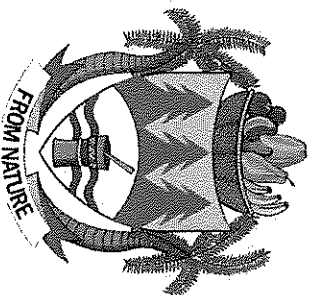


GREATER TZANEEN MUNICIPALITY

Annexure A

Adjusted Performance Plan 2018/19 DIRECTOR



Employee Details

Name: Mr. A Nkuna
Position: Director: Community Services
Accountable to: Municipal Manager
Period: 1 July '18 - 30 June '19

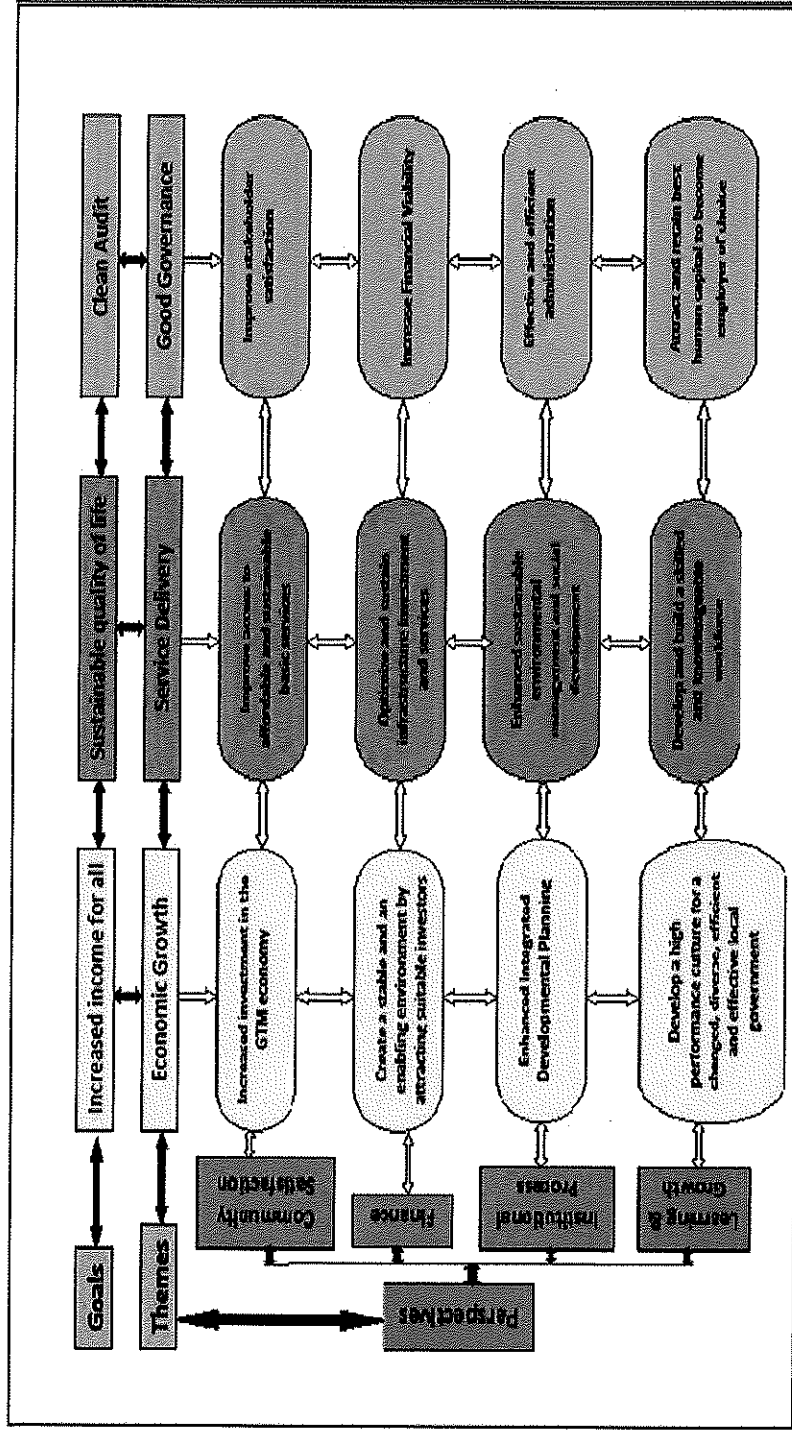
Content:

1. Strategy Map
2. Position Vision & Mission
3. Key Performance Areas: Position Weighting
4. Key deliverables (KPIs and Projects)
5. Competencies
6. Performance Assessment Process
7. Rating Scale
8. Approval of Personal Performance Plan

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1. Strategy Map 2018/19



2. Position Vision & Mission

Municipal Vision	
A Green, Prosperous and United Municipality that Provides Quality Services to All	
Municipal Mission	
<p>The Greater Tzaneen Municipality is committed to provide quality services to its economy by:</p> <p>“Promoting social and economic development; Providing and maintaining sustainable services; Ensuring efficient and effective utilization of all available resources; Ensuring Promoting Environmental sustainability; Promoting effective stakeholder and community participation.”</p>	
Position Vision	
A Community Service Department that ensure that the residents of Greater Tzaneen have access to community facilities and services and reside in a clean, secure living environment.	
Position Mission	
Promote sustainable environmental management services and service delivery that contribute to an environment that attracts investors	

3. Key Performance Areas: Position Weighting

Municipal KPA	% Weight
Service Delivery	80%
Economic Growth	0%
Good Governance	20%
Weighted Total	80%
Competencies (Weighted Total)	20%
Grand Total	100%

* As contained in the GTM Strategy Map

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones 2018/19				Portfolio of evidence required
								Target Sept '18	Target Dec '18	Target Mar '19	Target Jun '19	
GG	Effective and Efficient administration	Sound Governance	Average no of working days taken to respond to internal audit queries for the Department	5%	Number	New KPI	100%	100%	100%	100%	100%	Register of Audit queries
GG	Effective and Efficient administration	Sound Governance	% of Departmental AG queries responded to within 3 working days	5%	Percentage	New KPI	100%	100%	100%	100%	100%	Register of Audit queries
GG	Increase financial viability	Budget management	% of CSD departmental budget spent	10%	Percentage	New KPI	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	Increase financial viability	Budget management	% of Departmental overtime budget spent	5%	Percentage	New KPI	100%	25%	50%	75%	100%	Monthly financial budget reports
GG	Effective and Efficient administration	Sound Governance	# of Departmental monthly reports submitted on time for consideration by Exco (15 working days)	5%	Number	New KPI	12	3	3	3	3	Monthly report Email to Secretariat
GG	Effective and Efficient administration	Risk Management	% of Departmental Risks mitigated by year-end	5%	Percentage	New KPI	100	N/A	N/A	N/A	80%	Strategic Risk Assessment Report
GG	Effective and Efficient administration	Sound Governance	# of Departmental meetings held	5%	Number	New KPI	4	1	1	1	1	Minutes and Attendance Registers
GG	Effective and Efficient administration	Sound Governance	# of Departmental Management meetings	5%	Number	New KPI	12	3	3	3	3	Minutes and Attendance Registers
GG	Effective and Efficient administration	Sound Governance	% of MPAC recommendations implemented within the required timeframe (CSD)	10%	Percentage	New KPI	100%	100%	100%	100%	100%	MPAC resolution register
GG	Effective and Efficient administration	Sound Governance	% of Audit Committee recommendations implemented within the required timeframe	10%	Percentage	New KPI	100%	100%	100%	100%	100%	Audit Committee resolution register
GG	Effective and Efficient administration	Sound Governance	% of Council Resolutions for CSD implemented within the required timeframe	10%	Percentage	New KPI	100%	100%	100%	100%	100%	Council Resolution register
GG	Effective and Efficient administration	Sound Governance	% of District technical committee meetings attended	2%	Percentage	New KPI	100%	100%	100%	100%	100%	Invitation and attendance register
GG	Effective and Efficient administration	Office Administration	Purchase of office furniture and equipment for Community Services Department	3%	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for CSD offices and delivered (100%) Q4: Not applicable this quarter	New Project	100%	Q1: Not applicable this quarter Q2: Procurement process for the acquisition of furniture (10%) Q3: Furniture procured for offices and delivered (100%) Q4: Not applicable this quarter	Q3: Furniture procured for offices and delivered (100%)	Q4: Not applicable this quarter	Q4: Not applicable this quarter	Quotations Invoices
GG	Effective and Efficient administration	Safety and Security	# of theft cases from council buildings	10%	Number	actual awaited	0	0	0	0	0	Theft & damages register Police Case number

