

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN**



**NKONKOBEMUNICIPALITY**

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**NKONKOBÉ LOCAL MUNICIPALITY AS REPRESENTED  
BY THE ACTING MUNICIPAL MANAGER,**

**LUSANDA MENZE**

**AND**

**NCUMISA KANYISA FOLOLO**

**THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE PERIOD 01 JULY 2015 TO 30 JUNE 2016**

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# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The **NKONKOB**E Municipality herein represented by Lusanda Menze in his capacity as **THE ACTING MUNICIPAL MANAGER** (hereinafter referred to as the **Employer** or **Supervisor**)

And **Ncumisa Kanyisa Fololo** Employee of the Municipality (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”) as amended. The Employer and the Employee are hereinafter referred to as “the Parties”.**
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the Parties; require 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 57(4A), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:
  - “this Agreement” - means the performance agreement between the **Employer** and the **Employee** and the annexures thereto.
  - “the Executive Authority” - means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Mayor.
  - “the Senior Manager” – means the Head of Department directly accountable to the Municipal Manager in terms of Section 56(a) of the Local Government: Municipal Systems Act, No 32 of 2000.
  - “the Municipal Manager” – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.
  - “the Municipality” – means the **Nkonkobe Local Municipality**
  - “the Parties” - means the **Employer** and the **Employee**.

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## **2. PURPOSE OF THIS AGREEMENT**

2.1 The Parties agree that the purposes of this Agreement are to:

- 2.1.1. 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;
- 2.1.2. specify objectives and targets established for the Employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.1.3. specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use the performance agreement as the basis for assessing whether the employee has met performance expectations applicable to his or her job;
- 2.1.6. appropriately reward the employee in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Employee in attaining equitable and improved service delivery.

## **3. COMMENCEMENT AND DURATION**

3.1 Notwithstanding the date of signature this Agreement will commence on the 1<sup>st</sup> of June 2015 and will remain in force until 30 June 2016 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between parties for the next financial year or any portion thereof.

3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31<sup>st</sup> of July each year.

3.3 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter annual performance assessment as informed by the quarterly performance assessments. Should the Employee be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Employee's salary for a month that shall be applicable.

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- 3.4 The payment of a performance bonus for the year in which the Employee's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Employee on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Employee commencing or terminating his services with the Municipality during the validity period of this Agreement, the Employee's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.
- 3.6 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 by the Parties.
- 3.7 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.
- 3.8 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

#### **4. PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 the performance objectives and targets which 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 Personal Development Plan in **Annexure B** sets out the Employee's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected sets out those management skills regarded as critical to the position held by the Employee.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Employee and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 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 time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Employee's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

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## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 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 municipal 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.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Employee's responsibilities within the local government framework.

## 6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Employee will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA) as fully described in Annexure A and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPAs and CMCs respectively. Therefore the KPAs that refer to the main tasks of the Employee account for 80% of his/her assessment while the CMCs make up the other 20% of the Employee's assessment score.
- 6.2 The weightings agreed to in respect of the Employee's KPAs attached as Annexure A are set out in the table below:

KEY PERFORMANCE AREAS (KPAs)	WEIGHT
KPA 1: Service Delivery and Infrastructure Provision	10
KPA 2: Local Economic Development	5
KPA 3: Financial Viability and Management	5
KPA 4: Institutional Development and Transformation	30
KPA 5: Good Governance and Public Participation	30
<b>Total</b>	<b>80</b>

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6.3 The weightings agreed to in respect of the CMCs considered most critical for the Employee's position and further defined in Annexure C are set out in the table below:

<b>CORE COMPETENCY REQUIREMENTS - CCRs</b>		
<b>CORE MANAGERIAL COMPETENCIES (CMC)</b>	<b>CHOICE (X)</b>	<b>WEIGHT</b>
Strategic Capability and Leadership		2
Programme and Project Management		1
Financial Management	<b>compulsory</b>	5
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	<b>compulsory</b>	5
Client Orientation and Customer Focus	<b>compulsory</b>	5
Communication		2
Honesty and Integrity		
<b>TOTAL PERCENTAGE</b>		<b>20</b>

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6.4 The assessment of the performance of the Employee will be based on the following levels for KPAs and CMCs:

LEVEL	TERMINOLOGY	DESCRIPTION
5	<b>Outstanding Performance</b>	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.
4	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. 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.
1	<b>Unacceptable performance</b>	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.

