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Sindiswa Norah Ntiahla
(The Employee)

AND

*Duly authorized in terms of section 57 (2) (b) of the Municipal System Act,
No. 32 of 2000
Represented by the Municipal Manager, Luleka Nonyongo*

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 Director Corporate Services, Sindiswa Norah Ntlahla for period of 5 years, commencing from 08 October 2018 and ending on 06 October 2023.

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 Director Corporate Services reporting to the Municipal Manager, to a set of actions, outputs and outcomes that will ensure the attainment of both the local government policy goals and the performance objectives of Ntabankulu Local Municipality as enshrined in the Integrated Development Plan.

4. This performance contract is entered into between Sindiswa Norah Ntlahla, the Director Corporate Services and Ntabankulu Local Municipality as represented by the Municipal Manager, Luleka Nonyongo 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 30th 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.

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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 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:
- 5.4.1 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.
- 5.4.2 The Key Performance Areas will constitute 80% of the Employee's assessment score, and will contain the following areas of which all of them are compulsory and weights must be allocated to each of them according to the scale of core and functional responsibilities:

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LEADING COMPETENCIES		Weight %
<ul style="list-style-type: none"> • Impact and influence • Institutional performance • Management • Strategic Planning and Management • Organizational Awareness 	Strategic Direction and Leadership	15%
<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	People Management	20%
<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	Program and Project Management	15%
<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	Financial Management	10%
<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and 	Change Leadership	5%

5.4.4 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

5.4.3 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

Key Performance Areas (100% of Total)	Weight %
Municipal Institutional Development and organizational Transformation	70%
Basic Service Delivery	5%
Local Economic Development	5%
Municipal Financial Viability and Management	10%
Good Governance & Public Participation	10%
Total	100%

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- 6.1. "Section 14" to this Agreement sets out the standards and procedures for evaluating the employee's performance, intervals for the evaluation of employee's performance and recognition of outstanding performance (awarding of a performance bonus)
- 6.2. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (contained herein as Annexure B) as well as the actions agreed to and implementation must take place within set time frames.
- 6.3. The Employee's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan.
- 6.4. The annual performance appraisal must involve—
 - 6.4.1. An assessment of the achievement of results as outlined in the performance plan;
 - 6.4.2. An assessment of each Key Performance Area according to the extent to which the specified standards or performance indicators have been met; and with due regard to ad hoc tasks that had to be performed;
 - 6.4.3. A rating on the five-point scale for each Key Performance Area; and
 - 6.4.4. The use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area score.
- 6.5. The core competencies must be assessed—
 - 6.5.1. According to the extent to which the specified standards have been met;

6. EVALUATING PERFORMANCE

CORE COMPETENCIES		Weight %
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	15%
	Evaluation	
Moral Competence		3%
Planning and Organising		4%
Analysis and Innovation		4%
Knowledge and Information Management		5%
Communication		2%
Results and Quality Focus		2%
Total		20%

- 6.5.2. With an indicative rating on the five-point scale for each Criteria; and
- 6.5.3. By using 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 performance criteria and

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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.
		Indicators as specified in the PA and Performance Plan.

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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

- 11.4 The employee shall co-operate with the employer in conducting the performance review.
- 11.3 The employee shall be responsible for the completion or execution of the specific programs identified in her service delivery and budget implementation plans or KPAs within the timeframes agreed upon.

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		BETWEEN 101 & 109	101	1%
	111			102	1.33%
	112			103	1.64%
	113			104	1.95%
	114			105	2.26%
	115			106	2.57%
	116			107	2.88%
	117			108	3.19%
	118			109	3.50%
	119				
	120				
	121				
	122				
	123				
	124				
	125				
	126				
	127				
	128				
129					
130 AND ABOVE		9.97%			

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- (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

- 15.2.1 The performance score obtained on marks by using the performance plan;
 - 15.2.2 Where the external factors have a negative influence on the result of the performance, the Municipality may at its discretion decide to grant a reward.
 - 15.2.3 The reward if granted, will be paid annually only after adoption by Council of the Annual Report for that financial year and after finalization of the appraisal;
 - 15.2.4 The final outcome of the performance appraisal will determine the reward;
 - 15.3 The rating scale shall be used for rating including the actual targets set and contained in annexure A.
 - 15.4 The following formula shall be used to allocate the performance bonus after the total score has been calculated:
- 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 counseling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

16. CONSULTATION

- 16.1. Both parties to this agreement agree to consult each other in the event either party wishes to exercise a duty or function in terms of this agreement.
- 16.2. The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in paragraph 16.1, as soon as is practicable to enable the employee to take any necessary action without delay.

