

PERFORMANCE AGREEMENT  
OF THE  
DIRECTOR: PSFFM  
Ms. P. DILINGA



# PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN THE  
MADIBENG LOCAL MUNICIPALITY

**DULY REPRESENTED BY THE**

**THE ADMINISTRATOR**

**ADVOCATE: MP. MOTLOGELWA  
&  
ACTING MUNICIPAL MANAGER**

**GRACE MAGOLE**

**THE EMPLOYER**

AND

**PUMLA DILINGA**

**THE EMPLOYEE**

FOR THE

**FINANCIAL YEAR:  
01 JULY 2019 – 30 JUNE 2020**

**ENTERED INTO BY AND BETWEEN:**

The Municipality herein represented by **Advocate Motlogelwa** as Administrator and respectively **Ms. MG Magole** in her capacity as the Acting Municipal Manager (hereinafter referred to as the Employer or Supervisor)

And

**Ms. P Dilinga** as Employee of the Municipality (hereinafter referred to as the **Employee**).

**WHEREBY IT IS AGREED AS FOLLOWS:**

<b>1. Introduction</b>	<p>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".</p> <p>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.</p> <p>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.</p> <p>1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.</p>
<b>2. Purpose of this Agreement</b>	<p>The purpose of this Agreement is to:</p> <p>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.</p> <p>2.2 Specify objectives in terms of the key performance indicators 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.</p> <p>2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.</p> <p>2.4 Monitor and measure performance against set targeted outputs.</p> <p>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.</p> <p>2.6 In the event of outstanding performance, to appropriately reward the employee.</p> <p>2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.</p>
<b>3. Commencement and duration</b>	<p>3.1 This Agreement will commence on 01 July 2019 and will remain in force until 30 June 2020 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.</p>

	<p>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 one month after the beginning of each successive financial year.</p> <p>3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.</p> <p>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.</p> <p>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.</p>
<p><b>4. Performance Objectives</b></p>	<p>4.1 The Performance Plan (Annexure A) sets out-</p> <p>4.1.1 Key Performance Areas that the employee should focus on.</p> <p>4.1.2 Core competencies required from employees.</p> <p>4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.</p> <p>4.1.4 The time frames within which those performance objectives and targets must be met.</p> <p>4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows:</p> <p>4.2.1 The strategic objectives describe the strategic intent of the organization that needs to be achieved.</p> <p>4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.</p> <p>4.2.3 The target dates describe the timeframe in which the work must be achieved.</p> <p>4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.</p>
<p><b>5. Performance Management System</b></p>	<p>5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, management and municipal staff of the Employer.</p> <p>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.</p> <p>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.</p>

- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (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, Key Performance Areas and core Competency Requirements, 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 (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.6 The Employee's assessment will be based on his/her performance in terms of the key performance indicator outputs/outcomes identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery and Infrastructure Development	60%
Local Economic Development	0%
Municipal Transformation and Organisational Development	5%
Good Governance and Public Participation	20%
Municipal Financial Viability and Management	15%
Spatial Rationale and Transformation	0%
<b>Total</b>	<b>100%</b>

- 5.7 The Municipal Manager's responsibilities are also directed in terms of the abovementioned key performance areas.
- 5.8 The Competencies will make up the other 20% of the Employee's assessment score. The competencies as prescribed by Regulation 21 of 2014 (Annexure A) and the applicable weightings out of 100% are indicated below:

Competencies	Components	Weighting % (total 100%)
<b>Leading competencies</b>		
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10%
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>	10%

	Programme and Project Management	<ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>	10%	
	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> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%	
	Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	10%	
	<b>Core Competencies</b>			
	Moral competence			10%
	Planning and Organising			10%
	Analysis and Innovation			5%
	Knowledge and Information Management			5%
	Communication			5%
	Results and Quality Focus			5%
	<b>TOTAL WEIGHTING:</b>			<b>100%</b>
<b>6. Evaluating Performance</b>	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.		
	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 strategic objectives and strategies set out in the Employer's IDP		
	6.5	The Annual performance appraisal will involve:		
	6.5.1	Assessment of the achievement of results as outlined in the Performance Plan:		
	(a)	Each KPA 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)	Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.		

(c) The applicable assessment ratings and scores will calculate a final KPA score.  
 6.5.2 Assessment of the Competencies:

- (a) Each Competency 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 Competency.
- (c) This rating should be multiplied by the weighting given to each Competency 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 Competency score.

6.5.3 Overall rating:

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.