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones 2018/19				Portfolio of evidence required
GG	Effective and Efficient Administration	Safety and Security	# of community safety forum meetings	10%	Number	actual awarded	4	1	1	1	1	Invitation Agenda Attendance Register Monthly Reports Checklists
SD	Enhance sustainable environmental management and social development	Cemeteries Management	# of cemeteries maintained	5%	Number	actual awarded	8	8	8	8	8	
SD	Enhance sustainable environmental management and social development	Environmental Health Management	# of environmental contravention pre compliance and compliance notices issued	4%	Number	actual awarded	50	15	15	15	15	Pre compliance Notices Contravention Notices
SD	Enhance sustainable environmental management and social development	Environmental Health Management	% compliance to the environmental legislation checklist	5%	Percentage	actual awarded	92%	n/a	n/a	n/a	92%	Environmental Checklist
SD	Enhance sustainable environmental management and social development	Environmental Health Management	Hosking of GTM Cleared School competition by 30 Jun	4%	Number	actual awarded	1	n/a	n/a	n/a	1	Entry forms Assessment forms Programme and attendance Register for the Awards Ceremony
SD	Enhance sustainable environmental management and social development	Environmental Health Management	% of water samples that comply with SANS 0241	5%	Percentage	actual awarded	85%	85%	85%	85%	85%	Register of sampling results Sampling points Map
SD	Enhance sustainable environmental management and social development	Environmental Health Management	Construction of a bund wall at Erf 2990 Koedoe street	4%	Q1: N/A Q2: N/A Q3: Procurement of a service provider completed (10%) Q4: Construction of a Bund wall completed (100%)	New initiative	100%	n/a	n/a	Q3: Procurement of a service provider completed (10%) Q4: Construction of a Bund wall completed (100%)	Q4: Construction of a Bund wall completed (100%)	Appointment letter Project Progress Report Completion certificate

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones 2018/19				Portfolio of evidence required
SD	SD 3	Environmental Health Management	Installation of oil and grease trap.	4%	Q1: N/A Q2: N/A Q3: Procurement of a service provider completed (10%) Q4: Construction of Installation of oil and grease trap.1 completed (100%)	New initiative	100%	n/a	n/a	Q3: Procurement of a service provider completed (10%)	Q4: Construction of Installation of oil and grease trap.1 completed (100%)	Appointment letter Project Progress Report Completion certificate
SD	Enhance sustainable environmental management and social development	Environmental Health Management	# of National Environmental Compliance monitoring and Enforcement reports submitted to LEDET.	4%	Number	actual awaited	4	1	1	1	1	Quarterly National Environmental Compliance monitoring and Enforcement Record(NECER)
SD	Enhance sustainable environmental management and social development	Environmental Health Management	# of Environmental Management Inspectorate (EMi) forum meetings	4%	Number	actual awaited	4	1	1	1	1	EMi forum invitations Minutes Attendance Register
SD	Enhance sustainable environmental management and social development	Library Services	# of library users	4%	Number	actual awaited	95200	24050	24050	24050	24050	Tallies/s statistics Monthly Reports
SD	Enhance sustainable environmental management and social development	Maintenance and upgrade of parks and open spaces	Greening Greater Tzaneen Municipality (tree planting)	4%	Q1: Procurement of 100 trees completed (30%) Q2: Planting of trees at schools and RDP (100%) Q3: n/a Q4: n/a	new project	100%	30%	100%	n/a	n/a	Distribution list Invoices

