

Luleka Nonyongo  
(The Employee)

AND

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

Represented by the Mayor, Cllr P.T Sobuthongo

NTABANKULU LOCAL MUNICIPALITY  
The Employer)

Entered into by and between

# PERFORMANCE AGREEMENT: 2018/19



## INTRODUCTION

1. As provided in section 57(1) (a) of the Local Government Municipal Systems Act 32 of 2000, the council of Ntabankulu Local Municipality has entered into an employment contract with the Municipal Manager, Luleka Nonyongo for period of 4 years, commencing from 01 October 2018 and ending on 01 October 2022.

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

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

4. This performance contract is entered into between Luleka Nonyongo, the Municipal Manager and Ntabankulu Local Municipality as represented by the Honourable Mayor, Cllr P.T Sobuthongo and is based on the adopted Integrated Development plan 2018/2019 to 2021/2022 as reviewed in 2018 and the 2018/2019 Service Delivery Budget Implementation Plan.

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## 2. PURPOSE OF THE AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance contract and Performance Plan as the basis for assessing the suitability of the Employee for continued employment and/or to Assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.7 Appropriately reward the Employee in accordance with the Employer's performance management framework in the event of outstanding performance; and
- 2.8 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved qualitative and quantitative service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof this Agreement shall commence from the 1 October 2018 and shall remain in force until the 30<sup>th</sup> June 2019, where-after a new Performance contract, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof within 1 month after the commencement of the new financial year.
- 3.2 This Agreement shall terminate in its entirety on the termination of the Employee's contract of employment for whatever reason subject to relevant legislative prescripts.
- 3.3 The contents of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon subject to both parties reaching an agreement.
- 3.4 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan included herein as Annexure A, which forms an integral part of this agreement enshrines the following (which are concluded by mutual consensus by parties based on key strategic documents of the Municipality):
- 4.2 The overall performance objectives and targets that must be met by the Employee including the performance indicators and weightings;
- 4.3 The time frames for the achievement of those performance objectives and targets;
- 4.4 The performance objectives shall in addition be viewed within the context and in lieu of the overall contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

#### 5. PERFORMANCE MANAGEMENT SYSTEM.

- 5.1 Both parties agree to participate in the performance management system that the Employer has adopted or introduced for the Municipality, Management and Municipal Staff.
- 5.2 Both parties hereby covenant to consult each other and arrive at a mutual agreement about the specific performance standards to be included in the performance management system.
- 5.3 The Municipal Manager undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to The Municipal Manager responsibilities) within the local government framework.
- 5.4 The criterion upon which the performance of the employee is to be evaluated is contained in annexure E and is included herein as an addendum and forms an important part of this contract.
- 5.5 The Employee must be assessed her performance in terms of the performance indicators (inputs/outputs/outcomes) identified in the attached Performance Plan (Annexure A) and include:
  - 5.5.1 The Key Performance Areas and the Leading and Core Competencies, with a weighting of 80 and 20 respectively are listed herewith as agreed between the employer and employee.
  - 5.5.2 The Key Performance Areas will constitute 80% of the Employee's assessment score, and will contain the following areas of which all of them are compulsory

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LEADING COMPETENCIES		Weight %
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional performance</li> <li>Management</li> <li>Strategic Planning and Management</li> <li>Organisational Awareness</li> </ul>	20
People Management	<ul style="list-style-type: none"> <li>Human Capital Planning and Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>	15
Program and Project Management	<ul style="list-style-type: none"> <li>Program and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program and Project Monitoring and Evaluation</li> </ul>	15
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning and Execution</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> </ul>	10
Change Leadership	<ul style="list-style-type: none"> <li>Change Vision and Strategy</li> <li>Process Design and Improvement</li> </ul>	10

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

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

Key Performance Areas (100% of Total)	Weight %
Good Governance & Public Participation	40
Municipal Institutional Development and organizational Transformation	10
Municipal Financial Viability and Management	20
Basic Service Delivery	20
Local Economic Development	10
<b>Total</b>	<b>100%</b>

and weights must be allocated to each of them according to the scale of core and functional responsibilities:

- 6.1. "Section 6.8 and Section 14.1" to this Agreement sets out the standards and procedures for evaluating the employee's performance, intervals for the evaluation of employee's performance and recognition of outstanding performance (awarding of a performance bonus)
- 6.2. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (contained herein as Annexure B) as well as the actions agreed to and implementation must take place within set time frames.
- 6.3. The Employee's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan.
- 6.4. The annual performance appraisal must involve—
- 6.4.1. An assessment of the achievement of results as outlined in the performance plan;
  - 6.4.2. An assessment of each Key Performance Area according to the extent to which the Specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed;
  - 6.4.3. A rating on the five-point scale for each Key Performance Area; and
  - 6.4.4. The use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area score.
- 6.5. The core competencies must be assessed—

