

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

NGQUSHWA LOCAL MUNICIPALITY AS REPRESENTED BY THE MAYOR

MR MNIKELO TEMPILE SIWISA

AND

MRS. MISIWE PHYLLIS MPAHLWA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 01 JULY 2018 – 30 JUNE 2019

PERFORMANCE AGREEMENT

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ENTERED INTO BY AND BETWEEN:

The Ngqushwa Municipality herein represented by Mr. Tempile Mnikelo Siwisa in his capacity as the Mayor (hereinafter referred to as the Employer)

and

Mrs. Misiwe Phyllis Mpahlwa; the Municipal Manager 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"). 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, requires the parties to conclude an annual Performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- The parties wish to ensure that there is compliance with Sections 57(4) and 57(5) of 1.4 the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), (4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with 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, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the Performance Agreement:
- monitor and measure performance against set targeted outputs; 2.4
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- This Agreement will commence on the **01 July 2018** and will remain in force until **30 June 2019** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement in each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

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5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** will be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The **Employee's** assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings below agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Quality Basic Services and Infrastructure Development	20%
Institutional Development and Design	20%
Local Economic Development (LED)	10%
Financial Viability and Management	20%
Good Governance and Public Participation	20%
Spatial Planning	10%
Total	100%

- 5.7 Key performance areas related to the functional area of the **Employee** will be subject to negotiation between the **Employer** and the **Employee**.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job will be selected

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 $(\sqrt{})$ from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Managers directly accountable to Municipal Managers:

Core Con Managers	npetency Requirements for s (CCR)	Indicate Choice Select Yes/No	Weight	Actual Score/5
	Core Managerial Competencies			
CCR 1	Strategic Capability and Leadership	Yes	10%	
CCR 2	Programme and Project Management	Yes	10%	
CCR 3	Financial Management	Compulsory	5%	
CCR 4	Change Management	Yes	4%	
CCR 5	Knowledge Management	Yes	4%	
CCR 6	Service Delivery Innovation	Yes	10%	
CCR 7	Problem Solving and Analysis	Yes	5%	
CCR 8	People Management and Empowerment	Compulsory	3%	
CCR 9	Client Orientation and Customer Focus	Compulsory	5%	
CCR 10	Communication	Yes	5%	
CCR 11	Honesty and Integrity	Yes	5%	
	Core Occupational Competencies			
CCR 12	Competence in Self-Management	Yes	3	
CCR 13	Interpretation of and implementation within the legislative	Yes	3	
CCR 14	Knowledge of developmental local government	Yes	4	
CCR 15	Knowledge of global and South African specific political social and economic contexts	Yes	3	
CCR 16	Competence in policy conceptualisation, analysis and implementation	Yes	3	
CCR 17	Knowledge of more than one functional municipal field discipline	Yes	2	
CCR 18	Skills in Mediation	Yes	3	
CCR 19	Skills in Governance	Yes	1	
CCR 20	Competence as required by other national sector	Yes	2	
CCR 21	Exceptional and dynamic creativity to improve the functioning of the municipality	Yes	5	
CCR 22	Risk Management	Yes	2	
CCR 23	Audit Action Plan	Yes	3	
Total CCR	Score		100%	

6. EVALUATING PERFORMANCE

- The Municipality's Performance Management Framework sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.

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- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion will be documented in a Personal Development Plan as well as the actions agreed to and implementation will take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA will be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that have had to be performed under the KPA.
- An indicative rating on the five-point scale will be provided for each KPA. (b)
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) will be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR will be assessed according to the extent to which the specified standards have been met.
- An indicative rating on the five-point scale will be provided for each CCR. (b)
- This rating will be multiplied by the weighting given to each CCR during (c) the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) will be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

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

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Level	Terminology	Description	Rating 1 2 3 4 5
5	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.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Not fully effective	Performance is below the 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	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.	

