PERFORMANCE AGREEMENT: 2019/20

Entered into by and between

NTABANKULU LOCAL MUNICIPALITY
(the Employer)

Represented by the Municipal Manager: **Ms. Luleka Nonyongo**

Duly authorized in terms of section 57 (2) (b) of the Municipal System Act, No. 32 of 2000

AND

Mr. Solomon Matiwane
(the Employee)

1. INTRODUCTION

1.1. **As provided in section 57(1) (a) of the Local Government Municipal Systems Act** 32 of 2000, the council of Ntabankulu **Local Municipality** has entered into an employment contract with the **Director: Community Services Mr. Solomon Matiwane** for period of 5 years, commencing from **01 August 2018** and ending on **31 August 2023.**

1.2. Section 57 (1) (b) of the Local Government Municipal Systems Act read with the ***Contract of Employment*** **concluded between the employer and employee and the** Municipal performance Regulations for Municipal Managers and managers directly accountable to the Municipal Manager require that a performance contract be concluded between the parties as herein undertaken.

1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Director: Community Services reporting to the **Municipal Manager, to a set of actions, outputs and outcomes that will ensure the** attainment of both the local government policy goals and the performance objectives of Ntabankulu Local Municipality as enshrined in the Integrated Development Plan.

1.4. This performance contract is entered into between **Mr. S. Matiwane**, the Director: Community Services and Ntabankulu Local municipality as represented by the Municipal Manager, **Ms. L. Nonyongo** and is based on the adopted Integrated Development Plan 2017/18 to 2021/2022 as reviewed in 2018/2019, and the 2019/20 Service Delivery Budget Implementation Plan (SDBIP).

NM SD B.S SM

2. PURPOSE OF THE AGREEMENT

The purpose of this Agreement is to:

2.1 Comply with the provisions of Section 57(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 contract and Performance Plan as the basis for assessing the suitability of the Employee for continued employment and/or to

2.6 Assess whether the Employee has met the performance expectations applicable to his/her job;

2.7 **Appropriately reward the Employee in accordance with the Employer's** performance management framework in the event of outstanding performance; and

2.8 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved qualitative and quantitative service delivery.

3. COMMENCEMENT AND DURATION

3.1 Notwithstanding the date of signature hereof this Agreement shall commence from the **1 July 2019** and shall remain in force until the **30th June 2020,** where-after a new Performance contract, Performance

Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof within 1 month after the **commencement of the new financial year.**

B. S NM SD SM

3.2 This Agreement shall terminate in its entirety on the termination of the Employee's contract of employment for whatever reason subject to relevant legislative prescripts.

3.3 The contents of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed **upon subject to both parties reaching an agreement.**

3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan included herein as **Annexure A,** which forms an integral part of this agreement enshrines the following (which are concluded by mutual consensus by parties based on key strategic documents of the Municipality):

4.2 The overall performance objectives and targets that must be met by the **Employee, including the performance indicators and weightings;**

4.3 The time frames for the achievement of those performance objectives and targets;

4.4 The performance objectives shall in addition be viewed within the context and in lieu of the overall contributions to the goals and strategies set out in the **Employer's Integrated Development Plan.**

NM SD B.S SM

5. PERFORMANCE MANAGEMENT SYSTEM.

5.1 Both parties agree to participate in the performance management system that the Employer has adopted or introduced for the Municipality, Management and Municipal Staff.

5.2 Both parties hereby covenant to consult each other and arrive at a mutual agreement about the specific performance standards to be included in the performance management system.

5.3 The Director: Community Services undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs), (including special projects relevant to the Director: Community Services' responsibilities) within the local government framework.

5.4 The criterion upon which the performance of the employee is to be evaluated is contained in **Annexure E** and is included herein as an addendum and forms an important part of this contract.

5.5 The Employee must be assessed his performance in terms of the performance indicators(outputs/outcomes) identified in the attached Performance Plan (**Annexure A**)and include:

5.5.1 The Key Performance Areas and the Leading and Core Competencies, with a weighting of 80 and 20 respectively are listed herewith as agreed between the employer and employee.

5.5.2 The Key Performance Areas will constitute 80% of the Employee's assessment score, and will contain the following areas of which all of them are compulsory and weights must be allocated to each of them according to the scale of core and functional responsibilities:

NM SD B.S SM

Key Performance Areas (100% of Total)	Weight %
Municipal Institutional Development and organizational Transformation	25%
Basic Service Delivery	34%
Local Economic Development	4%
Municipal Financial Viability and Management	2%
Good Governance & Public Participation	35%
Total	**100%**

5.5.3 The table below indicates six leading and core competencies, which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government

5.5.4 The competency framework further involves six(6) core competencies that act as drivers to ensure that the leading and core competencies are executed at an optimal level

LEADING COMPETENCIES		Weight %
Strategic Direction and Leadership	• Impact and influence • Institutional performance Management • Strategic Planning and Management • Organisational Awareness	15%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute	14%

NM SD B.S. SM

	Management	
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	13%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	12%
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	11%
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	15%

CORE COMPETENCIES	Weight %
Moral Competence	2%
Planning and Organizing	5%
Analysis and Innovation	2%
Knowledge and Information Management	5%
Communication	3%
Results and Quality Focus	3%
Total	**20%**

B.S.
NM SD SM

6. EVALUATING PERFORMANCE

6.1. "Sections 6.8 and 14.2.1" to this Agreement sets out the standards and procedures for evaluating the employee's performance, intervals for the evaluation of employee's performance and recognition of outstanding performance (awarding of a performance bonus)

6.2. **Personal growth and development needs identified during any performance** review discussion must be documented in a Personal Development Plan (contained herein as **Annexure B**) as well as the actions agreed to and implementation must take place within set time frames.