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (actual at end 2017/18)	Annual Target	Quarterly milestones 2018/19				Portfolio of evidence required
SD	Enhance sustainable environmental management and social development	Sport, Arts and Culture	Internal Sports Activities coordinated	4%	Q1: 2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%) Q2: n/a Q3: Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%) Q4: Facilitate participation in provincial SAIMSA	actual awarded	100%	2 x Mass meetings in August. Preparatory games are coordinated. Coordinate participation in SAIMSA games in September. (50%)	n/a	Ensure that practise for all sporting codes starts. 1 X Executive meeting by end March. Preparatory games are coordinated for SAIMSA & IMSA (75%)	Facilitate participation in provincial SAIMSA games (100%)	Annual Programme Weekly plan Minutes & Attendance registers of meetings Results of SAIMSA National and Provincial Games
SD	Enhance sustainable environmental management and social development	Sport, Arts and Culture	Coordination of Local, District, Provincial and National Sports, Arts & Culture activities	4%	Q1: Preparatory meeting for Arts and Culture event by Aug. Coordinate Arts & Culture events by end September (50%) Q2: n/a Q3: n/a Q4: Coordinate indigenous games. Golden Games cluster events arranged (100%)	actual awarded	100%	Preparatory meeting for Arts and Culture event by Aug. Coordinate Arts & Culture events by end September (50%)	n/a	n/a	Coordinate indigenous games. Golden Games cluster events arranged (100%)	Annual Programme of events Minutes and attendance registers of cluster meetings Results of the indigenous games
SD	Enhance sustainable environmental management and social development	Waste Management	R-value spent on waste management	4%	R-value	actual awarded	R 87 341 959	R 21 835 490	R 21 835 490	R 21 835 490	R 21 835 490	Budget Expenditure reports
SD	Enhance sustainable environmental management and social development	Waste Management	# of Rural Waste Service Areas serviced (Level 2 service)	4%	Number	40	40	40	40	40	40	• EPWP Transporter of Waste (10%) • Payment-activities • 1 x approved T.O.M.-Timesheet signed off by Ward Committee & Traditional Authority
SD	Enhance sustainable environmental management and social development	Waste Management	Number of Urban Waste Service areas serviced	4%	Number	5	5	5	5	5	5	• 1 x Remediation for each urban suburb • Category Tariff • Summary reports for urban suburbs • Monthly Stats-report

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4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones 2018/19				Portfolio of evidence required
SD	Enhance sustainable environmental management and social development	Waste Management	# of Households with access to basic level of solid waste management services	4%	Percentage	actual awaited	47822	47822	47822	47822	47822	<ul style="list-style-type: none"> Informal-demarcated removal scheduled maps @ rural Waste Service Areas (W.S.A.'s)
SD	Enhance sustainable environmental management and social development	Waste Management	Urban Waste Kerbside collection	5%	Q1: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q2: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q3: Kerbside collections on a weekly basis for 8580 urban Households (100%) Q4: Kerbside collections on a weekly basis for 8580 urban Households (100%)	100%	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Category-Tariff: Summary report for urban suburbs
SD	Enhance sustainable environmental management and social development	Waste Management	Solid Waste Litterpicking in GTM area	4%	Q1: Monthly monitoring of 140 litterpicking routes (100%) Q2: Monthly monitoring of 140 litterpicking routes (100%) Q3: Monthly monitoring of 140 litterpicking routes (100%) Q4: Monthly monitoring of 140 litterpicking routes (100%)	new project	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Litter-picking Routes 1 example of a Litterpicking Teamleader's Timesheet/Scorecard p.m.
SD	Enhance sustainable environmental management and social development	Waste Management	Public Toilet Management	4%	Q1: Monthly monitoring of 10 public toilets blocks (100%) Q2: Monthly monitoring of 10 public toilets blocks (100%) Q3: Monthly monitoring of 10 public toilets blocks (100%) Q4: Monthly monitoring of 10 public toilets blocks (100%)	new project	100%	100%	100%	100%	100%	<ul style="list-style-type: none"> Public Toilet's Cleansing-schedule 1 example of a Public Toilet Teamleader's Timesheet/Visitati on-checklist p.m.
SD	Improve access to sustainable and affordable services	Licensing and Testing services	# of compliance assessments on the conditions as set out in the SLA with Dept of Transport (RA & DLTC)	4%	Number	actual awaited	12	3	3	3	3	1 SLA holdist per station (1x Registration Authority & 2x Testing Stations)