17. CONSEQUENCE OF SUBSTANDARD PERFORMANCE

- 17.1. Where the employer is at any time during the employee's employment not satisfied with her performance with respect to any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting with the Performance Evaluation Committee.
- 17.2. The employee shall have the opportunity at the meeting to satisfy the employer and the panel of the measures being taken to ensure that the employee's performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 17.3. Where there is a dispute or difference as to the performance of the employee under this agreement, the parties will confer with a view to resolving the dispute or difference.
- 17.4. If at any stage thereafter the employer holds the view that the performance of the employee is not satisfactory, the employer will, subject to compliance with applicable labour legislation, be entitled by notice in writing to the employee to terminate her employment in accordance with the notice period set out in the employee's contract of employment.
- 17.5. Nothing contained in this Agreement in any way limits the right of the employer to terminate the employee's contract of employment with notice for any other reason in law.

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19. GENERAL


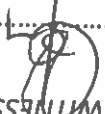
- 19.1 The contents of the Agreement and the outcome of any review conducted, will not be confidential, and may be made available to the public by the employer, where appropriate.
- 19.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

18. DISPUTES

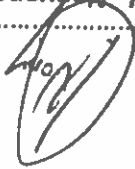
- 18.1 In the event that the employee is dissatisfied with any decision or action of the employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may meet with the Performance Evaluation Committee with a view to resolving the issue. At the employee's request the evaluating panel will record the outcome of the meeting in writing.
- 18.2 In the event that the employee remains dissatisfied with the outcome of that meeting, he/she may raise the issue in writing with the employer (municipal council) by requesting that the issue be placed on the agenda of an appropriate meeting of Council. The Council will determine a process for resolving the issue, which will involve at least providing the employee with an opportunity to state his/her case orally or in writing. At the employee's request the Council will record its decision on the issue in writing. The decision of the Council on the issue will be made within 2 (two) weeks of the issue being raised, or as soon thereafter as possible, and will be final.
- 18.3 The parties hereby agree that "final" shall not limit a dissatisfied party to invoke any provisions in his/her disposal within labour and any other relevant laws.



S. N. Ntshahla
Director Corporate Services



AS WITNESSES:



L. Nqoyongo
Municipal Manager



AS WITNESSES:



Thus done and signed at Ntobankulu on this 23rd of November 2018

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

20. ATTESTATION




PERSONAL DEVELOPMENT PLAN:

NAME & SURNAME: Sindiswa Norah Ntshahla

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.

KPA CONFIRMATION	COMPETENCY IDENTIFICATION	DEVELOPMENT ACTION PLAN		TIME FRAMES	
		Proposed Solutions (short term)	Proposed Solutions (Long term)	Start	End
Key Performance areas/outputs	Competencies/Skills required to achieve KPA's performance outputs	Master's Programme	1 year	July 2019	June 2020
Institutional Development & Organizational Transformation	Master's in Public Administration				

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 Signature (Incumbent)

.....
 28/11/18
 Date

.....


 Signature (Supervisor)


.....
 28/11/2018
 Date



CORE COMPETENCY REQUIREMENTS

DIRECTORATE: CORPORATE SERVICES..... FINANCIAL YEAR... 2018/2019

Employee Name	Sindiswa Norah Ntshia	Authorised Supervisor: Name	
Employee Job Title	Director Corporate Services	Supervisor Job Title	
Employee Number	5334	Supervisor's Employee Number	
Employee Signature		Supervisor's Signature	
Date	28/11/18	Date	

Luleka Nonyongo	
Municipal Manager	
5333	

LEADING COMPETENCIES WITH 20 DRIVING COMPETENCIES THAT COMMUNICATE WHAT IS EXPECTED FOR EFFECTIVE PERFORMANCE IN LOCAL GOVERNMENT