6.3. The Employee's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan.

6.4. The annual performance appraisal must involve–

6.4.1. An assessment of the achievement of results as outlined in the performance plan;

6.4.2. An assessment of each Key Performance Area 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;

6.4.3. **A rating on the five-point scale for each Key Performance Area; and**

6.4.4. The use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area score.

6.5. The core competencies must be assessed–

6.5.1. According to the extent to which the specified standards have been met;

6.5.2. **With an indicative rating on the five-point scale for each Criteria; and**

6.5.3. By sing the applicable assessment rating calculator to add the scores and calculating a final score.

6.6. An overall rating is calculated by using the applicable assessment rating **calculator, which represents the outcome of the performance appraisal.**

B.S. NM SD

6.7. Employee performance will be based on the following rating scale for both Key Performance Indicators and core competencies

6.8. The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27(4)(d), (e) and (f) of the Regulations.

Level	Terminology	Description Rating	Proposed revised definition or performance against indicator
5(150% above)	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved 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.	Individual has performed exceptionally on these indicators and has very significantly surpassed expectations
4(130%-149%)	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	Individual has performed well and has gone slightly above expectations
3(100%)	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	Individual has met the expectations associated with these indicators

NM SD B.S. SM LN

		Performance Plan.	
2(81% - 99%)	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the 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.	Performance is below the standard required for the job in key areas
1(80% and below))	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.	Individual has performed poorly on these indicators significantly below the standard required

B.S.

NM SD SM

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or her performance agreement must be reviewed during–

Interval	Period	Evaluation deadline
First quarter	July to September	Before end October
Mid term	October to December	Before end January
Third quarter	January to March	Before end April
Annual	July-June	2 months after the issuing of the Audit Report

8.1 The reviews in the first and third quarter may be verbal if performance is satisfactory.

8.2 The reviews in the second and annual performance must be formal and the employer must keep a record of these reviews and feedback must be based on the Employer's assessment of the Employee's performance.

8.3 The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented or amended, provided that the Employee is consulted before any such change is made.

8.4 The work performance and performance review will not be confined and limited to the performance plan; any incidental work outside the performance plan shall be performed and evaluated accordingly.

9. DEVELOPMENTAL REQUIREMENTS

9.1 The Personal Development Plan (PDP) is attached herein as **Annexure B** and forms an integral part of this agreement for addressing developmental gaps.

9.2 Both parties hereby agree to uphold the filling of gaps identified in the PDP.

B.S. NM SD SM

10. OBLIGATIONS OF THE EMPLOYER

The Employer shall –

10.1 Create an enabling environment to facilitate effective performance by the employee;

10.2 Provide access to skills development and capacity building opportunities;

10.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

10.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this agreement.

11. EMPLOYEE OBLIGATIONS

11.1 The employee is obliged to perform his functions to the best of his abilities and shall as far as is practically possible endeavour to meet the standards of performance as set out in this agreement.

11.2 The employee shall act in the good faith and in the best interest of the Municipality at all times.

11.3 The employee shall be responsible for the completion or execution of the specific programs identified in his service delivery and budget implementation plans or KPA's within the timeframes agreed upon.

11.4 The employee shall co-operate with the employer in conducting the performance review.

NM SD B.S. SM

12. EMPLOYER RIGHTS

The employer shall be entitled to:

12.1 Expect the employee to perform as agreed.

12.2 Alter the employee's responsibilities from time to time depending on the operational requirements of the organisation e.g. assign him/her to perform a special project not envisaged in his/her job description or service delivery and budget implementation plan.

12.3 Such circumstances as contemplated above shall be taken into account when the employee's performance is evaluated.

12.4 Take such corrective action or impose such disciplinary action or award such incentives as per policy.

13. EMPLOYEE RIGHTS

13.1 The employee shall be entitled to such co-operation and support as is reasonably required for him/her to perform his/her duties to the standard required of him/her.

13.2 In particular where a Personal Development Plan has identified a need for capacity building or training or other forms of support, the employee shall be entitled to receive same, bearing in mind relevant budgetary and other constraints which may not though be unreasonably withheld.

13.3 The employee shall be entitled to such corrective action remedies and/or incentives as are applicable depending on the outcome of his/her performance reviews.

14 MANAGEMENT OF EVALUATION OUTCOMES

14.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

B.S.