**6. EVALUATING PERFORMANCE**

CORE COMPETENCIES		Weight %
<ul style="list-style-type: none"> <li>• Change Impact Monitoring and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	10
<b>Moral Competence</b>		
Planning and Organising		
Analysis and Innovation		
Knowledge and Information Management		
Communication		
Results and Quality Focus		
<b>Total</b>		<b>20%</b>

- 6.5.1. According to the extent to which the specified standards have been met;
- 6.5.2. With an indicative rating on the five-point scale for each Criteria; and
- 6.5.3. By sing the applicable assessment rating calculator to add the scores and calculating a final score.

- 6.6. An overall rating is calculated by using the applicable assessment rating calculator, which represents the outcome of the performance appraisal.
- 6.7. Employee performance will be based on the following rating scale for both Key Performance Indicators and core competencies
- 6.8. The performance of the Employee must be evaluated by an evaluation panel constituted in terms of regulation 27(4)(d), (e) and (f) of the Regulations.

Level	Terminology	Description
5(130%above)	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4(110%-129%)	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(100%)	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2(81%-99%)	Performance 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

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- 8.1 The reviews in the first and third quarter may be verbal if performance is satisfactory.
- 8.2 The reviews in the second and annual performance must be formal and the employer must keep a record of these reviews and feedback must be based on the Employer's assessment of the Employee's performance.
- 8.3 The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented or amended, provided that the Employee is consulted before any such change is made.

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

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

**8. SCHEDULE FOR PERFORMANCE REVIEWS**

Level	Terminology	Description
1(80% and below)	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.
		Performance criteria and indicators as specified in the PA and Performance Plan.



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

**9. DEVELOPMENTAL REQUIREMENTS**

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

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

**10. OBLIGATIONS OF THE EMPLOYER**

The Employer shall –

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

10.2 Provide access to skills development and capacity building opportunities;

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

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

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

**11. EMPLOYEE OBLIGATIONS**

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

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

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

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

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

**13. EMPLOYEE RIGHTS**

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

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

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

12.1 Expect the employee to perform as agreed;

The employer shall be entitled to:

**12. EMPLOYER RIGHTS**

review.

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

KPA's within the timeframes agreed upon.

programs identified in her service delivery and budget implementation plans or

11.3 The employee shall be responsible for the completion or execution of the specific

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14 MANAGEMENT OF EVALUATION OUTCOMES

14.1 The following table will be used to determine the payment of performance bonus to performance contract employees:

1. A score of 80% and below: Compulsory performance Counselling
2. A score of 81%-100% no reward
3. A score of 101-109%: 1% - 3.5%
4. A score of 110%-129%: 3.6%-9.5%
5. A score of 130% & above is awarded a performance bonus ranging 9.97%.

RANGE	SCORE	BONUS	RANGE	SCORE	BONUS
BETWEEN 110 & 129	110	3.60%	BETWEEN 101 & 109	101	1%
	111	3.93%		102	1.33%
	112	4.24%		103	1.64%
	113	4.55%		104	1.95%
	114	4.86%		105	2.26%
	115	5.17%		106	2.57%
	116	5.48%		107	2.88%
	117	5.79%		108	3.19%
	118	6.10%		109	3.50%
	119	6.41%			
	120	6.72%			
	121	7.03%			
	122	7.34%			
	123	7.65%			
	124	7.95%			
	125	8.26%			
	126	8.57%			
	127	8.88%			
	128	9.19%			
129	9.50%				
130 AND ABOVE	9.97%				

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**NB: SAME PRINCIPLE TO THE CCR'S**

- (a) Allocate score per target per KPA
- (b) Multiply each score with weight per target and per KPA
- (c) Add all scores per KPA and get one actual score per KPA
- (d) Add all Actual Score per KPA and get the Overall Score
- (e) Multiply Overall score with 33,3, get a performance Score
- (f) Convert the Performance Score into a percentage by multiply by 80% and you get the percentage

**15.4.1. CALCULATING THE KPA PERFORMANCE**

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

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

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

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

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

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

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

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

**15. REWARD FOR PERFORMANCE**

- 14.1 In the case of unacceptable performance, the Employer-
- 14.2 must provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- 14.3 May, after appropriate performance counselling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

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Municipal Manager  
L. Nonyongo

AS WITNESSES:

Mayor:  
P.T. Sobuthongo

AS WITNESSES:

Thus done and signed at Ntbankulu on this 23<sup>rd</sup> of NOVEMBER 2018

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

20. ATTESTATION



# PERFORMANCE PLAN

DIRECTORATE:.....