LEADING COMPETENCIES	DRIVING COMPETENCIES	TARGET	INDICATOR	WEIGHT 100%	
Strategic Direction and Leadership	Impact and Influence	Create the working opportunities for our communities	Number of Internship and learnership programmes created	2%	
	Institutional performance Management	Monitor and report on the implementation of the Directorate Monthly performance plan	Directorate performance report	2%	
	Strategic Planning and Management	Organisational structure review	Reviewed Organisational Structure	4%	
	Organisational Awareness	Awareness programmes on HR policies and Code of Conduct for Employees	Report on conducted awareness programmes	10%	
	Human Capital Planning and Development	Monitor the directorate leave schedules	Leave Implementation report	5%	
	Diversity Management	Coordinate sitting of departmental meetings to increase team work	Attendance registers and minutes	3%	
	Employee Relations Management	Conduct employee wellness and EAP programmes	Consultation report	5%	
	Negotiation and Dispute Management	Engagement of organised labours forces; Implementation of Municipal employment procedures ie code of conduct, HR Manual	Directorate disciplinary hearing register; employee resolved concerns reports	3%	
	Program and Project Management	Upgrading and hosting of Municipal website	website monitoring report and screen shots for upgraded information	5%	
	Service Delivery Management	Program and Project Planning and Implementation	Conduct Customer Care surveys and attend to customer care complaints.	Customer Care surveys report and Customer Care complaints report.	5%
Program and Project Monitoring and Evaluation		Monitor and evaluate the implementation of identified projects	Project implementation report	2%	
Budget Planning and Execution		Implementation of Municipal Finance Management Act.	Departmental expenditure report	3%	
Financial Strategy and Delivery		Source funding from various Government Departments and government funding agencies i.e. LGSETA for employee skills programmes.	Report on grants received from LGSETA	4%	
Financial Reporting and Monitoring		Management of departmental budget and compliance with internal controls.	Departmental expenditure report	5%	
Change Leadership	Change Vision and Strategy	To review directorate vision strategies and objectives	Report on reviewed strategies and objectives	2%	
	Process Design and Improvement	To manage change during the implementation of PMS	Improved directorate performance	3%	
	Change Impact Monitoring and Evaluation	Monitor performance agreements	Signed performance agreements	4%	
	Policy Formulation	Develop departmental policies	Developed policies	4%	
Governance Leadership	Risk and Compliance Management	Monitor and report on the implementation of the risk register action plan	Directorate Risk report	2%	
	Cooperative Governance	LF and Training Committee meetings to comply with the institutional calendar	Attendance registers and minutes	4%	
	CORE COMPETENCIES (Drivers to ensure execution of Leading competencies are at optimal level)				
Moral Competence	Planning and Organising	Boost moral amongst staff personnel	Reduced sick leaves and improved performance	3%	
	Analysis and Innovation	Develop directorate monthly plans	Monthly plans	5%	
	Knowledge and Information Management	Sharing of knowledge and ideas amongst staff	Sharing of information, knowledge and ideas amongst staff	Attendance registers and minutes	2%
		Sharing of information, knowledge and ideas amongst staff	Sharing of information, knowledge and ideas amongst staff	Attendance registers and minutes	2%
	Communication	Results and Quality Focus	Job description compilation	Attendance registers and minutes	3%
Results and Quality Focus	Job description compilation	Job Evaluation Report	Job Evaluation Report	5%	



PERFORMANCE PLAN

DIRECTORATE: ... CORPORATE SERVICES


FINANCIAL YEAR: 2018/2019

Employee Name
Employee Job Title
Employee Number
Employee Signature
Date

Sindiswa Norah Mtlahla
DIRECTOR CORPORATE SERVICES
5334

28/11/18

Authorised Supervisor: Name
Supervisor Job Title
Supervisor's Employee Number
Supervisor's Signature
Date

Luleka Nonyongo
Municipal Manager






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CORPORATE SERVICES DIRECTORATE SBIP 2018/2019

Department	Priority Area	BP Objective	BP Strategic	BP Objective Number	BP Strategic	Indicator	Measure	2018/2019 Budget Target (July - September)	2018/2019 Actual Target (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)												
Institutional Development	ICT	To provide generally cost-effective ICT services in line with the ICT Governance Framework by 2022.	Improve administrative processes by acquiring EDMS, Recruitment, Fleet Management, Customer Care systems.	IDOT1	Improve administrative processes by acquiring EDMS, Recruitment, Fleet Management, Customer Care systems.	Operational systems	Operational systems	2.1.1	2.1.1	Operational systems EDMS by June 2018. Facilitate advertisement	Develop Terms of Reference and facilitate advertisement	Close out report	Inspection Meetings with service provider (October - December)	2018/2019 Actual Target (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)										
Municipal Administration	ICT	Ensure an accountable administration by adhering to legislative prescriptions & policies by 2022.	Provide desktop material and monitor hygiene services in all municipal sites.	IDOT4	Provide desktop material and monitor hygiene services in all municipal sites.	Number of operational offices closed.	Operational websites	2.1.3	2.1.3	Operational systems EDMS by June 2018. Facilitate advertisement	Develop Terms of Reference and facilitate advertisement	Close out report	Inspection Meetings with service provider (October - December)	2018/2019 Actual Target (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)										
										Operational systems EDMS by June 2018. Facilitate advertisement	Develop Terms of Reference and facilitate advertisement	Close out report	Inspection Meetings with service provider (October - December)	2018/2019 Actual Target (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)								
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										Operational systems EDMS by June 2018. Facilitate advertisement	Develop Terms of Reference and facilitate advertisement	Close out report	Inspection Meetings with service provider (October - December)	2018/2019 Actual Target (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)
										Operational systems EDMS by June 2018. Facilitate advertisement	Develop Terms of Reference and facilitate advertisement	Close out report	Inspection Meetings with service provider (October - December)	2018/2019 Actual Target (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)	2018/2019 Actual (January - March)	2018/2019 Actual (April - June)	2018/2019 Actual (July - September)	2018/2019 Actual (October - December)