NM SD SM

14.2 A performance bonus of between **5% and 14%** of the inclusive annual remuneration package maybe paid to the Employee in recognition of outstanding performance.

14.2.1 In addition to what is suggested in the regulations of Ntabankulu Municipality the following shall apply:

FINAL SCORE	BONUS/REWARD
150 and above	10% to 14% of the annual total remuneration package
130 to 149%	5% to 9% of the annual total remuneration package
101% to 129%	No reward
81% -100%	No reward
(80% and below)	Compulsory Performance Counseling

RANGE	SCORE	% Bonus
150 AND ABOVE	164 and above	14
	163	13.705
	162	13.42
	161	13.135
	160	12.85
	159	12.565
	158	12.28
	157	11.995
	156	11.71
	155	11.425
	154	11.14
	153	10.855
	152	10.57
	151	10.285
	150	10

RANGE	SCORE	% Bonus
Between 130 and 149	149	9
	148	8.6
	147	8.4
	146	8.2
	145	8
	144	7.8
	143	7.6
	142	7.4
	141	7.2
	140	7
	139	6.8
	138	6.6
	137	6.4
	136	6.2
	135	6
	134	5.8
	133	5.6
	132	5.4
	131	5.2
	130	5

NM SD B.S. SM

14.3 In the case of unacceptable performance, the Employer–

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

14.5 May, after appropriate performance counseling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

15. REWARD FOR PERFORMANCE

15.1 The annual increase will be determined by Council based on the affordability and the stipulations of the Contract of Employment and does not in any way form part of a reward for performance.

15.2 The payment of the reward shall be based on the period under review and results of the performance score as stipulated in annexure A and include the following:

15.2.1 The performance score obtained on marks by using the performance plan;

15.2.2 Where the external factors have a negative influence on the result of the performance, the Municipality may at its discretion decide to grant a reward.

15.2.3 The reward if granted, will be paid annually only after adoption by Council of the Annual Report for that financial year and after finalization of the appraisal;

15.2.4 The final outcome of the performance appraisal will determine the reward;

15.3 The rating scale shall be used for rating including the actual targets set and contained in annexure A.

15.4 The following formula shall be used to allocate the performance bonus after the total score has been calculated:

B.S.
NM SD SM

15.4.1. CALCULATING THE KPA PERFORMANCE

(a) Allocate score per target per KPA

(b) Multiply each score with weight per target and per KPA

(c) Add all scores per KPA and get one actual score per KPA

(d) Add all Actual Score per KPA and get the Overall Score

(e) Multiply Overall score with 33,3, get a performance Score

(f) Convert the Performance Score into a percentage by multiply by 80% and you get the percentage

NB: SAME PRINCIPLE IS APPLICABLE TO THE CCR'S

16. CONSULTATION

16.1. Both parties to this agreement agree to consult each other in the event either party wishes to exercise a duty or function in terms of this agreement.

16.2. **The employer** agrees to inform the **employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in paragraph 16.1, as soon as is practicable to enable the employee to take any necessary action without delay.

17. CONSEQUENCE OF SUBSTANDARD PERFORMANCE

17.1 Where the employer is at any time during the employee's employment not satisfied with his performance with respect to any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting with the Performance Evaluation Committee.

NM SD B.S. SM

18. DISPUTES

18.1 In the event that the employee is dissatisfied with any decision or action of the employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may meet with the Performance Evaluation Committee with a view to resolving the issue. At the employee's request the evaluating panel will record the outcome of the meeting in writing.

18.2 In the event that the employee remains dissatisfied with the outcome of that meeting, he/she may raise the issue in writing with the employer (municipal council) by requesting that the issue be placed on the agenda of an appropriate meeting of Council. The Council will determine a process for resolving the issue, which will involve at least providing the employee with an opportunity to state his/ her case orally or in writing. At the employee's request the Council will record its decision on the issue in writing. The decision of the Council on the issue will be made within 2 (two) weeks of the issue being raised, or as soon thereafter as possible, and will be final.

18.3 The parties hereby agree that "final" shall not limit a dissatisfied party to invoke any provisions in his/her disposal within labour and any other relevant laws.

19. GENERAL

19.1 The contents of the Agreement and the outcome of any review conducted, will not be confidential, and may be made available to the public by the employer, where appropriate.

19.2 Nothing in this Agreement diminishes 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.

NM SD B.S. SM

20. ATTESTATION

The parties hereby agree having read, understood and received a copy of this agreement which contents are hereby accepted in all entireties.

Thus done and signed at Ntabankulu on this 19 of JULY 2019

AS WITNESSES:

.....

.....

.....

S. Matiwane

Director: Community Services

AS WITNESSES:

.....

.....

.....