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6.5 To determine which rating on the five-point scale did the Manager achieve for each KPA the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending
Constraints	- Did envisaged constraints materialise? - If so, were steps taken to manage/reduce the effect of the constraint? - If not, did it beneficially affect the completion of the target? - Any innovative/pro-active steps to manage the constraint

6.6 Annexure "B" may be used as the basis for progress discussions by the Municipality.

## 7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

7.1 An assessment panel consisting of the following persons will be established:

7.1.1 Municipal Manager;

7.1.2 Chairperson of the Performance Audit Committee or the audit committee in the absence of a performance audit committee;

7.1.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council; and

7.1.4 Municipal Manager from another municipality

7.2 The performance of the Employee will be assessed in relation to his/her achievement of:

7.2.1 The targets indicated for each KPA in Annexure A; and

7.2.2 The CCRs as defined in clause 6.3 of this agreement

On a date to be determined for each of the following quarterly periods:

1<sup>st</sup> Quarter (July to September): **October 2015**

2<sup>nd</sup> Quarter (October to December): **January 2016**

3<sup>rd</sup> Quarter (January to March): **April 2016**

4<sup>th</sup> Quarter (April to June): **July 2016**

7.3 Assessments in the first and third quarter may be verbal if the Employee's performance is satisfactory.

7.4 The Municipality will keep a record of the mid-year and annual assessment meetings.

7.5 The Municipality **may** appoint an external facilitator to assist with the annual assessment.

## 8. EVALUATING PERFORMANCE AND MANAGEMENT OF EVALUATION OUTCOMES

8.1 The Employee will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Employer

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- 8.2 The Employer will give performance feedback to the Employee after each quarterly and the annual assessment meetings.
- 8.3 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.4 At the end of the 4<sup>th</sup> quarter, the Executive Authority will determine if the Employee is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.
- 8.5 The results of the annual assessment and the scoring report of the Employee for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.
- 8.6 A fully effective assessment score will render the Employee eligible to be considered for a performance related increase (pay progression) as envisaged in his/her contract of employment provided the Employee has completed at least 12 months continuous service with the Municipality at his/her current remuneration package on the 30<sup>th</sup> of June.
- 8.7 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Employee's Personal Development Plan as well as the action steps and set time frames agreed to.
- 8.8 Despite the establishment of agreed intervals for assessment, the Employer may, in addition, review the Employee's performance at any stage while his/her contract of employment remains in force.
- 8.9 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.
- 8.10 The provisions of Annexure "A" may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.
- 8.11 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 8.11.1** A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -
- (a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;  
and
  - (b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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## **9. OBLIGATIONS OF THE MUNICIPALITY**

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the Employee.
- 9.2 The Employee will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
- 9.4 The Municipality will make available to the Employee such resources including employees as the he/she may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
- 9.5 The Employee will, at his/her request, be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

## **10. CONSULTATION**

- 10.1 The Employer agrees to consult the Employee within a reasonable time where the exercising of the Employer's powers will –
- 10.1.1 have a direct effect on the performance of any of the Employee's functions;
  - 10.1.2 commit the Employee to implement or to give effect to a decision made by the Employer;
  - 10.1.3 have a substantial financial effect on the Municipality.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable, to enable the Employee to take any necessary action without delay.

## **11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE**

- 11.1 Where the Employer is, at any time during the Employee's employment, not satisfied with the Employee's 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 Employer.
- 11.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that the Employee's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.
- 11.3 The Municipality will provide systematic remedial or developmental support to assist the Employee to improve his/her performance.