- 6.8 For purposes of evaluating the annual performance of the **Employee**, an evaluation panel constituted of the following persons shall be established -
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee
 - 6.8.3 Member of the Mayoral Committee or in respect of a plenary type municipality, another member of Council; and
 - 6.8.4 Municipal Manager from another municipality.
- 6.9 The manager responsible for Human Resources of the municipality shall provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter Second quarter

July – September 2018 October – December 2018 January – March 2019

Third quarter Fourth quarter

April – June 2019

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the **Employee**;
 - 9.1.2 provide access to skills development and capacity building opportunities:
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 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
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist 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 timeously where the exercising of the powers will have amongst others —

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- 10.1.1 a direct effect on the performance of any of the **Employee's** functions:
- 10.1.2 commitment of the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the Employer.
- 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. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 1% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 101% to 129% is awarded a performance bonus ranging from 1% to 5%; and
 - 11.2.2 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.3 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the Employer shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his duties.

12. DISPUTE RESOLUTION

- Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the Agreement, must be mediated by the Mayor within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.
- 12.2 Any disputes about the outcome of the Employee's performance evaluation, must be mediated by a member of the Municipal Council, provided that such member was not part of the evaluation panel provided for in 6.8, within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at	on this OZ day of 1000 2018
AS WITNESSES:	
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Strategy Improve Organisational Cohesion and Effectiveness	Objective Objective To continuously improve performance at all levels of the municipality by 2018 and beyond	Key Performance Indicator and Indicator and Indicator and Indicator be at all Number of individual performance reviews conducted	Annual Target Annual Target Two(2) Individual performance reviews to be concluded by the relevant Heads of Departments of Constitution of the Co	B 25 8 2	Budget R 0	Budget R 0	WA LOCAL MUNICIPALITY 2018/2019 SERVICE DELIVERY AND BUDGET IMPL KPAT: INSTITUTIONAL DEVELOPMENT AND DESIGN WEIGHT: 20 Budget Baseline Q1-Q4 Evidence Required R 0 Performance Review Q1-Q2 Not Applicable were only conducted Q3-Q4 Quarterly Individual for Directors and Performance Review Report and Municipal Manager Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Performance Register Attendance Register Att	WA LOCAL MUNICIPALITY 2018/2019 SERVICE DELIVERY AND MESSIGN SERVICE DELIVERY AND DESIGN OF THE PROPERTY AND DESIGN OF THE PROPER	WA LOCAL MUNICIPALITY 2018/2019 SERVICE DELIVERY AND BUDGET IMPL KPAT: INSTITUTIONAL DEVELOPMENT AND DESIGN WEIGHT: 20 Budget Baseline Q1-Q4 Evidence Required R 0 Performance Review Q1-Q2 Not Applicable were only conducted Q3-Q4 Quarterly Individual for Directors and Performance Review Report and Municipal Manager Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Attendance Register Performance Register Attendance Register Att	WA LOCAL MUNICIPALITY 2018/2019 SERVICE DIELIVERY AND BUDGET IMPLEMENTATION PLAN KPAT: INSTITUTIONAL DEVELOPMENT AND DESIGN WEIGHT: 20 Budget C1-04 Evidence Required C1-04 Evidence Required C1-04 Evidence Required C1-02 Performance Review R 0 Performance Review C1-02 Not Applicable Weire only conducted C3-04 Quanterly Individual C3-04 Quanterly Individual Attendance Register Attendance Register