L. Nonyongo

Municipal Manager

ANNEXURE 'A'

PERFORMANCE PLAN

DIRECTORATE:..... COMMUNITY SERVICES **FINANCIAL YEAR 2019/20**

Employee Name	Mr S. Matiwane	Authorised Supervisor Name	Miss L. nonyongo
Employee Job Title	Director: Community Services	Supervisor Job Title	Municipal Manager
Employee Number	5253	Supervisor's Employee Number	
Employee Signature	.....	Supervisor's Signature	.....
Date	18-Jul-19	Date	18-Jul-19

KEY PERFORMANCE AREA	PRIORITY AREA	IDP OBJECTIVE	IDP OBJECTIVE NUMBER	IDP Strategies	Indicator: Input	Indicator: Output	Indicator: Outcome	Baseline	Annual Target & Time Frame	1st Quarter 2018/2019 July-September	POE	2nd Quarter 2018/2019 October-December	POE	3rd Quarter 2018/2019 January - March	POE	4th Quarter 2018/2019 April - June	POE	Means/source of verification	Weight/100%
								BASIC SERVICE DELIVERY											
Basic Service Delivery	Solid Waste	Ensure the implementation of the Integrated Waste Management Plan (IWMP) by 2023	BSD 09	Review the Integrated Waste Management Plan	1.IWMP 2. Waste fleet and Landfill Compactor	Reviewed IWMP	Approved IWMP 2.report on the operations of the landfill site	1.IWMP 2.692 households,70 businesses and 10 government department receiving waste collection services	Reviewed and implemented IWMP by June 2020	1.Review IWMP 2.Conduct the cleaning services through collection and disposal of waste	IWMP implementation report & Spot checks Report	Cleaning services through collection and disposal reported	IWMP implementation report & Spot checks Report	Cleaning services through collection and disposal reported	IWMP implementation report & Spot checks Report	Reviewed IWMP Cleaning services through collection and disposal reported	Adopted IWMP IWMP Implementation report & Spot checks Report	Quarterly reports	10%
				Recording and reporting on collected and recyclable waste	Landfill site Management Plan and Landfill Site Permit	Management of the landfillsite	Reports on operations of the Landfill Site	Landfill site permit and IWMP	Management of the landfillsite in line with IWMP by June 2020	Collect and Report waste tonnage at the landfill site	Quarterly Report on management of the landfill site	Waste data reported to Waste Information System, Compaction of disposed waste; separation of recyclable waste	Quarterly Report on management of the landfill site	Waste data reported to Waste Information System, Compaction of disposed waste; separation of recyclable waste	Quarterly Report on management of the landfill site	Waste data reported to Waste Information System, Compaction of disposed waste; separation of recyclable waste	Quarterly Report on management of the landfill site	Landfill site compliance reports	4%
	Environmental Management	To contribute and support towards promoting climate change initiatives by 2022	BSD 10	Review and implement Climate Change Response Strategy	Climate Change Response Strategy	Updated Climate Change Response Strategy	Approved Climate Change Response Strategy	Climate Change Response Strategy	Implement climate Change Response strategy and review climate change strategy for adoption by Council by June 2020	Report on arbor week	Concept document, Report, attendence register	Conducted town beautification program	Town beautification report	Conducted environmental awareness program	Concept document, Report, attendence register	Conducted environmental awareness program Reviewed Climate Change strategy	Concept document, Report, attendence register Adopted Climate Change Strategy	Quarterly reports	10%
				Review and implement Disaster management plan level 1	Disaster management plan	Updated Disaster Management Plan Level 1	Approved Disaster Management Plan Level 1	Approved Disaster Management Plan Level 1	Implement Disaster Management Plan Level 1 and review for adoption to Council by June 2020	Conducted disaster awareness program	Report on disaster awareness programme	Provision of immediate relief on disaster incidents when need arises	Report on disaster provisions	Provision of immediate relief on disaster incidents when need arises	Report on disaster provisions	Provision of immediate relief on disaster incidents when need arises Reviewed Disaster Management Plan	Report on disaster provisions Adopted Disaster Management Plan	Quarterly reports	2%
