive Manager- Output	DIEM -Strategic Support EM	All Wards	% Implementation of audit action plans	5%		New Target	New target	100%	Q1		OPCA Progress report	Municipal Manager	1- 100% Implementation reports submitted by 31 July 2018 2- 100% Implementation reports submitted by 15 July 2018 3- 100% Implementation reports submitted by 30 June 2018 4- 100% implementation reports submitted by 31 May 2018 5- 100% implementation reports submitted by 30 April 2018			
										Q2							
										Q3							
										Q4	100%						
KPI 7	Executive Manager- Output	DIEM -Strategic Support EM	All Wards	% facilitation of planned Environmental Planning and Climate Change Initiatives	20%	%	-	New target	100%	Q1		Report on the planned initiatives	Executive Manager- Integrated Environmental Management	1- 100% initiatives facilitated 5 and more days after the deadline 2- 100% initiatives facilitated 4-5 days after the deadline 3- 100% initiatives facilitated on the set times/frames (deadline) 4- 100% initiatives facilitated 5 days before the deadline 5- 100% initiatives facilitated 10 days before the deadline			
										Q2							
										Q3							
										Q4	100%						

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KPI: FINANCIAL VIABILITY 5%																	
SDBP REFNO	PLANNING LEVEL	MSCOA PROJECT TO BENEFIT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE TARGET	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	DIEM -Strategic Support EM	All Wards	% completeness of the billing information processed	5%	%	-	New target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Report on information submitted for billing Report on information submitted for billing Report on information submitted for billing Report on information submitted for billing	Executive Manager Integrated Environmental Management	more days after the deadline 2= 100% initiatives facilitated 2-5 days after the deadline 3= 100% initiatives facilitated on the set timeframe (facilitating) 4= 100% initiatives facilitated 5 days before the deadline			
KPI: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 10%																	
SDBP REFNO	PLANNING LEVEL	MSCOA PROJECT TO BENEFIT	WARDS TO BENEFIT	KEY PERFORMANCE INDICATOR	WEIGHTING	UNIT OF MEASURE	BUDGET	BASELINE TARGET	ANNUAL TARGET	QUARTER	PROGRAMME/PROJECT MILESTONE	TYPE OF EVIDENCE PER QUARTER	RESPONSIBLE PERSON	PERFORMANCE MEASUREMENT	SELF ASSESSMENT	SUPERVISOR ASSESSMENT	FINAL ASSESSMENT
KPI 9	Executive Manager Output	DIEM -Strategic Support EM	All Wards	% development/review of job profiles as per CSS schedule	3%	%	-	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 Integrated Environmental Management	1= 100% approved after 28 February 2018 2= 100% approved after 31 January 2018 3 = 100% before 31 December 2018 4 = 100% before 15 December 2018 5 = 100% before 30 November 2018			
KPI 10	Executive Manager Output	DIEM -Strategic Support EM	All Wards	% compliance to the record management filing system	3%	%	-	New target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Check list from CSS and the Red-list	Executive Manager Integrated Environmental Management	1=95% and Below Compliance 2=90-99% Compliance 3=100% Compliance			
KPI 11	Executive Manager Output	DIEM -Strategic Support EM	All Wards	% labour related disputes successfully finalised	4%	%	-	New target	100%	Q1 Q2 Q3 Q4	100% 100% 100% 100%	Report from the EIL and Quarterly statistical reports from ESM	Executive Manager Integrated Environmental Management	1 = 100% disputes finalised 16 and more days after the set timeframe 2= 100% disputes finalised 11-15 days after the set timeframe 3= 100% disputes finalised within 10 working days 4= 100% disputes finalised within 8 working days 5= 100% disputes finalised within 6 working days			
CORE MANAGERIAL COMPETENCIES																	
				WEIGHTING	KPI	PERFORMANCE MEASUREMENT											
				15	(Strategic Planning and Management) Approved Department Plan aligned to the SDBP (to inform the 2019/2020 budget)	1= Departmental Plan approved before the end of 30 April 2018 2= Departmental Plan approved before the 31st March 2018 3= Departmental Plan approved before the 28th February 2018 4= Departmental Plan approved before the 31st January 2018 5= Departmental Plan approved before the 31st December 2018	Approved Departmental Plan aligned to the SDBP	Executive Manager Integrated Environmental Management									
				5	No. of Individual Performance Management Agreements signed with Managers by 31 August 2018	1= 4 Performance Management Agreements signed after the 30/08/2018 2= 4 Performance Management Agreements signed after the 15/08/2018 3= 4 Performance Management Agreements signed by the 31/08/2018 4= 4 Performance Management Agreements signed by the 20/08/2018 5= 4 Performance Management Agreements signed by the 10/08/2018	Four (4) 2018/2019 Performance Management Agreements signed with Managers	Executive Manager Integrated Environmental Management									
				10	Development of Personal Development Plans (PDPs) for Managers	1=PDPs developed by 20 November 2018 2=PDPs developed by 31 October 2018 3=PDPs developed by 30 September 2018 4=PDPs developed by 15 September 2018	Proof on the submission of PDPs for Senior Managers to Learning and Development Sub-division for implementation	Executive Manager Integrated Environmental Management									

