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FOR THE FINANCIAL YEAR:
1ST JULY 2016 – 30TH JUNE 2017

NAME: MR M. PLANGA
DIRECTOR: PUBLIC SAFETY AND COMMUNITY
SERVICES
(HEREIN REFERRED TO AS THE 'EMPLOYEE')

AND

NAME: MS M. J. MEIRING
(HEREIN REFERRED TO AS THE 'EMPLOYER')
MAKANA LOCAL MUNICIPALITY
AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

MAKANA
MUNICIPALITY | EASTERN CAPE



WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

1.5 The parties shall endeavour to discharge all duties in this Performance Agreement including those responsibilities attached to them in terms of Council delegation.

2. PURPOSE OF THIS 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 Act as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1st July 2016 and will remain in force until 30th June 2017 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPAs)	Weighting
Institutional Transformation and Organisational Development	10%
Basic Service Delivery KPI's	60%
Good Governance and Public Participation	10%
Local Economic Development	10%
Municipal Financial Viability and Management	10%
Total	100%
KPA WEIGHT	80%

5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES			
CCR	DEFINITION	WHEIGHT	
CCR 01	Strategic Capability and Leadership	2.5%	
CCR 02	Financial Management	2.5%	
	Skills required managing projects and / or department work within the mandate	2.5%	
	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	2.5%	

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6.1	The Performance Plan (Annexure A) to this Agreement sets out -
6.1.1	The standards and procedures for evaluating the Employee's performance; and
6.1.2	The intervals for the evaluation of the Employee's performance.
6.2	Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
6.3	Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
6.4	The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
6.5	The annual performance appraisal will involve:
6.5.1	Assessment of the achievement of results as outlined in the performance plan:

TOTAL		CCR WEIGHT
CCR 03	Knowledge Management PMS	constraints of budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of the other departments on own budget and adopting where necessary.
CCR 04	People Management	
CCR 05	Problem Solving and Analysis	
CCR 06	Client orientation and Customer Care	
CCR 07	Programme and Projects	
		annual target.
2.5%	Understand of the legislative requirements and Regulations associated the PMS	Commences project after council approval and is in the IDP and meet
2.5%	Understanding of Policies associated with human resources management	
2.5%	Problem solving and analysis and solve basic problems using municipal guidelines	
2.5%	Client orientation and Customer Care	
2.5%	Programme and Projects	
20%		

Level	Terminology	Description	Rating
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Agreement and Performance plan and maintained this in all areas of responsibility throughout the year.	1 2 3 4 5
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPAs and CCRs:

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

6.5.3 Overall rating

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

6.5.2 Assessment of the CCRs

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

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QUARTERS	REVIEW	PERIOD	TIMEFRAME
First Quarter	Informal Reviews:	July – September	Before end October 2016
Second Quarter	Formal Review:	September – December	Before end January 2017
Third Quarter	Informal Review	January – March	Before end April 2017
Fourth Quarter	Formal Review	April – June	Before end July 2017

7.1 The performance of each **Employee** in relation to his/her performance agreement shall be reviewed on the following dates.

7. SCHEDULE FOR PERFORMANCE REVIEWS

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7).

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the audit committee
- 6.8.3 Chairperson of the relevant portfolio committee
- 6.8.4 Municipal manager from another municipality.

6.7 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

Level	Terminology	Description	Rating
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	1
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	2
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	3 4 5

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7.2 The Employer shall keep a record of all fourth quarter reviews and annual assessment meetings.

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and /or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is will developed Employee in consultation with Employer.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

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

9.1.2 Provide access to skills development and capacity building opportunities;

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

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

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

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

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10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
Less than 100	Remedial action
100 - 129	No bonus
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

11.2.3.1 That the evaluation period be no less than 6 months

11.2.3.2 That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the Employer shall -

11.3.1 provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by -

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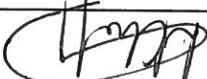
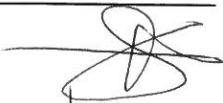
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;
- Whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Grahamstown on this the 29th day of July, 2016

AS WITNESSES:

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AS WITNESSES:

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EMPLOYEE



ACTING MUNICIPAL MANAGER





MAKANA
MUNICIPALITY | EASTERN CAPE

PERFORMANCE PLAN: MANDISI PLANGA

2016/17

DIRECTOR COMMUNITY AND SOCIAL SERVICES

COMMUNITY AND SOCIAL SERVICES 2016/17											
Objective	Key Focus Area	KPI No	Key Performance Indicator (Priority)	Annual Target	Unit of Measure/Portfolio of Evidence	Weighting	Targets				
							July - September	October - December	January - March	April - June	
SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN(KPI'S)											
KPA 1. INSTITUTIONAL MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT											
Improve Corporate Administration and	Implementation of Individual PMS for Middle Management	KPI014	% of Middle managers signed performance agreement	100%	Number of performance agreements signed	1.42%	100%	N/A	N/A	N/A	
		KPI032	80% of the Library Service Resources KPI's targets achieved	90%	Quarterly performance Report	1.42	80%	80%	80%	80%	
		10%									

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COMMUNITY AND SOCIAL SERVICES 2016/17