FINANCIAL YEAR:.....

Employee Name	<i>Luzeta Abayobako</i>	Authorised Supervisor: Name	.....
Employee Job Title	<i>MM</i>	Supervisor Job Title	.....
Employee Number	<i>5333</i>	Supervisor's Employee Number	.....
Employee Signature	<i>[Signature]</i>	Supervisor's Signature	.....
Date	<i>14/12/2018</i>	Date	.....

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Project Name	Project ID	Project Description	Project Manager	Project Status	Project Start	Project End	Project Budget	Project Risk	Project Complexity	Project Impact	Project Deliverables	Project Milestones	Project Key Performance Indicators	Project Stakeholders	Project Communication	Project Reporting	Project Documentation	Project Change Management	Project Risk Management	Project Quality Management	Project Procurement Management	Project Human Resource Management	Project Stakeholder Management	Project Integration Management	Project Overall Status
Project A	001	Project A Description	Project A Manager	Completed	2021-01-01	2021-12-31	\$1,000,000	Low	Medium	High	Project A Deliverables	Project A Milestones	Project A Key Performance Indicators	Project A Stakeholders	Project A Communication	Project A Reporting	Project A Documentation	Project A Change Management	Project A Risk Management	Project A Quality Management	Project A Procurement Management	Project A Human Resource Management	Project A Stakeholder Management	Project A Integration Management	Project A Overall Status
Project B	002	Project B Description	Project B Manager	In Progress	2022-01-01	2022-12-31	\$2,000,000	Medium	High	Medium	Project B Deliverables	Project B Milestones	Project B Key Performance Indicators	Project B Stakeholders	Project B Communication	Project B Reporting	Project B Documentation	Project B Change Management	Project B Risk Management	Project B Quality Management	Project B Procurement Management	Project B Human Resource Management	Project B Stakeholder Management	Project B Integration Management	Project B Overall Status
Project C	003	Project C Description	Project C Manager	On Hold	2021-03-01	2021-06-30	\$500,000	High	Low	Low	Project C Deliverables	Project C Milestones	Project C Key Performance Indicators	Project C Stakeholders	Project C Communication	Project C Reporting	Project C Documentation	Project C Change Management	Project C Risk Management	Project C Quality Management	Project C Procurement Management	Project C Human Resource Management	Project C Stakeholder Management	Project C Integration Management	Project C Overall Status
Project D	004	Project D Description	Project D Manager	Planned	2023-01-01	2023-12-31	\$3,000,000	Low	Medium	High	Project D Deliverables	Project D Milestones	Project D Key Performance Indicators	Project D Stakeholders	Project D Communication	Project D Reporting	Project D Documentation	Project D Change Management	Project D Risk Management	Project D Quality Management	Project D Procurement Management	Project D Human Resource Management	Project D Stakeholder Management	Project D Integration Management	Project D Overall Status