	To ensure continuous implementation of Municipal vision and mission through Human Resources Management plan	n of Periodic reports on the implementation of Human in Resources Plan	e Implementation of Human Resources Plan by 30 June 2019	19 R0	HR Strategy in place	Q1- Q4 Quarterly implementation of Resources Plan	Q1- Q4 Quarterly Report on Implementation of Human Resources Plan	Quarterly Report on Industrially Report on Institution of Human Implementation of Human Resources Plan by 30 September 2018	1 Quarterly Report on implementation of Human Resources Plan by 30 September 2018	1 Quarterly Report on implementation of Human Resources Plan by 30 September 2018
,	To ensure effective and efficient records management	Number of activities implemented in the Records Management System	implementation of Records econts Management system (Records Management Policy, File Plan & Procedure Manual) by 30 June 2019	R 155 000	Records Management System in place		Q1- Q 4 Quarterly Report on the implementation of the Records Management System	4 Quarterly Report on the Ingeneral Acquarterly Report on Internation of the Records Implementation of records Implement System System September 2018	port on the Records	port on the 1 Quarterly Report on Records Implementation of records management system by 30 September 2018
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To manage quality basics services provisioning in order to ensure rendering of sustainable and affordable services to the communities of Ngquahwa by 2022 and bayond	To manage administration and der implementation of capital projects for infernational roads and community halls es of			of R4, 315, 900	Phase 1 Surfacing of Peddie Town Streets	PAR ON ON	C1-Progress report (Ciste Neeting, Minutes, Proof of Payment Attendance register) 22: - Progress report (Site Neeting, Minutes, Proof of Payment Attendance register) 20:3-Payment Attendance register) C0:3-Pauctical completion certificate and Proof of Payment C0:4-Pinal completion certificate and Proof of Payment	ttes ,Proof of se register) Q2 - se register) Q2 - tess ,Proof of se register) atton certificate and certificate and	Program Report (Site to register) Q2 - Payments, Attendance register) expression of payments, Attendance register to register) to register) to certificate and	Program Report (Site Program Report (Site Program Report (Site Program Report (Site Prof of Pr
		Surfacing of 1.5 km of Peddie Town Streets phase 2	of Completion of 1,5 km surfacing of phase Peddle Town Streets Phase 2 (Power)	of R4,000,000	Phase 1 Surfacing of Peddie Town Streets	(Site Paym Progr	or I-Progress report (Site Meeting Minutes Proof of Payment Attendance register) Q2 - Progress report (Site Meeting Minutes Proof of Payment Attendance register) Q3-Practical completion certificate and Proof of Payment Q4-Final completion certificate and Proof of Payment	roggess report Meding Mindes Proof of Meding Mindes Proof of eart Attendance register) Q2 - payments, Attendance register stas report Meding Minutes ,Proof of Meding Minutes ,Proof of sent Attendance register) ratical completion certificate ratio completion certificate and completion certificate and of Payment	E 0 10	Programa Raport (Site mestings Minus Proof of Payments, Attendance register payments, Attendance register
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Number of km constructed	Number of km constructed	Number of km constructed	Number of km constructed	Number of km constructed	Halls constructed
Construction of Hamburg Internal Roads (5km) by 30 June 2019		Construction of Runletss internal Roads (5km) by 30 June 2019		Construction of Chaggwala Internal Streets (5km) by 30 June 2019	Construction of one Community Hall in Negurna by 30 June 2019
R 2 200 000	R 2 200 000	R 2 200 000			R 500 000
Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
17- Appointment of Consultant and Preminium y besign Report and Proof of Payment of Contractor (Appointment letter) and Proof of Payment (Appointment letter) and Proof of Payment (Appointment letter) and Proof of Payment (Appointment letter) and Alterdance register) Progress report (Site Meeting Minutes and Alterdance register) Progress seport and Proof of Payment	Or- Appointment of Consultant and Premiellary Design Report and Proof of Payment. O2- Appointment of Contractor (Appointment steller) and Proof of Payment. O3-Progress report (Site Meeting Payment. O4-Pradicial completion certificate, 10-Proof of Payment. O4-Pradicial completion certificate, Proof of Payment. O4-Pradicial completion certificate, Progress report and Proof of Payment.	Ort - Appointment of Consultant and Premeihery Design Report and Proof of Fayment of Contractor (Appointment etta) and Proof of Payment C3-Progress report (Site Meeting Wilnutes and Attendance register) Proof of Payment C4-Pradictal completion certificate , Progress report and Proof of Payment	Or. Appointment of Consultant and Framelinery Design Report and Proof of Fayment of Contractor C2. Appointment elsely and Proof of Payment C3. Progress report (Ste Meeting Payment C3. Progress report (Ste Meeting Nilmates and Altendance register) Proof of Payment C4. Practical completion certificate , Progress report and Proof of Payment	Ort-Appointment of Consultant and Premisery Design Report and Proof of Fayment of Contractor Ca2- Appointment of Contractor (Appointment letter) and Proof of Fayment. Ca3-Progress report (Sile Meeting Minutes and Attendance register) Proof of Fayment. C4-Practical completion certificate , Progress report and Proof of Payment.	(A) - Appointment of contractor (A) pointment eller (A) pointment eller (A) - Appointment eller (A) - Appointment eller (A) - Appointment
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Appointment of Contractor for construction of 5km internal road in Humburg by 31 December 2017	Appointment of Contractor for construction of 6km internal nad in Wesley by 31 December 2017	Appointment of Contractor for construction of Sim Internal road in Runletts by 31 s December 2017	Appointment of Contractor for construction of Sim Internal road in Appearent by 31 December 2017	Appointment of Contractor for construction of Sim infernal road in Chuqqyvala by 31 December 2017	Progress report on the construction of Nguma Community Hall by 31 December 2018
Progress report on the construction of 5km internal road in Humburg by 31 March 2019	Progress report on the construction of 5km internal road in Wesley by 31 March 2019	Progress report on the construction of 5km litternal road in Runletts by 31 March 2019	Progress report on the construction of skim internal road in Mpekweni by 31 March 2019	Progress report on the construction of Skin Internal road in Chiggwala by 31 March 2019	Practical completion certificate of Ngguna Community Hall by 31 March 2019
Practical completion cartificate for construction of Stem internal road in Humburg by 30 June 2018	Practical completion certificate for construction certificate for construction of 8km internal road in Wesley by 30 June 2018	Practical completion certificate for construction certificate for construction of 5km internal road in Runletts by 30 June 2018	Practical completion certificate for construction certificate for construction of 5km internal road in Mpekweni by 30 June 2018	Practical completion certificate for construction of Skin Internal road in Chugqwala by 30 June 2018	Final completion certificate of Ngquma Community Hall by 30 June 2018
Director Infrastructure and Technical Services	Director Unfrastructure and Technical Services	Director Infrastructure and Technical Services	Director Infrastructure and Technical Services	Director Infrastructure and Technical Services	Director Infrastructure and Technical Services