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							2.5.5	2.5.1	Adopted program and filled vacancies	Productive and captured workforce	Number of consultations	Facilitator and personnel	Conduct and coordinate Employee Assistance Programme				EAP policy	4 EAP Quarterly Consultations reports	One EAP Quarterly Consultation report	Consultation Statistics report	One EAP Quarterly Consultation report	One EAP Quarterly Consultation Statistics report	One EAP Quarterly Consultation report	Consultation Statistics report	Quarterly Consultation Reports	5%		
							2.5.1	2.5.1	Adopted program and filled vacancies	Productive and captured workforce	Number of reviewed positions	IDP and Municipal Budget	Review and Implement Organizational structure.					2017/2018 Organizational structure in place and implemented from 2017/18 to 2018/2019 financial years	Reviewed Organizational structure 2019/2020	No target	None	Terms of reference development, facilitate advertisement and appointment of the service Provider.	Approved and signed terms of reference by Municipal Manager, copy of the advert, attendance report of consultations	Draft Reviewed Organizational Structure submitted to Municipal Manager	Draft Reviewed Organizational Structure	Develop Recruitment Plan by Municipal Manager	Quarterly Close out report, Terms of reference, Signed Organizational Structure and Council Resolution	5%
							2.5.1	2.5.1	Adopted program and filled vacancies	Productive and captured workforce	Number of reviewed positions						Total number of employees are 373, 17 prioritised positions for 2018/2019 financial year	17 positions filled by June 2019	8 prioritised posts filled	Recruitment report	Recruitment report	Recruitment report	17 prioritised posts filled	Recruitment Reports	4%			
							2.4.4.1	2.4.4.1	Mathematic leave balances	Productive and captured workforce	Number of New reports	Leave Application Booklet, VIP System	Coordinate the leave management system				IP System, Leave Register, Leave Application Booklet, Conditions of Service, Manual of Electronic Coding Machine	4 Leave reconciliation reports developed by June 2019.	Leave reconciliation report developed	Leave reconciliation report	Leave reconciliation report	Leave reconciliation report	Leave reconciliation report	Leave reconciliation report	Quarterly leave reconciliation reports.	4%		
							2.4.4.2	2.4.4.2		Productive and captured workforce	Number of WSP developed.	Training needs analysis	Capacitate and develop human capital by implementing WSP and Performance				Approved Job evaluation Policy	New Job Descriptions developed and 55 Positions evaluated by June 2019	Job Descriptions report	Coding and Labeling of new Job Descriptions report	Job Descriptions report	Job Descriptions report	Job Descriptions report	Evaluation report	Quarterly reports	4%		
							2.5.2	2.5.2	Effective and efficient workforce	Productive and captured workforce	Number of WSP developed.						WSP for 2017-2018 was approved and submitted to LGSETA.	1 report on WSP implementation by June 2019	No target	No target	WSP 2018/2019 Developed	Approved WSP	1 report to LGSETA	Annual Training report and approved WSP	Quarterly Reports	5%		
							2.5.6	2.5.6	Productive and captured workforce	Productive and captured workforce	Percentage of training interventions implemented as per Annual Training Plan						WSP for 2017-2018 was approved and submitted to LGSETA and implemented. Training Committee, no implementation conducted on the 2017/2019 plan	1 report on WSP implementation. 2017/2020 WSP developed by June 2019	No target	None	WSP 2019/2020 Developed and 2 WSP training committee coordinated	Approved WSP. Attendance register and minutes.	2019/2020 WSP submitted to LGSETA. 1 training committee sitting minutes coordinated.	Annual Training report, approved WSP, attendance registers and minutes	Quarterly Reports	4%		
							2.3.2	2.3.2	Improved customer satisfaction.	Improved customer satisfaction.	Percentage of issues raised by stakeholders through complaints register attended.	Customer care	Consolidate and refer customer complaints (per complaints and surveys) to ensure that all complaints are addressed.				Customer care survey were conducted in 7 wards (1.2,3,5,6,9,10)	4 (Qualitative and quantitative) customer care surveys conducted by June 2019	1 Quarterly Customer care surveys conducted	1 Quarterly Customer care surveys conducted	3 Quarterly Customer care surveys conducted	Quarterly Survey report	Quarterly Survey report	Quarterly Survey report	1 Qualitative Customer care surveys conducted	Annual Survey report	5%	

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Municipal Administration
Create a conducive environment through the implementation of organizational values and corporate

BASIC SERVICE DELIVERY