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- 11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer holds the view that the performance of the Employee is not satisfactory, the Municipal Council will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Employee, to terminate the Employee's employment in accordance with the notice period set out in the his/her contract of employment.
- 11.5 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference.
- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Employee's contract of employment with or without notice for any other breach by the Employee of his obligations to the Municipality or for any other valid reason in law.

## 12. DISPUTES

- 12.1 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 for, shall be mediated by-

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

12.1.2 Any other person appointed by the MEC

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27 (4) (e) of the Municipal Performance Regulations 2006, within thirty (30) days of receipt of a formal dispute from the employee

**whose decision shall be final on both parties.**

- 12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

## 13. GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 13.2 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.

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Signed at Fort Beaufort on this 23 day of July 2015

**As Witnesses:**

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**Senior Manager Corporate Services of the  
Nkonkobe Local MUNICIPALITY**

Signed at Fort Beaufort on this 23 day of July 2015

**As Witnesses:**

1.  .....

2.  .....




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**Acting Municipal Manager of the Nkonkobe  
Local MUNICIPALITY**

## ANNEXURE A

### COMMITMENT OF MANAGEMENT TEAM REPORTING DIRECTLY TO THE SENIOR MANAGER: CORPORATE SERVICES

We, the Managers (Speakers Office), Manager (Communications), Manager (Human Resources), Manager (Council Support), Manager (Fleet), Manager (Administration), Manager (Information Technology) and Manager (Legal Services), hereby, make this commitment to support the Senior Manager, Mrs N. K. Fololo, to achieve targets set in this performance contract between her and the employer. We understand that her targets are impossible without our full support and cooperation. We, therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.

1. Signed by:



Mr. M. Njokweni  
Manager Legal Services

2. Signed by:



Ms. S. Hompashe  
Manager Communications

3. Signed by:

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Vacant  
Manager Human Resources

4. Signed by:



Ms. N. Kiva  
Manager Council Support

5. Signed by:



Mr. E. Britz  
Manager Administration

6. Signed by:



Mr. H. Leeuwskierter  
Manager: Fleet

7. Signed by:



Mr. A. Tsewu  
Manager: Information Technology

8. Signed by:



Vacant  
Manager Speaker's Office

**ANNEXURE B**

**CORPORATE SERVICES MANAGER  
PERFORMANCE PLAN**



## 1. Purpose

The performance plan defines the Council's expectations of the Senior Manager Corporate Services Performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and SDBIP, as reviewed annually.

## 2. Objective of Local Government

The following objectives of Local Government informed the IDP of the Nkonkobe Local Municipality and will inform the Senior Manager's performance against set performance indicators.

2.1 Provide democratic and accountable government for local communities.

2.2 Ensure the provision of services to communities in a sustainable manner.

2.3 Promote social and economic development

2.4 Promote a safe and healthy environment

2.5 Encourage the involvement of communities and community organisations in the matters of local government

## 3. Scorecard of the Senior Manager

3.1 The municipality approved the strategic objectives in the IDP of 2012-2017. The targets to achieve the objectives for the financial year 2015/16 were defined in the approved SDBIP of 2015/16. The Senior Manager is required to ensure that all targets, programmes and projects as committed on the IDP and SDBIP are delivered according to the commitments of the Executive Committee and Council.

**A key principle is that owner departments must lead all the programmes allocated to them in the SDBIP, and ensure that contributor departments contribute, comply and report.**

The scorecard of the Senior Manager Corporate Services is up of the following:

### The Performance Plan set out:

- a) Key Performance Areas that are employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe;
- b) Core competencies required from employees prescribed in the Performance Regulation for Municipal Managers and Managers Directly accountable to the Municipal Manager, R805 of 2006.

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The employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employees.

KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

Key performance Areas (KPA's)	Weighting	Core Competency Requirements	Weighting
Municipal Transformation & Institutional Development		Strategic Leadership and Management	
Basic Service Delivery		Programme and Project Management	
Local Economic Development		Financial Management	
Municipal Financial Viability & Management		Change Management	
Good Governance & Public Participation		Knowledge Management	
		Problem Solving and Analytical Thinking	
		People and Diversity Management	
		Client Orientation and Customers Care	
		Service Delivery Innovation	
		Communication Accountability	
<b>Total</b>	<b>80%</b>	<b>Total</b>	<b>20%</b>

The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCRs

Category	Colour	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/ assessment indicate that their 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.
KPI's Almost Met/ Not Fully Effective	2	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 indicate 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.
KPI's Met/ Fully Effective	3	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.
KPI's Well Met/ Performance significantly above expectations	4	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.
KPI's Extremely Well Met/ Outstanding Performance	5	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.

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CORPORATE SERVICES

Priority Area	IDP OBJECTIVE	IDP STRATEGY	KPI	Annual Target	Quarter 1 Target	Quarter 1 Audit Evidence	Quarter 2 Target	Quarter 2 Audit Evidence	Quarter 3 Target	Quarter 3 Audit Evidence	Quarter 4 Target	Quarter 4 Audit Evidence
Law Enforcement	To ensure effective law enforcement by 2017	By promoting effective and inspiring governance	Conducting 30 roadblocks	Conduct 30 roadblocks/ report on number of roadblocks	Conduct 5 Roadblocks/ report on number of roadblocks	1. Detailed Report on Roadblock Conducted. 2. Register (encapsulating car registration and drive names). 3. Report on any fines issued	Conduct 10 Roadblocks/ report on number of roadblocks	1. Detailed Report on Roadblock Conducted. 2. Register (encapsulating car registration and drive names). 3. Report on any fines issued.	Conduct 10 Roadblocks/ report on number of roadblocks	1. Detailed Report on Roadblock Conducted. 2. Register (encapsulating car registration and drive names). 3. Report on any fines issued.	Conduct 5 Roadblocks/ report on number of roadblocks	1. Detailed Report on Roadblock Conducted. 2. Register (encapsulating car registration and drive names). 3. Report on any fines issued.
			Conduct 4 Road Safety campaigns	Conduct 4 Road Safety campaigns/awareness	Conduct awareness on driver's licenses	Driver's license register	Conduct arrive alive campaign/awareness	Maintenance checklist/ report	Conduct arrive alive (Easter) campaign/ awareness	Maintenance checklist register/report	Conduct driver's fitness campaign/ awareness	Checklist and report on occurrences
Capacity Building	To ensure all employees, councillors and ward committees acquire the necessary skills to perform their duties as per IDP objectives by 2017	By conducting skills audit and develop a work place skills plan	Conduct Skills audit for all councillors, employees and ward committees and implementation of WSP	Conduct Skills audit for all councillors, employees and ward committees	Conduct skills audit for all employees and complete a training needs report	Copies of employees skills audit forms and training needs report	Conduct skills audit for all councillors and ward committees and WSP implementation, monitoring and report thereof	1. Expenditure Reports. 2. Attendance Registers.	WSP implementation, monitoring and reporting thereof	1. Expenditure Reports. 2. Attendance Registers.	WSP Implementation, monitoring and reporting thereof	1. Expenditure Reports. 2. Attendance Registers.
			Conduct Skills audit for all councillors, employees and ward committees	Conduct Skills audit for all employees and complete a training needs report	Conduct skills audit for all employees and complete a training needs report	Copies of employees skills audit forms and training needs report	Conduct skills audit for all councillors and ward committees and WSP implementation, monitoring and report thereof	1. Expenditure Reports. 2. Attendance Registers.	WSP implementation, monitoring and reporting thereof	1. Expenditure Reports. 2. Attendance Registers.	WSP Implementation, monitoring and reporting thereof	1. Expenditure Reports. 2. Attendance Registers.
<b>KPA 1: BASIC SERVICE DELIVERY</b>												
<b>KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>												