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		,	Sifties to ensure the creation of wealth using natural resources thereby promoting sustainable economic growth.	Strategy		
To ensure effective, efficient and connent coastal management of the environment by 2022 and beyond.			To create an enabling environment that promotes the de-elopment of the local economy and facilitate job creation	Objective		to manage the provision or electrical services to enture the rendering of effective, efficient, economical and electrical maintenance services
Number of workshops conducted for implementation of coastal management plan		Stakeholder engagement for implementation of the BIGM Programme	Development of Business Plan for LED initiatives	Indicator		electrified.
Conduct 4 coastal management workshops by 30 June 2019		Skills development of Ngqushwa Entrepreneur's as part of Building Inclusive Green Municipalities (BIGM) Programme by 30 June 2019	Implementation of LED strategy by 30 June 2010		-	Le lectrification of 32D households in the following villages by 30 June 2019: 2019: 1) Biniggalia (15) 2) Bendion (25) 3) Signing villages (20) 4) Nickos (20) 5) Markshaine (25) 6) Holenin (25) 6) Holenin (25) 6) Holenin (25) 6) Melekweri (25) 6) Melekweri (25) 11) Pikos (16) 11) Pikos (16) 12) Kalama (20) 13) Bodium (20) 14) Bell (15) 15) Newtondale (25) 16) Runheis (5)
Σί G		R 38 760	R) D	Budget & Source	(PA3 : LOCAL EC	R 5 332 000
Goasial management		Not Applicable	Draft LED Stralegy	Baseline	ONOMIC DEVELOPME	211 households electrified
O4 -Conduct 1 quarterly coastal management workshop (Programme and Attendance Register) O2- Conduct 1 quarterly coastal management workshop (Programme and Attendance Register) O3-Conduct 1 quarterly coastal management workshop (Programme and Attendance Register) O4-Conduct 1 quarterly coastal management workshop (Programme and Attendance Register) O4-Conduct 1 quarterly coastal management workshop (Programme and Attendance Register)		Q1 - Quarterly report Stakeholder Ergagement , Attendance Register Q2 - Quarterly Report , Silla Assessment Report , Attendance register Q3 - Quarterly report, Attendance register Q4- Quarterly report, Entrepreneurial Skills Data Base Brochure -	Gd'-Cuanterly report. Stakeholders engagement Attendance Regisier, O2-Cuanterly report and draft business plan. O3-Final Business Plan and Proof of Submission O4- Proof of submitted Business Plan/Acknowledge of Receipt)	Q1-Q4 Evidence Required	KPA3 : LOCAL ECONOMIC DEVELOPMENT AND SPATIAL DEVELOPMENT WEIGHT : 20	(21-Freiemmary Jessign, Advertisement for appointment of Contractor and Planning Report 02-Delivery of material and progress report 03-Progress report 04-Completion Report
Confluct 1 coastal management workshop by 30 September 2018		Stakeholder Engagement for Development of Nogusiwa Enterpenseurial Data base by 30 September 2018	Stakeholder Engagement for Development of Business Plan by 30 September 2018	Q1 Deliverable Target	/EIGHT: 20	Preliminary Design, Advertisement for appointment of Contractor and Planning Report for the electrification of 320 households by 30 September 2018
Conduct 1 coastal management workshop by 31 December 2018	. <u>.</u> .	Ngqushwa Enfrepreneurs Skilla Assessment - Cappacity Building by 31 December 2018	To Draft business plan developed by 31 December 2018	Q2 Deliverable Target		Site establishment, delivery of material and construction of electricity infrastructure for the 300 households to be electrifled by 31 December 2018
Conduct 1 coastal management workshop by 31 March 2019	•	Stakeholder Engagement to communicate Ngquahwa Enfrepreneurial Skills Data base. By 31 March 2019.	Final business plan developed and aubmitted by 31 March 2019	Q3 Deliverable Target		Construction of Electricity infrastructure in the 320 infrastructure in the 320 in households to be electrified by 31 March 2019.
Conduct 1 coastal management workshop by 30 June 2018	1,2	Packaged Entrepreneurial Skills Data Base - Capacity Building by 30 June 2019	Progress report on implementation of LED Strategy by 90 June 2019	Q4 Deliverable Target		Electrification of 320 households by 90 June 2019
Director: Community Services		Director: Community Services	Director: Community Services	Custodian		Director Technical Services Technical Services