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Program and Project Management	10	Project Plans Submitted	SFPDPs developed by 31 August 2018 1- 70-80% and below implementation within set timeframes 2- 71-79% implementation within set timeframes 3- 80% implementation within set timeframes 4- 81-89% implementation within set timeframes 5- 90-100% implementation within set timeframes	Project Plans) and Reports on the Implementation of Quarterly SDBIP Reports	Executive Manager: Integrated Environmental Management
Operational Program/ Projects Implemented	10	Operational Program/ Projects Implemented	1- 80% implementation of the SDBIP	SDBIP Quarterly Performance Reports from Monitoring and Evaluation Division	Executive Manager: Integrated Environmental Management
			2- 81% implementation of the SDBIP		
			3- 82% implementation of the SDBIP		
			4- 83% implementation of the SDBIP		
			5- 84% implementation of the SDBIP		
Financial Management	10	% Negative Variance on operational budget spent	1- 8% unauthorised expenditure	1 July 2018 to 30 June 2018 in year monitoring report	Executive Manager: Integrated Environmental Management
			2- 9% unauthorised expenditure		
			3- 10% unauthorised expenditure		
			4- 11% unauthorised expenditure		
			5- 12% unauthorised expenditure		
Change Leadership	10	% Change Management Plan Implementation	1- 60% and below implementation	Change Management Plan for the projects to be implemented	Executive Manager: Integrated Environmental Management
			2- 61% implementation		
			3- 62% implementation		
			4- 63% implementation		
			5- 64% implementation		
Governance Leadership	10	Revision and Development of Policies	1- 2 meetings	Agenda and Attendance Register of departmental meetings	Executive Manager: Integrated Environmental Management
			2- 3 meetings		
			3- 4 meetings		
			4- 5 meetings		
			5- 6 meetings		
Governance Leadership	10	% Implementation of the annual risk management implementation plan	1- 50% and below	Dashboard Risk Management Reports from M&E	Executive Manager: Integrated Environmental Management
			2- 51% and below		
			3- 52%		
			4- 53%		
			5- 54%		

Total=100

Signed and Accepted by the Executive Manager, Integrated Environmental Management

Thami Matshapo *[Signature]* 27/07/18

Date: 27/07/2018

Approved by the Municipal Manager *[Signature]*


Margda Pringle Resident *[Signature]*

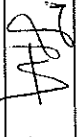
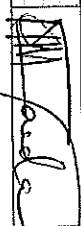
Date: 27/07/2018

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PERSONAL DEVELOPMENT PLAN (PDP)

SURNAME	THAMI	NAME	MATSHEGO			
POSITION	EXECUTIVE MANAGER: IEM	REPORT TO	MUNICIPAL MANAGER			
SALARY LEVEL	2	SALARY BAND	S56			
DEPARTMENT	INTEGRATED ENVIRONMENTAL MANAGEMENT	FINANCIAL YEAR	2018/2019			
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

T.W.M.
 DAC


SURNAME	THAMI	NAME	MATSHOGO
POSITION	EXECUTIVE MANAGER: IEM	REPORT TO	MUNICIPAL MANAGER
SALARY LEVEL	2	SALARY BAND	S56
DEPARTMENT	INTEGRATED ENVIRONMENTAL MANAGEMENT	FINANCIAL YEAR	2018/2019
Competency area to be developed	Specific development objectives (what to achieve)	Development activities (self-study, on-the-job, formal-dates and cost)	Support required (e.g. coaching)
	<ul style="list-style-type: none"> Standard for Infrastructure Procurement and Delivery Management Procurement Policy implementation. 		Development review and assessment: Training provider
EMPLOYEE SIGNATURE		MM's SIGNATURE	
	27/07/18	DATE	27/07/2018

DKK