Objective	Key Focus Area	KPI No	Key Performance Indicator (Project)	Annual Target	Unit of Measure/Portfolio of Evidence	Weighting	Targets				
							July -September	October - December	January -March	April -June	
	Effective management and supervision of the Sub-Directorate KPI's	Op	100% of the Parks and Recreation Service KPI's targets achieved	90%	Quarterly performance Report	1.42	100%	100%	100%	100%	
	Effective management and supervision of the Sub-Directorate KPI's	Op	100% of the Environmental health & cleansing KPI's targets achieved	90%	Quarterly performance Report	1.42	100%	100%	100%	100%	
	Effective management and supervision of the Sub-Directorate KPI's	Op	100% of the Environmental Management KPI's targets achieved	90%	Quarterly performance Report	1.42	100%	100%	100%	100%	
	Effective management and supervision of the Sub-Directorate KPI's	KPI033	100% of the Fire, Rescue Services and Disaster Management KPI's targets achieved	90%	Quarterly performance Report	1.42	100%	100%	100%	100%	
	Effective management and supervision of the Sub-Directorate KPI's	KPI034	100% of the Traffic and law enforcement KPI's targets achieved	90%	Quarterly performance Report	1.42	100%	100%	100%	100%	
KPA 2. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
	Cleansing and Waste Management	KPI026	Provisioning of refuse removal, refuse dumps and solid waste disposal to formal households	4	Report quarterly to the portfolio committee collected once a week	15%	1	1	1	1	
	Cleansing and Waste Management	KPI028	Number initiative implemented to address 4 illegal dumping	4	Report quarterly to the portfolio committee on the number of illegal dumping implemented	15%	1	1	1	1	
						60%					

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COMMUNITY AND SOCIAL SERVICES 2016/17

Objective	Key Focus Area	KPI No	Key Performance Indicator (Project)	Annual Target	Unit of Measure/Portfolio of Evidence	Weighting	Targets				
							July -September	October - December	January -March	April -June	
					quarterly						
	Cleansing and Waste Management	KPI029	Submit quarterly progress reports on Clean City Programme	4	Quarterly Reports Submitted to the Portfolio Committee	15%	1	1	1	1	
	Landfills sites	KPI030	% expenditure spend on upgrading of landfills site	100%	% of total budget spend on upgrading of landfills site	15%	25%	25%	25%	25%	
KPA 3: LOCAL ECONOMIC DEVELOPMENT											
		KPI015	(NKPI -4) Report on the number of jobs created through the Municipality's Capital infrastructure Development projects	Four report	Quarterly Performance Report	10%	1	1	1	1	
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT											
Improve Audit Outcomes	Financial Management	KPI007	Spend at least 100% of the approved Operating Budget for the Directorate by 30 June (MFMA, S10(c))	100%	Quarterly finance performance report	10%	25%	50%	75%	100%	
Enhance good governance and public participation	Enhance risk management	KP0004	Quarterly report on the implementation and mitigation of operational risks	4	Report on Percentage of mitigation implemented quarterly	5%	1 of	1	1	1	
	Enhance Internal Audit	KPI002	% of Internal Audit recommendations submitted to Municipal Manager and adopted by SMT for	100%	% of internal Audit recommendations implemented	5%	100%	100%	100%	100%	

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COMMUNITY AND SOCIAL SERVICES 2016/17

Objective	Key Focus Area	KPI No	Key Performance Indicator (Project)	Annual Target	Unit of Measure/Portfolio of Evidence	Weighting	Targets			
							July - September	October - December	January - March	April - June
			Implementation							

CORE COMPETENCY REQUIREMENTS (CCRS)

Core Competency Requirement	Annual Target	KPI	Key Performance Indicator	Weighting	Targets			
					Quarter One	Quarter Two	Quarter Three	Quarter Four
CCR 1. MANAGERIAL								
Strategic Capability and Leadership	4 Meeting	N/A	Number of Directorate Management meeting	2.5%	1	1	1	1
Implementation of Individual PMS for Middle Management	KPI014		% of Middle managers signed performance agreement	2.5%100%		N/A	N/A	N/A
Financial Management	Zero wasteful, fruitless and irregular and authorised expenditure	KPI007	Zero wasteful, fruitless and irregular and authorised expenditure	3.33%		Zero	Zero	Zero
Financial Management	90% Expenditure	KPI007	Spend at least 90% of the approved Operating Budget for the Directorate by 30 June (MFMA, S10(c))	2.5	25%	50%	75%	90%
CCR 2. OCCUPATIONAL								
Knowledge of performance management and reporting	Timeous submission of SDBIP Performance Report with POE issued quarterly	KPI014	Number of Performance Report issued Timeous	2.5	1	1	1	1
People Management and Empowerment	Implementation of Individual PMS for Middle Management	KPI014	% of managers evaluated quarterly	2.5	100%	100%	100%	100%

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CORE COMPETENCY REQUIREMENTS (CCR's))

Core Competency Requirement	Annual Target	KPI	Key Performance Indicator	Weighting	Targets			
					Quarter One	Quarter Two	Quarter Three	Quarter Four
Problem solving and analysis	Attending to 100 % formal human and operation complaints received	N/A	Report on the resolving crises and mitigating factor implemented prevent reoccurrence to portfolio Committee	2.5	1	1	1	1
Client orientation and customer focus	Attending to 90 % formal complaints received	N/A	% of complaints attended by 30 June 2017	2.5	90%	90%	90%	90%



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