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	to ensure that spatial planning and Land Use Management responds to Social, economic, environmental and cultural needs to prombe austlainable likelihood in accordance with SPLUMA principles and the NDP.					Strategy	To be a financial viable municipality (self - suedanability)	
to manage we introduing of efficient and sussishable traffic and law enforcement services to all road users and public	To review and implement a wall to wall SPLUMA compliant Spatial Development Fnamework (SDF).	To create community awareness of planning and building policies and legislation.	To ensure effective implementation and Decision making in fine with SPLUMA principles and processes.	To improve asset register (immovable property); revenue generation and compliance with zoning regulations.	To review and implement a Housing Sector Plan (HSP) to facilitate planning and development of Human Settlements	Objective	Ensuring sound financial planning and reporting through budget management best practices and interdepartmental coordination.	•
Number of Roadblocks and Workshops conducted	Draft reviewed Municipal Spatial Development Framework	Number of awareness campaigns conducted	Draft municipal wall to wall to wall fund use scheme regulations	Draft Land Audit Survey	Draft reviewed and Adopted Housing Sector Plan	Indicator	Draft Annual Financial Statements	
Eight (9) roadblocks to be conducted and one quarterly awareness workshops to be conducted by 30 June 2019	Reviewed and approved 5 year Municipal SDF by 31 Dacember 2018	Conducting 2 awareness campaigns on Planning and Building by-laws by 30 June 2019	Approved municipal wall to well Land Use Scheme Regulations by 31 December 2018	Approved Land Audit Survey by 31 December 2018	Reviewed and approved 5 year Housing Sector Plan by 30 June 2019	KPA 4 : FINANCIAL Annual Target	GRAP compliant al Statements by	
20	R 52 500	RO	R 100 000	R 90 000	R 27 132	. VIABILITY AND N	R 1 625 625	
4 Roadblocks were conducted	Approved 5 year Municipal SDP	One awareness campaign conducted in 2016/17	Not Applicable	ADM Land Audit Survey	2017//8 Housing Sector Plan	KPA 4 : FINANCIAL VIABILITY AND MANAGEMENT WEIGHT: 20 Budget & Source Baseline		
O1-One quarterly report, Conduct Two (Zyuanderly report, Conduct Two (Zyuanderly report, Conduct Two (2) quarterly Two (2) quarterly Two (2) quarterly Two (2) quarterly O3-One quarterly report, Conduct Two (2) quarterly Two (3) quarterly Two (3) quarterly Two (4) quarterly Two (5) quarterly Two (6) quarterly Two (7) quarterly Two (8) quarterly Two (8) quarterly Two (8) quarterly Two (9)	Q4- First Draft Spatial Development Framework Q2- Council Resolution and Final reviewed Spatial Development Framework	Q1-Not Applicable Q2-Altendance Register and agenda Q3-Not applicable Q4-Altendance Register and agenda	Q1-Terms of Reference, advertisement, appointment letter of service provider and inception report on development of land use scheme regulations and Coursel Resolution on final wall to wall land use scheme regulations and Coursel Resolution on final wall to wall land use scheme regulations.	Q1-Terms of Reference, advertisement & appointment letter of service provider and Inception report on Land Audit Survey Q2-1st Draft Land Audit Survey and Council Resolution on final Draft Land Audit Survey	4- Inception report Q2- Situational Analysis report Q2- Situational Analysis report Q3- Draft Housing Sector Plan Q4- Council Resolution on final Housing Sector Plan	20 101-04 Evidence Required	nd receipt by	***
Conduct Two (2)quarterly roadblock by 30 September 2018	First Draft Reviewed SDF by 30 September 2018	Not Applicable	Development of Terms of Reference, advertisement & appointment of Service Provider and Inception report on the development of the municipal wall to wall to wall the wall and Use Scheme Regulations by 30 September 2018	Davelopment of Terms of TReference, advertisement & S appointment of services provider and inception report for the land audit survey by 30 September 2018	Inception report for the housing sector plan review by 30 September 2016	Of Deliverable Taxast	Development and Submission of Grap compliant Arnual Financial Statements to Auditor General by 30 September 2018	
Conduct Two (2)quarterly rr roadblock by 31 December 2018	Final Reviewed SDF by 31 December 2018	One awareness campaign conducted on Planning and Building by-laws by 31 December 2018	sat draft and final municipal wall to wall to will Land Use Soheme Regulation by 31 December 2018	1st Draft and Final Land Audit Survey by 31 December 2016	Situational analysis report by 31 December 2018		Not Applicable	Le Comment
Conduct Two (2)quarterly roudblock by 31 March 201	Not Applicable	Not Applicable	Not applicable	Not, applicable	Draft reviewed Housing Sector Plan		Not Applicable	
Conduct Two (2)quarterly Conduct two (2) quarterly roadblock by 31 March 2019 Toadblock and Awareness workshop by 30 June 2019	Not Applicable	One awareness campaign conducted on Planning and Building by-laws by 30 June 2019	Not applicable	Not applicable	Final reviewed Housing Sector Plan		Not Applicable	2)
Community Services	Director : Community Services	Director : Community Services	Director: Community Services	Director: Community Services	Director: Community Services		Chief Financial Officer	