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Institutional Organogram	To provide effective and efficient institutional support to council and other structures by 2017.		To ensure effective management of municipal fleet at all times by 2017	
By development of an essential car user policy	By ensuring appropriate organisational design that conforms with roles, powers and functions assigned to municipally annual review and design of the organisational structure	Adopted essential car user policy	Adopted essential car user policy	4 Fleet Management reports
By maintaining and monitoring effective use of municipal vehicles/ensuring fleet management procedure manual is adhered to by all "Municipal Drivers"	By development of an essential car user policy	Adopted essential car user policy	Adopted essential car user policy	Report on Management of pool vehicles, dedicated and restricted vehicles/monitor adherence to fleet management procedure manual/Report on monthly inspections conducted.
1 Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	1 Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.
Reviewed Organisational Structure	Reviewed Organisational Structure	Reviewed Organisational Structure	Reviewed Organisational Structure	Not set as a target for the quarter
Invite Departmental HOD's to submit their proposal into the organogram for consideration	1. Official Correspondence to departmental HOD's inviting them to inputs of Organizational Structure. 2. Inputs received for new/existing position	Presentation of the proposed organisational structure to Strategic Planning Session / Presentation of Organogram to Council	1. Draft Organogram. 2. Council Resolution adopting draft Organogram.	1. Expenditure Reports. 2. Attendance Registers.
1. Inspection Reports. 2. Quarterly Report.	1. Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	1. Inspection Reports. 2. Quarterly Report.	1. Inspection Reports. 2. Quarterly Report.	1. Inspection Reports. 2. Quarterly Report.
Fleet Management	To ensure effective management of municipal fleet at all times by 2017			
By maintaining and monitoring effective use of municipal vehicles/ensuring fleet management procedure manual is adhered to by all "Municipal Drivers"	By development of an essential car user policy	Adopted essential car user policy	Adopted essential car user policy	Not set as a target for the quarter
Report on Management of pool vehicles, dedicated and restricted vehicles/monitor adherence to fleet management procedure manual/Report on monthly inspections conducted.	1 Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	1. Inspection Reports. 2. Quarterly Report.	1. Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	1. Expenditure Reports. 2. Attendance Registers.
1. Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	1. Inspection Reports. 2. Quarterly Report.
Fleet Management	To ensure effective management of municipal fleet at all times by 2017			
By maintaining and monitoring effective use of municipal vehicles/ensuring fleet management procedure manual is adhered to by all "Municipal Drivers"	By development of an essential car user policy	Adopted essential car user policy	Adopted essential car user policy	Not set as a target for the quarter
Report on Management of pool vehicles, dedicated and restricted vehicles/monitor adherence to fleet management procedure manual/Report on monthly inspections conducted.	1 Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	1. Inspection Reports. 2. Quarterly Report.	1. Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	1. Expenditure Reports. 2. Attendance Registers.
1. Quarterly Report on management of pool vehicles/report on Monthly inspections conducted.	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	1. Inspection Reports. 2. Quarterly Report.