	Public Amenities	Ensure effective management of public amenities through implementation of regulatory framework by 2023	BSD 11	Review and implement a Public Amenities Management Plan	Public Amenities Plan and working schedule	Updated Public Amenities Plan	Public amenities management plan	Public amenities management plan in place; 20 community halls, 06 Municipal sites	Implement Public Amenities Management Plan and review for approval by Municipal Manager by June 2020	Reviewed Public Amenities Management Plan	Reviewed Public Amenities Managementplan	Public amenities management plan implemented	Quarterly implementation Report, working schedule	Public amenities management plan implemented	Quarterly implementation Report, working schedule	Public amenities management plan implemented Reviewed Public Amenities Management Plan	Quarterly implementation Report, working schedule Approved Public Amenities	Quarterly reports	2%
								INSTITUTIONAL DEVELOPMENT & ORGANISATIONAL TRANSFORMATION											
IDOT	Sport and Recreation	To promote community sport development and participation in organised sports and recreation, targeting youth by 2022	IDOT 06	Review and implement sport plan	Integrated sport plan	Updated integrated sport plan	Approved integrated sport plan	Intergrated Sport Plan	Reviewed and implemented sport plan by June 2020	Reviewed and implemented Sport Plan and report on Mayoral Cup	Reviewed sport plan, Concept document for the Mayoral Cup Games, attendance register, Report	Report on Steve Vukile Tshwete Games	Concept document ,attendence register and report	Implemented Sport Plan	Quarterly Report on implemented sport plan	Report on Fun run conducted	Concept document ,attendence register and report	Quarterly reports	2%
	Library	To reduce illiteracy rate through provision of relevant information services by 2022	IDOT 07	Improve access to library information facilities through library programmes	Library services business plan	Four Library programs conducted	Report on Four Library programs conducted	SLA between NLM & DSRAC, Ntabankulu Public library and Sputu modular library	Four library programs (Literacy Day, Holiday Program, International Library Week and National World Book Day) and 4 Book clubs conducted by 30 June 2020	Literacy Dev and National Book Week conducted and Book Club formed	Concept document, attendance register and report	Holiday program conducted and Book Club formed	Concept document, attendance register and report	International Library week conducted and Book Club formed	Concept document, attendance register and report	World Book Day conducted and Book Club formed	Concept document, attendance register and report	Quarterly report on Programs conduted	5%
	Public safety	Improve traffic law enforcement on public safety through the implementation of National Road Traffic Act, AARTO Act, NLT Act and Municipal Traffic and Roads By-Law by 2022	IDOT 08	Enforce and implement the National Road Traffic Act, AARTO Act, NLT Act and Municipal Traffic and Roads By-Law.	Integrated Law Enforcement Plan.	Eight Intergrated Law Enforcement programs conducted	Report on Eight Integrated Law Enforcement programs conducted	Library operations managed and reported by June 2020	Report on the Functioning of the library	Library functions (data of users; book stock; computer lab and general maintenance) managed and reported	Quarterly Library Functioning Report	Library functions (data of users; book stock; computer lab and general maintenance) managed and reported	Quarterly Library functioning Report	Library functions (data of users; book stock; computer lab and general maintenance)	Quarterly Library Functioning Report	Library functions (data of users; book stock; computer lab and general maintenance)	Quarterly Library functioning Report		
					Fleet and human resources	Conducted Law enforcement programs	Reports on issued traffic fines, executed warrants and enforced By-laws	National Road Traffic Act, Road and Traffic By-Laws.	Eight intergrated Public Safety Law Enforcement Programmes conducted by June 2020	Two integrated programs conducted	Quarterly report on integrated programs, attendance register	Two integrated programs conducted	Quarterly report on integrated programs, attendance register	Two integrated programs conducted	Quarterly report on integrated programs, attendance register	Two integrated programs conducted	Quarterly report on integrated programs, attendance register	Monthly Reports on Integrated Law Enforcement programs	5%