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			×	To promote a culture of good governance and stakeholder involvement	Strategy		
To strengthen participatory democracy by ensuring that all stakenbolders are involved in decision making	to provide value-added and rifusjed assurance, consuling and advisory services to Council	to continuously ensure that NLM has and mainfains an effective process of risk management	to strengthen communication with internal and external stakeholders by providing accurate, timeous, and complete information about municipal policies and programmes	To continuously ensure effective, economical and compliant integrated planning	Objective	Implementing sound revenue and debt management Practices through revenue maximization	
Conduct 2017/18 Annual Report Roadshows		tegio	2 ,	7	Indicator	Draft Three Year Financial Recovery Plan	•
Conduct 2017/18 Annual Report 18 Roadshows by 30 June 2019			nted in n Plan by		Annual Target	Development and implementation of the Final There Year Financial Recovery Plan by 31 December 2018	Development of GRAP compliant Interim Friancial Statements by 31 March 2019
R 163 031	R 0	R 67 829	RO	R 235 690	Budget & Source	R 1147113	
2016/17 Annual Report Roadshows	2017/18 Annual Internal Audit Plan	2017/18 Formal Annual Risk Assessment	2017/18 Communication Action Plan	2017/2022 IDP	Budget & Source Baseline Q1-Q4 Evid	Draft Three Year Financial Recovery Plan	2017/18 Interim Financial Statements
(01-Not Applicable 02-Draft Annual Report 03-Cordict Annual Report Roadshows (Programme Attendance Register and proof of payment)	O1. resolution approving the 2018/19 Internal Audit Plan	Q1 Workshop program, atlendance register	O1-Cuarterly Report Proof of Payment Proof of Payment C2-Cuarterly Report C3-Cuarterly Report C3-Cuarterly Report Proof of Payment C4-Cuarterly Report Proof of Payment	O1-Process Plan (Council Agentia) News Paper Advert Rep Forum attendance Registers Rep Forum attendance Registers Proof of Payment O2-News Paper Advert Rep Forum Situational Analysis Quarterly Report Proof of Payment O3-Strategic Planning session report Attendance Register Proof of Submission of Draft O1-Submission of Draft O21-SUBMISSION O4-Advert Roadshow Roadshows report Attendance registers Proof of Payment O4-Advert Roadshow Roadshows report Attendance registers Proof of Payment	Q1-Q4 Evidence Required	0.1-in Tiree(3) year Financial Recovery Plan and Council Recovery Plan and Council 22- Progress Report on implementation of Three(3) year Financial Recovery Plan (3.4-Progress Report on implementation of Three(3) year Financial Plan. Q4- Progress Report on implementation of Tiree(3) year financial Plan.	G1-Not Applicable G2-Not Applicable G3-Signed IFS and Proof of submission G4-Not Applicable
Not Applicable	Approval of the 2018/19 Annual Internal Audit Plan by 30 September 2018	Conduct a formal Annual Risk assessment workshop by 30 September 2018	5 programmes implemented in the Communication Action Plan by 30 September 2018	1.Submission of 2019/2020 IDP/Budgat & PMS Process Plan to Council by 30 September 2019 2.Conduct IDP/Budget& PMS Rep Froum by 30 September 2018	Q1 Deliverable Target	Development and Development and Submission of Final three Year Fhancial Recovery Plan to Coursel by 31 December 2018	Not Applicable
Conduct 2017/18 Annual Report Roadshows by 31 December 2018	Not Applicable	Not Applicable	5 programmes implemented in the Communication Action Plan by 31 December 2018	1.Conduct Situational Analysis by 31 December 2018 2.Conduct IDPBudget& PMS Resp Forum by 31 December 2018	Q2 Deliverable Target	Progress report on the implementation of approved three year financial recovery plan.	Not Applicable
Not Applicable	Not Applicable	Not Applicable	6 programmes implemented in the Communication Action by 31 March 2019	Conduct Strategic Planning Season and Submit Draft 2019/2020 UP to Council by 31 March 2019	Q3 Deliverable Target	Progress report on the implementation of approved three year financial recovery plan.	Development and Submission of Grap compliant Interim Financial Statements to Internal Audit by 31 March 2019
Not Applicable	Not Applicable	Not Applicable	5 programmes Implemented in the Implemented in the Communication Action by 30 June 2019	Conduct IDP/Budget and PMS Roadshows and PMS Roadshows and Submit Final 2015/2020 IDP to Council by 31 May 2019	Q4 Deliverable Target	Progress report on the implementation of approved three year financial recovery plan.	Not Applicable
Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Custodian	Officer	Chlef Financial Officer

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Date:

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PERSONAL DEVELOPMENT PLAN

NAME: Misiwe Phyllis Mpahlwa

JOB TITLE: Municipal Manager

EMPLOYER: Ngqushwa Local Municipality

YEAR: 2018/2019

to be addressed	actions	Responsibility Time-Trame	e-Irame	Expected outcome
Performance Wo	Workshops on	Director	End of	To be able to enter into performance
Management System PMS	S	Corporate	Financial year	agreements with all managers
		Services		reporting to me, Manage , monitor
				and evaluate against set criteria within
				relevant time frame.

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