Department	Program	Activity	Code	Category	Priority	Impact	Timeline	Responsible	Status	Notes
Administrative Services	Human Resources	Recruitment and Hiring	HR001	Operational	High	Recruitment and hiring of new staff	2023-2024	HR Manager	In Progress	Recruitment and hiring of new staff for various positions.
Administrative Services	Information Technology	System Maintenance	IT002	Operational	Medium	System maintenance and updates	2023-2024	IT Director	Completed	System maintenance and updates for various IT systems.
Administrative Services	Finance	Budget Management	FIN003	Operational	High	Budget management and reporting	2023-2024	Finance Director	In Progress	Budget management and reporting for various departments.
Administrative Services	Legal	Contract Management	LEG004	Operational	Medium	Contract management and review	2023-2024	Legal Counsel	In Progress	Contract management and review for various contracts.
Administrative Services	Facilities	Building Maintenance	FA005	Operational	Medium	Building maintenance and repairs	2023-2024	Facilities Director	In Progress	Building maintenance and repairs for various buildings.
Administrative Services	Security	Security Measures	SEC006	Operational	High	Security measures and protocols	2023-2024	Security Director	In Progress	Security measures and protocols for various locations.
Administrative Services	Compliance	Compliance Training	COM007	Operational	Medium	Compliance training and education	2023-2024	Compliance Director	In Progress	Compliance training and education for various staff.
Administrative Services	Quality Assurance	Quality Assurance Programs	QA008	Operational	Medium	Quality assurance programs and audits	2023-2024	QA Director	In Progress	Quality assurance programs and audits for various processes.
Administrative Services	Customer Service	Customer Service Improvement	CS009	Operational	Medium	Customer service improvement initiatives	2023-2024	Customer Service Director	In Progress	Customer service improvement initiatives for various departments.
Administrative Services	Marketing	Marketing Campaigns	MKT010	Operational	Medium	Marketing campaigns and outreach	2023-2024	Marketing Director	In Progress	Marketing campaigns and outreach for various programs.
Administrative Services	Public Affairs	Public Affairs Communications	PA011	Operational	Medium	Public affairs communications and media relations	2023-2024	Public Affairs Director	In Progress	Public affairs communications and media relations for various programs.
Administrative Services	Community Outreach	Community Outreach Programs	CO012	Operational	Medium	Community outreach programs and events	2023-2024	Community Outreach Director	In Progress	Community outreach programs and events for various programs.
Administrative Services	Research and Development	Research and Development Projects	RND013	Operational	High	Research and development projects	2023-2024	R&D Director	In Progress	Research and development projects for various programs.
Administrative Services	Partnerships	Partnership Development	PAR014	Operational	Medium	Partnership development and management	2023-2024	Partnership Director	In Progress	Partnership development and management for various programs.
Administrative Services	Procurement	Procurement Processes	PRC015	Operational	Medium	Procurement processes and management	2023-2024	Procurement Director	In Progress	Procurement processes and management for various programs.
Administrative Services	Records Management	Records Management Systems	REC016	Operational	Medium	Records management systems and processes	2023-2024	Records Management Director	In Progress	Records management systems and processes for various programs.
Administrative Services	Emergency Preparedness	Emergency Preparedness Plans	EPP017	Operational	High	Emergency preparedness plans and drills	2023-2024	Emergency Preparedness Director	In Progress	Emergency preparedness plans and drills for various programs.
Administrative Services	Accessibility	Accessibility Improvements	ACC018	Operational	Medium	Accessibility improvements and accommodations	2023-2024	Accessibility Director	In Progress	Accessibility improvements and accommodations for various programs.
Administrative Services	Energy Management	Energy Management Programs	EM019	Operational	Medium	Energy management programs and initiatives	2023-2024	Energy Management Director	In Progress	Energy management programs and initiatives for various programs.
Administrative Services	Environmental Sustainability	Environmental Sustainability Initiatives	ESI020	Operational	Medium	Environmental sustainability initiatives and programs	2023-2024	Environmental Sustainability Director	In Progress	Environmental sustainability initiatives and programs for various programs.





<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>	<p>Manufacture of Building components and parts by contract work</p>
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# CORE COMPETENCY REQUIREMENTS

DIRECTORATE:.....

FINANCIAL YEAR: 2018/19

Employee Name

*Luisa Honbour* Authorized Supervisor: Name

Employee Job Title

*Municipal Manager* Supervisor Job Title

Employee Number

*5333* Supervisor's Employee Number

Employee Signature

*[Signature]* Supervisor's Signature

Date

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Date

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LEADING COMPETENCIES WITH 20 DRIVING COMPETENCIES THAT COMMUNICATE WHAT IS EXPECTED FOR EFFECTIVE PERFORMANCE IN LOCAL GOVERNMENT	
<b>LEADING COMPETENCIES</b>	<b>DRIVING COMPETENCIES</b>
Strategic Direction and Leadership	Impact and influence
People Management	Institutional performance Management
	Strategic Planning and Management
	Organisational Awareness
	Human Capital Planning and Development
Program and Project Management	Diversity Management
	Employee Relations Management
	Negotiation and Dispute Management
	Program and Project Planning and Implementation
Financial Management	Service Delivery Management
	Program and Project Monitoring and Evaluation
	Budget Planning and Execution
	Financial Strategy and Delivery
Change Leadership	Financial Reporting and Monitoring
	Change Vision and Strategy
	Process Design and Improvement
	Change Impact Monitoring and Evaluation
Governance Leadership	Policy Formulation
	Risk and Compliance Management
	Cooperative Governance
<b>CORE COMPETENCIES (Drivers to ensure execution of Leading competencies are at optimal level)</b>	
Moral Competence	Results and Quality Focus
	Communication
	Knowledge and Information Management
	Analysis and Innovation
	Planning and Organising
20%	
<b>WEIGHT 100%</b>	



**PERSONAL DEVELOPMENT PLAN:**

**NAME & SURNAME: LULEKA NONYONGO**

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

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Signature (incumbent)

.....  
*Ally*

Signature (Supervisor)

.....

Date

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Date

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