				Implement the National Road Traffic Act, AARTO Act, NLT Act and Municipal Traffic and Roads By-Law.	eNaTIS, eNaTIS printer, eNaTIS scaner. LEU	Operations of the eNaTIS	Reports on eNaTIS transactions	503 Traffic Fines issued, 15 warrants enrolled and 03 by laws enforced	Conduct stop and checking on 3000 motor vehicles , issuing 1000 Traffic Fines and execute 20 warrants of arrests by June 2020	750 motor vehicles stopped,250 issued Traffic Fines and 05 warrants of arrest executed	No of vehicles stopped ,List of issued Traffic Fines and copies of executed warrants	750 motor vehicles stopped,250 issued Traffic Fines and 05 warrants of arrest executed Executed	No of vehicles stopped ,List of issued Traffic Fines and copies of executed warrants	750 motor vehicles stopped,250 issued Traffic Fines and 05 warrants of arrest executed Executed	No of vehicles stopped ,List of issued Traffic Fines and copies of executed warrants	750 motor vehicles stopped,250 issued Traffic Fines and 05 warrants of arrest executed Executed	No of vehicles stopped ,List of issued Traffic Fines and copies of executed warrants	Quarterly reports on issued traffic fines executed warrants and enforced by laws	2%
								Constructed and Demarcated testing ground; pre established route under construction	300 Driving licence renewals and 1 500 Learners licence applications by 30 June 2020	75 Driving licence renewals and 375 Learners licence applications	Driving and Learners licences Revenue collection report	75 Driving licence renewals and 375 Learners licence applications	Driving and Learners licences Revenue collection report	75 Driving licence renewals and 375 Learners licence applications	Driving and Learners licences Revenue collection report	75 Driving licence renewals and 375 Learners licence applications	Driving and Learners licences Revenue collection report	Quarterly reports	2%
	Law Enforcement	Improve law enforcement through implemenation of Municipal By-Laws and Criminal Procedure Act by 2022	IDOT 10	Enforce Municipal By-laws through the implementation of Criminal Procedure Act and Intergrated By-Law enforcement programs	By-Law Enforcement Plan	Conducted By-Law enforcement programs	Report on By-law enforcement programs	Municipal By-laws, Criminal Procedure Act, By-Law enforcement plan	Law Enforcement Plan developed and implemented by 30 June 2020 (pound,waste and disposal ,cemetery,street trading)	By-laws enforcement plan implemented	By-law enforcement report	By-laws enforcement plan implemented	By-law enforcement report	By-laws enforcement plan implemented	By-law enforcement report	By-laws enforcement plan implemented	By-law enforcement report	Quarterly reports on By-law enforcement programs	4%
				Impounding of stray animals and Cemetery management	Pound and Cemetery By-law and Policy	Impounded stray animals and Cemetery management	Report on number of impounded animals and management of Cemetery	Adopted pound policy and Cemetery By-law 70 cattle, 06 horses and 16 goats impounded	Management of cemetery and safe keeping of impounded animals by June 2020	Management of cemetery and safe keeping of impounded animals	Report on management of cemetery and safe keeping of impounded animals	Management of cemetery and safe keeping of impounded animals	Report on management of cemetery and safe keeping of impounded animals	Management of cemetery and safe keeping of impounded animals	Report on management of cemetery and safe keeping of impounded animals	Management of cemetery and safe keeping of impounded animals	Report on management of cemetery and safe keeping of impounded animals	Quarterly Pound on reports	2%
	Municipal security	Improve safety of municipal assets and personnel by 2022	IDOT 11	Improve safety of municipal assets and personnel through provision of outsourced security	Security procedure manual, SLA for outsourced security	Provision of security services	Performance report on security services	Draft security procedure manual, SLA with outsourced security	Provide Security services through outsourced security and EPWP security services by June 2020	Monitored Security services	Monitoring Report	Monitored Security services	Monitoring Report	Monitored Security services	Monitoring Report	Monitored Security services	Monitoring Report	Quarterly reports on monitoring of security services	1%
								LOCAL ECONOMIC DEVELOPMENT											
LED	EPWP	To create job opportunities through EPWP by June 2022	LED 07	Identify EPWP projects through implementation of EPWP Policy	EPWP Policy and Ministerial Determination	122 FTE's created	Created job opportunities	122 FTE's created. R1,909m incentive grant received	138 FTE'S created by 30 June 2020	Report on EPWP programs with 138 FTEs created	Report on FTEs created and signed employment contracts for the participants	Report on EPWP programs with FTEs created	Report on FTEs created and signed employment contracts for the participants	Training of EPWP Participants	Report on Training of EPWP Participants, Attendance Registers for Training	Report on EPWP programs with FTEs created	Report on FTEs created and signed employment contracts for the participants	Quarterly report on created FTE's	10%
								GOOD GOVERNANCE											