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Asset Management	Effective Management of the departmental Assets by 2017	By managing, controlling and maintaining all departmental assets (MFMA Compliance)	Maintenance and update Register of the Department	Ensure that all departmental assets are maintained and recorded in the inventory/register/tup dated monthly. New Assets purchased by the department are recorded and updated monthly and same provided to the Finance Department.	Report on updates of departmental assets	1. Quarterly Reports detailing updates of departmental assets. 2. List of new assets that were bar coded.	Report on updates of departmental assets	1. Quarterly Reports detailing updates of departmental assets. 2. List of new assets that were bar coded.	Report on updates of departmental assets	1. Quarterly Reports detailing updates of departmental assets. 2. List of new assets that were bar coded.	Report on updates of departmental assets	1. Quarterly Reports detailing updates of departmental assets. 2. List of new assets that were bar coded.	Report on updates of departmental assets	1. Quarterly Reports detailing updates of departmental assets. 2. List of new assets that were bar coded.	Report on updates of departmental assets	1. Quarterly Reports detailing updates of departmental assets. 2. List of new assets that were bar coded.
Capacity Building	To ensure all employees, councillors and ward committees acquire the necessary skills to perform their duties as per IDP objectives by 2017	Skills Development: % of budget expenditure spent on training implementation	100% percentage of budget expenditure spent on training	Report on 100% percentage of budget expenditure on training implementation	Quarterly report on % budget expenditure on training implementation	1. Expenditure Report. 2. Quarterly Report reflecting % budget expenditure on training implementation	Quarterly report on % budget expenditure on training implementation	1. Expenditure Report. 2. Quarterly Report reflecting % budget expenditure on training implementation	Quarterly report on % budget expenditure on training implementation	1. Expenditure Report. 2. Quarterly Report reflecting % budget expenditure on training implementation	Quarterly report on % budget expenditure on training implementation	1. Expenditure Report. 2. Quarterly Report reflecting % budget expenditure on training implementation	Quarterly report on % budget expenditure on training implementation	1. Expenditure Report. 2. Quarterly Report reflecting % budget expenditure on training implementation	Quarterly report on % budget expenditure on training implementation	1. Expenditure Report. 2. Quarterly Report reflecting % budget expenditure on training implementation

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Meetings	communication, transparency and openness by 2017	By convening departmental meetings	8 Number of Departmental Meetings to be convened	Convene 8 Departmental Meetings	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting	Convene 2 Departmental Meetings	1. Attendance Register. 2. Minutes of the meeting
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4 Number Local Labour Forum Meeting	Convene 4 Local Labour Forum Meeting	Convene 1 LLF Meeting	1. Attendance Register. 2. Minutes of the meeting.	Convene 1 LLF Meeting	1. Attendance Register. 2. Minutes of the meeting.	Convene 1 LLF Meeting	1. Attendance Register. 2. Minutes of the meeting.	Convene 1 LLF Meeting	1. Attendance Register. 2. Minutes of the meeting.
By Convening Ordinary and Special Council Meetings	4 Ordinary Council Meetings and 3 Special Council Meetings	Coordinate 4 Ordinary Council Meetings and Special Council Meetings	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 Ordinary Council Meeting	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 Ordinary Council Meeting and Special Council Meeting	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 Ordinary Council Meeting and Special Council Meeting	1. Attendance Register. 2. Minutes of the meeting.
By Convening Executive Committee Meetings	8 Executive Committee Meetings	Convene 8 Executive Committee Meetings	1. Attendance Register. 2. Minutes of the meeting.	Convene 2 Executive Committee Meeting	1. Attendance Register. 2. Minutes of the meeting.	Convene 2 Executive Committee Meeting	1. Attendance Register. 2. Minutes of the meeting.	Convene 2 Executive Committee Meeting	1. Attendance Register. 2. Minutes of the meeting.
By organising and coordinating all committees of council.	45 Standing Committee Meetings	Organise and Coordinate 45 Standing Committee Meetings	1. Attendance Register. 2. Minutes of the meeting.	Organise and coordinate 10 Standing Committee meetings of council.	1. Attendance Register. 2. Minutes of the meeting.	Organise and coordinate 5 Standing Committee meetings of council.	1. Attendance Register. 2. Minutes of the meeting.	Organise and coordinate 15 Standing Committee meetings of council.	1. Attendance Register. 2. Minutes of the meeting.
By organising and coordinating all ward committee meetings of the municipality	84 Number of meetings to be coordinated	Organise and Coordinate 84 ward committee meetings	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 meeting in each ward (21 Wards)	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 meeting in each ward (21 Wards)	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 meeting in each ward (21 Wards)	1. Attendance Register. 2. Minutes of the meeting.