4. Key deliverables (KPIs and Projects)

Municipal KPA	Strategic Objective	Programme	Key Performance Indicator/Project	KPI weight (%)	Unit of Measurement	Baseline (Actual at end 2017/18)	Annual Target	Quarterly milestones 2018/19				Portfolio of evidence required
SD	Improve access to sustainable and affordable services	Maintenance and upgrade of parks and open spaces	Procurement of Grasscutting machines for Mkwandaka, Lerengwe and Tzaneen	4%	Q1: Draft specifications and advertisement for appointment of service provider (10%) Q2: Appointment of service provider finalised (20%) Q3: Delivery of grasscutting machines completed (100%) Q4: N/A	New project	100%	Draft specifications and advertisement for appointment of service provider (10%)	Appointment of service provider completed (20%)	Delivery of grasscutting machines completed (100%)	n/a	Specifications Advertisement Appointment letter Delivery note
SD	Improve access to sustainable and affordable services	Traffic Services	Traffic fine collection rate (Rand value received for fines/ R value of fines issued as %)	4%	Percentage	actual awaited	35%	35%	35%	35%	35%	Revenue reports Traffic Fine system report
SD	Improve access to sustainable and affordable services	Traffic Services	# of roadblocks	4%	Number	0	4	1	1	1	1	Programme of Roadblocks Weekly plans Monthly report

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5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
Leading competencies			
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	5%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	5%
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	20%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	5%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	5%

5. COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting %
Core Competencies			
Moral competence	<ul style="list-style-type: none"> • Integrity • Transparency • Accountability 	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> • Time management • Forward planning • Project Management 	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Analysis and Innovation	<ul style="list-style-type: none"> • Objective problem analysis • Innovative thinking • Process optimisation 	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management	<ul style="list-style-type: none"> • Gain and share knowledge • Data analysis • Employee Empowerment 	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication	<ul style="list-style-type: none"> • Balance diverse perspectives • Communication with stakeholders • Compile clear & concise reports 	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	5%
Results and Quality Focus	<ul style="list-style-type: none"> • Setting high standards • Results orientation • Monitoring & Evaluating progress 	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	20%
Total			100%

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6. Performance Assessment Process		
The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.		
1.	Performance Assessment:	
1.1.	Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed	
1.2.	Progress against the KPI's and Targets will be captured in preparation for the review.	
1.3.	Scores of 1-5 will be calculated based upon the progress against targets.	
1.4.	KPI's and activities are audited and copied to the Performance Plans before assessment date.	
1.5.	The employee must keep a record of the mid-year review and annual assessment meetings.	
2.	The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.	
3.	The process for determining Employee ratings are as follows:	
3.1.	The employee to motivate for higher ratings where applicable.	
3.2.	The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.	
3.3.	The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.	
3.4.	The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.	
3.5.	The final KPI's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.	
4.	The five point rating scale referred to in regulation 805 correspond as follows:	
	Rating: 1 2 3 4 5	
	% Score: 0-66 67-99 100-132 133-166 167	
5.	The assessment rating calculator is used to calculate the overall % score for performance.	
6.	The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.	
7.	The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:	
% Rating Over Performance		% Bonus
130-149%		5-9%
150% and above		10-14%
8.	The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.	
9.	The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the	
10.	The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.	

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7. Rating Scale

Score				
5 (167%)	4 (133-166%)	3 (100-132%)	2 (67-99%)	1 (0-66%)
Outstanding Performance (Above and beyond what was expected) 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.	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.	Fully Effective (Implemanted what was planned) 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.	Not Fully Effective (Planned targets not fully met) 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 effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	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.

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8. Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer / superior	Undertaking of the employee
On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.	I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted by the Employee:	Signed and accepted by the Supervisor on behalf of Council:
Name: <u>Phung HQ</u>	Name: <u>BS MATUGA</u>
Date: <u>23 April 2019</u>	Date: <u>30 April 2019</u>
Signature: <u>[Signature]</u>	Signature: <u>[Signature]</u>