FV	DLTC	Ensure adherence to traffic regulatory framework for effective management of revenue generated at traffic section	FV03	Ensure adherence to traffic regulatory framework for effective management of revenue generated at traffic section	DLTC Stationary	Booked Learner's license, PrDP and driving licenses applications	Report on revenue generated	R 888 115 00 Revenue generated at the DLTC	Generate revenue at DLTC to R1 200 000 by 30 June 2020	Revenue generation at 25 % (R300 000)	Quarterly revenue generated and reconciliation reports	Revenue generation at 50 % (R600 000)	Quarterly revenue reconciliation reports	Revenue generation at 75 % (R900 000)	Quarterly revenue reconciliation reports	Revenue generation at 100 % (R1 200 000)	Quarterly revenue reconciliation reports	Quarterly reports on revenue generated at DLTC	2%
GG	Public participation	To promote effective participation of stakeholders in the affairs of governance by June 2022	GG 01	To strengthen community participation through community engagements.	Public participation policy	Four community participation programs conducted	Report on Four community participation programs conducted	Adopted public participation policy in place	Four community participation programs coordinated by June 2020	Ward conferences campaign conducted	Concept document, attendance register and report	Moral regeneration program conducted	Concept document, attendance register and report	Know your rights program conducted	Concept document, attendance register and report	Moral regeneration program conducted	Concept document, attendance register and report	Quarterly report on implemented programs	5%
				Monitor, support and report on ward committee functionality	Ward Committee Functioning Policy and Standard Operational Plan	Twelve ward committee meetings conducted	Consolidated Report on ward committee performance	Established Ward committees	Ward committees' performance monitored and reported by June 2020	Fourth quarter performance reports for Ward Committees	Submission register, payment schedule, Perfomance report	First quarter performance reports for Ward Committees	Submission register, payment schedule, Perfomance report	Second quarter performance reports for Ward Committees	Submission register, payment schedule, Perfomance report	Third quarter performance reports for Ward Committees	Submission register, payment schedule, Perfomance report	Monthly reports	2%
	PMS	To monitor, measure and evaluate institutional performance by June 2022	GG 05	Timely signing of performance contracts and agreements by directors, managers and officers	Signed individual performance agreements	Performance appraisals for individuals	Number of signed performance agreements for directors, Managers and Officers	2018/2019 signed performance agreements	Implemented PMS framework to managers and officers by June 2020	Fourth quarter perfomance evaluations conducted	Evaluation report and attendance Register	First quarter perfomance evaluations conducted	Performance Evaluation Report	Second quarter perfomance evaluations conducted	Performance Evaluation Report	Third quarter perfomance evaluations conducted	Performance Evaluation Report	Quarterly Performance Evaluation reports	2%
	Audit	To provide clean and accountable governance structures by June 2022	GG 06	Coordinate development and implementation of Audit action plan	2017/2018 AG Management and audit report, terms of reference for operation clean audit committee, 2017/2018 audit action plan	Number of Reduced Auditor General and Internal audit findings	Clean and accountable governance	2017/2018 Audit Action Plan, operation clean audit committee terms of reference and one operation clean audit committee meeting	2 reduced audit findings by June 2020	01 reduced AG findings	Audit action plan and implementation report	01 reduced AG findings	Audit action plan and implementation report	No Target	None	No Target	None	Quarterly report to audit committee and council	2%
	Risk Management	To provide quality service delivery through mitigation and reduction of strategic risks by June 2022.	GG 07	Coordinate development and review of strategic and operational risk registers	Risk management policy, strategic risk register and operational risk registers	Number of reduced risks	Improved service delivery	2018/2019 strategic risk registers, operational risk registers and 42% mitigated risks by midterm 2018/2019.	3 mitigated risks identified by June 2020	1 mitigated Risk	Risk register, report on risk management	1 mitigated Risk	Risk register, report on risk management	1 mitigated Risk	Risk register, report on risk management	No Target	None	Risk register implementation reports	2%
	Compliance with legislation	To adhere to the legislative prescripts that guide municipal planning and performance by June 2022	GG 08	Develop, review and coordinate implementation of policies, sector plans and by-laws	Policies, by laws and sector plans.	Number of approved policies, sector plans and by-laws	Clean and accountable governance	Policies, by-laws & sector plans in place	Five policies reviewed (Petitions, Ward Committee Functioning, Public Participation and , Traffic Management,DLTC and RA Policy). Five new directorate policies to be developed (LDNC, By-law enforcement, 4. Public Participation Strategy and EPWP Policy) and 4 by-laws: pound, cemetery, waste collection & disposal, rules of order by-laws) reviewed by June 2020	No Target	None	No Target	None	Policy gap-analysis	policy gap - analysis report	final reviewed policies adopted	adopted reviewed policies with council resolution	Quarterly reports	2%
	Indigency	To subsidize indigent households in line with the approved indigent register by June 2022	GG 10	Review and implement indigent register in line with the indigent policy	1. Indigent registration forms 2. Indigent policy 3. Indigent register 4.Indigent verification Sytems	Number of indigent beneficiaries registered and verified.	Subsidised indigent beneficiaries.	Adopted 2018/2019 indigent register with a total of 5 270 beneficiaries; 1 974 for alternative energy, and 3 296 for grid electricity.	Approved indigent register by June 2020. Subsidised approved indigent beneficiaries by June 2020.	1. Aproved indigent register for 2019/2020. 2. Subsidized beneficiaries as per the 2019/2020 indigent register	1. 2. Report on subsidized beneficiary	1. Subsidized beneficiaries for 2019/2020 indigent register	1.Report on subsidized beneficiary	1. Subsidized beneficiaries for 2019/2020 indigent register	1.Report on subsidized beneficiary	1. Subsidized beneficiaries for 2019/2020 indigent register	1.Report on subsidized beneficiary	Quarterly risk management reports	10%
	Indigency	To subsidize indigent households in line with the approved indigent register by June 2022	GG 10	Review and implement indigent register in line with the indigent policy	1. Indigent registration forms 2. Indigent policy 3. Indigent register 4.Indigent verification Sytems	Number of indigent beneficiaries registered and verified.	Subsidised indigent beneficiaries.	Adopted 2018/2019 indigent register with a total of 5 270 beneficiaries; 1 974 for alternative energy, and 3 296 for grid electricity.	Approved indigent register by June 2020. Subsidised approved indigent beneficiaries by June 2020.	Verified indigent beneficiaries in 7 wards for 2019/2020 indigent register.	Verification report	Verified indigent beneficiaries in 7 wards for 2019/2020 indigent register.	Verification report	Verified indigent beneficiaries in 5 wards for 2019/2020 indigent register.	Verification report	n/a	n/a	Quarrtly progress reports	5%
	Indigency	To subsidize indigent households in line with the approved indigent register by June 2022	GG 10	Review and implement indigent register in line with the indigent policy	1. Indigent registration forms 2. Indigent policy 3. Indigent register 4.Indigent verification Sytems	Number of indigent beneficiaries registered and verified.	Subsidised indigent beneficiaries.	Adopted 2018/2019 indigent register with a total of 5 270 beneficiaries; 1 974 for alternative energy, and 3 296 for grid electricity.	Approved indigent register by June 2020. Subsidised approved indigent beneficiaries by June 2020.	n/a	n/a	n/a	n/a	Registration new applicants for 2020/2021	Report on indigent registration for 2019/2020 Financial year.	Registration new applicants for 2020/2021 2. Approved indigent register for 2020/2021	1. Report on verification. 2. Council resolution	Minutes, attendance register and resolution register	5%