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Intergovernmental Relations	To enhance the functionality of the IGR Structures by 2017	By engaging provincial and national sector departments in Nkonkobe on priorities/needs already received and consider further inputs	4 Number of IGR Meetings to be organised and coordinated	Organise and Coordinate 4 IGR Meetings	Coordinate 1 IGR Meeting	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 IGR Meeting	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 IGR Meeting	1. Attendance Register. 2. Minutes of the meeting.	Coordinate 1 IGR Meeting	1. Attendance Register. 2. Minutes of the meeting.
Communication and IT	To establish a functional ICT Unit by 2017	Informing communities about the services rendered by the municipality	4 Number of Newsletters to be published and Distributed	Print and Distribute 4 Newsletters	1 Newsletter per quarter	1. Copy of the Newsletter. 2. Expenditure Reports	Organise workshop on Draft Media Strategy for Councillors and employees	1. Expenditure Reports. 2. Attendance Registers.	Tabling of Media Strategy to Council for adoption	1. Council Resolution adopting the Media Strategy	1 Newsletter per quarter	1. Copy of the Newsletter. 2. Expenditure Reports
		By developing and implementing IT Governance policies	1 Approved ICT Master Plan	ICT Master Plan	Draft ICT Masterplan	1. Copy of the draft ICT Master Plan	Tabling of the ICT Master Plan to Council for adoption	1. Attendance Register 2. Council Resolution 3. ICT Master Plan	Not set as a target for the quarter	Not set as a target for the quarter	Not set as a target for the quarter	
		By developing Media Strategy	1 Approved Media Strategy	Media Strategy	Not set as a target for this quarter							

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Employee Wellness	To manage and monitor organisational safety as per OHS Plan by 2017	By development of OHS Plan	10 Number of radio talk shows for political leadership and management prior and after major council events	Organise and facilitate 10 radio talk shows for political leadership and management of the municipality	Organise 2 radio talk shows for both political and management leadership of the municipality	1. Copy of signed MOU. 2. Expenditure Reports. 3. Signed report by Interviewer and Interviewees reflecting on the discussions held.	Organise 2 radio talk shows for both political and management leadership of the municipality	1. Copy of signed MOU. 2. Expenditure Reports. 3. Signed report by Interviewer and Interviewees reflecting on the discussions held.	1. Copy of signed MOU. 2. Expenditure Reports. 3. Signed report by Interviewer and Interviewees reflecting on the discussions held.	Organise 3 radio talk shows for both political and management leadership of the municipality	1. Copy of signed MOU. 2. Expenditure Reports. 3. Signed report by Interviewer and Interviewees reflecting on the discussions held.	Organise 3 radio talk shows for both political and management leadership of the municipality	1. Draft OHS Plan. 2. Expenditure Reports. 3. Attendance Register.	Develop a Draft OHS Plan and Convene a Workshop	1. Signed Situational Analysis Report signed by Senior Manager.	Develop a Draft OHS Plan and Convene a Workshop	1. Draft OHS Plan. 2. Expenditure Reports. 3. Attendance Register.	Table OHS Plan to Council for Adoption and Workshop Employees.	1. Council Resolution adopting OHS Plan. 2. Attendance Register for Workshop with Employees.
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I Naumisa Kanuyisa Folewo..... hereby accept this plan as a basis of monitoring and evaluating my performance during the 2015/16 financial year. I accept that the indicators and targets as presented in the performance plan are accurate and that I have been given the opportunity to provide inputs in their development.

  
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**Signature**

\_\_\_\_\_

**Date**

I..... the Acing Municipal Manager of Nkonkobe Local Municipality approve the performance Plan in terms of the requirements of the Local Government: Municipal Planning and Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers of 2006.

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**Signature**

\_\_\_\_\_

**Date**

Skills Performance Gap	Outcomes Expected	Suggested and/or activity	Suggested training and development	Suggested delivery	Suggested mode of	Suggested Frames	Time	Work opportunity created to practice skill/development area	Support Person
1. By - laws development	To be able to develop + promulgate	Skills		Off-the-job		6 months			Mrs Fusa - train
2.									
3.									



Signed and accepted by the Employee

Date

Signed by the Acting Municipal Manager on behalf of the Municipality

Date