LN Sm

CORE COMPETENCY REQUIREMENTS

DIRECTORATE: COMMUNITY SERVICES **FINANCIAL YEAR 2019/20**

Employee Name	Mr S. Matiwane	Authorised Supervisor Name	L. nonyongo
Employee Job Title	Director: Community Services	Supervisor Job Title	Municipal Manager
Employee Number	5253	Supervisor's Employee Number	5333
Employee Signature	.....	Supervisor's Signature	.....
Date	18-Jul-19	Date	18-Jul-19

LEADING COMPETENCIES WITH 20 DRIVING COMPETENCIES THAT COMMUNICATE WHAT IS EXPECTED FOR EFFECTIVE PERFORMANCE IN LOCAL GOVERNMENT				
LEADING COMPETENCIES	**DRIVING COMPETENCIES**	**TARGET**	**INDICATOR**	**WEIGHT 100%**
Strategic Direction and Leadership	Impact and influence	Create the working opportunities for our communities	Implemention report on programmes that respond to climate change	7%
	Institutional performance Management	Monitor and report on the implementation of the Directorate Monthly performance plan	Directorate performance report	3%
	Strategic Planning and Management	Driving the Municipality towards attaining its main vision.	List of created jobs that improve socio-economic conditions of communities	5%
	Organisational Awareness	Conduct public participation programmes	Report on conducted public participation programmes	5%
People Management	Human Capital Planning and Development	Monitor the directorate leave schedules	Leave implementation report	2%
	Diversity Management	Coordinate sitting of departmental meetings to increase team work	Attandance registers and munites	2%
	Employee Relations Management	Monitor and evaluate the perfomance of the directorate	Consolidated ward committee evaluation reports	5%
	Negotiation and Dispute Management	Angagement of organised labours forces; Implementation of Municipal employment procedures ie code of conduct, HR Manual	Directorate deciplinary hearing register; employee resolved concerns reports	2%
Program and Project Management	Program and Project Planning and Implementation	Develop a recycling project at landfill site; Extension of waste management services to 471 housing; Driving Licence Testing grounds marking and demarcations.	Implemention report on recycling project and waste management services to landfill site; Report on testing ground markings	5%
	Service Delivery Management	Extension of waste management services to 471 housing; Fully operating DLTC	Waste management report; DLTC operational report	5%
	Program and Project Monitoring and Evaluation	Monitor and evaluate the implementation of identified projects	Project implementation report	2%
Financial Management	Budget Planning and Execution	Implementation of Municipal Finance Management Act.	Departmental expenditure report	2%
	Financial Strategy and Delivery	Source funding in relevent departments	Report on grants received from sector department	5%

SM

	Financial Reporting and Monitoring	Management of departmental budgect and complience with internal controls.	Report on grants received from sector department	5%
Change Leadership	Change Vision and Strategy	To review directorate vision strategies and objectives	Report on reviewed strategies and objectives	2%
	Process Design and Improvement	Tomanage change during the implementation of PMS	Improved directorate performance	5%
	Change Impact Monitoring and Evaluation	Monitor perfomance agreements	Signed perfomance agreements	5%
Governance Leadership	Policy Formulation	Develop departmental policies	Developed policies	5%
	Risk and Compliance Management	Monitor and report on the implementation of the risk register action plan	Directorate Risk report	2%
	Cooperative Governance	Conduct awareness on indegent register	Attandance registers and report	6%
CORE COMPETENCIES				
	Moral Competence	Boost morale amongst staff personnel	Reduced sick leaves and improved performance	2%
	Planning and Organising	Develop directorate monthly plans	Monthly plans	5%
	Analysis and Innovation	Sharing of knowledge and ideas amongst staff	Attandance registers and munites	2%
	Knowledge and Information Management	Sharing of information, knowledge and ideas amongst staff	Attandance registers and munites	5%
	Communication	Sharing of information, knowledge and ideas amongst staff	Attandance registers and munites	3%
	Results and Quality Focus	Quality of services rendered	Cleaning schedule	3%

LW SM

ANNEXURE 'B'

PERSONAL DEVELOPMENT PLAN:

NAME & SURNAME: MATIWANE SOLOMON

This plan is completed and reviewed during the planning phase of Employee Performance Management Cycle (July). The purpose is to provide the opportunity for the incumbent to identify strength, skills and competency gaps. To complete this plan the incumbent need to know and understand the Department objectives, customer's (internal and external), requirements and key performance Indicators. The information provided is considered in relation to the critical nature of the current position and future career goals.

TC SM

KPA CONFIRMATION	COMPETENCY IDENTIFICATION	DEVELOPMENT ACTION PLAN		TIME FRAMES	
Key Performance areas/outputs	**Competencies/Skills required to achieve KPA`s performance outputs**	**Proposed Solutions (short term)**	**Proposed Solutions (Long term)**	**Start**	**End**
Institutional Development & Organisational Transformation	7 Additional Modules for CPMD	Leadership Development Course	1 year	September 2019	September 2020

.....

Signature (incumbent)

19 July 2019

Date

.....

Signature (Supervisor)

19 July 2019

Date