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

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
2	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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

6.7 For the purpose of evaluating the performance of the municipal manager, an evaluation panel constituted of the following persons must be established-

6.7.1 Executive Mayor

	<p>6.7.2 Chairperson of the performance audit committee</p> <p>6.7.3 Member of the executive committee</p> <p>6.7.4 Mayor or Municipal manager from another municipality</p> <p>6.8 The manager responsible for performance management system of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).</p>
<p><b>7. Schedule for Performance Reviews</b></p>	<p>7.1 The performance of each Employee in relation to his/her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:</p> <p style="padding-left: 40px;"><b>First quarter</b> : July – September 2019 (October 2019)</p> <p style="padding-left: 40px;"><b>Second quarter</b> : October – December 2019 (January 2020)</p> <p style="padding-left: 40px;"><b>Third quarter</b> : January – March 2020 (April 2020)</p> <p style="padding-left: 40px;"><b>Fourth quarter</b> : April – June 2020 (July 2020)</p> <p>7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.</p> <p>7.3 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance.</p> <p>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.</p> <p>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.</p>
<p><b>8. Developmental Requirements</b></p>	<p>The Personal Development Plan (PDP) for addressing developmental gaps is attached as <b>Annexure B</b>.</p>
<p><b>9. Obligations of the Employer</b></p>	<p>9.1 The Employer shall:</p> <p>9.1.1 Create an enabling environment to facilitate effective performance by the employee.</p> <p>9.1.2 Provide access to skills development and capacity building opportunities.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p><b>10. Consultation</b></p>	<p>10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –</p>



	<p>10.1.1 A direct effect on the performance of any of the Employee’s functions.</p> <p>10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer.</p> <p>10.1.3 A substantial financial effect on the Employer.</p> <p>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.</p>																						
<p><b>11. Management of Evaluation Outcomes</b></p>	<p>11.1 The evaluation of the Employee’s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.</p> <p>11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:</p> <table border="1" data-bbox="625 853 1289 1245"> <thead> <tr> <th>% Rating Over Performance</th> <th>% Bonus</th> </tr> </thead> <tbody> <tr> <td>130 - 133.8</td> <td>5%</td> </tr> <tr> <td>133.9 – 137.6</td> <td>6%</td> </tr> <tr> <td>137.7 – 141.4</td> <td>7%</td> </tr> <tr> <td>141.5 - 145.2</td> <td>8%</td> </tr> <tr> <td>145.3 – 149</td> <td>9%</td> </tr> <tr> <td>150 – 153.4</td> <td>10%</td> </tr> <tr> <td>153.5 – 156.8</td> <td>11%</td> </tr> <tr> <td>156.9 – 160.2</td> <td>12%</td> </tr> <tr> <td>160.2 – 163.6</td> <td>13%</td> </tr> <tr> <td>163.7 – 167</td> <td>14%</td> </tr> </tbody> </table> <p>11.3 In the case of unacceptable performance, the Employer shall:</p> <p>11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.</p> <p>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.</p>	% Rating Over Performance	% Bonus	130 - 133.8	5%	133.9 – 137.6	6%	137.7 – 141.4	7%	141.5 - 145.2	8%	145.3 – 149	9%	150 – 153.4	10%	153.5 – 156.8	11%	156.9 – 160.2	12%	160.2 – 163.6	13%	163.7 – 167	14%
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<p><b>12. Dispute Resolution</b></p>	<p>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 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.</p> <p>12.2 Any disputes about the outcome of the employee’s performance evaluation, must be mediated by MEC for local government in the province, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.</p>																						

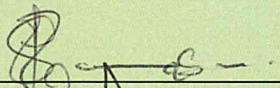
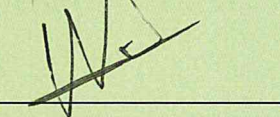
**13. General**

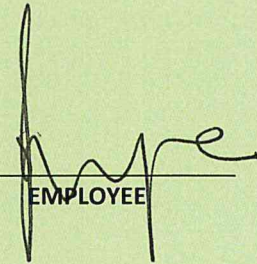
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, 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.

**14. Signatures**

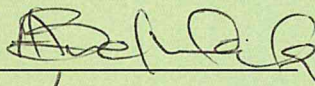
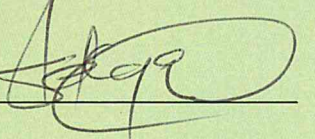
Thus done and signed at .....on this 30 day of July 2019.

**AS WITNESSES:**

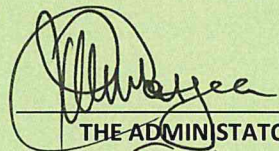
- 1. 
- 2. 

  
EMPLOYEE

**AS WITNESSES:**

- 1. 
- 2. 

  
ACTING MUNICIPAL MANAGER

  
THE ADMINISTRATOR  
30 July 2019

**ANNEXURE A**

**PERFORMANCE PLAN**

**FOR**

**Ms. PUMLA DILINGA**

**DIRECTOR: PUBLIC SAFETY FLEET & FACILITY MANAGEMENT**

## **Content**

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- 2 Responsibilities of the Director: PUBLIC SAFETY FLEET & FACILITY MANAGEMENT**
- 3 Scorecard:**
  - 3.1. Key Performance Areas (KPA)s, and**
  - 3.2. Core Competency Requirements (CCRs).**
- 4 Declaration Statement for Measurement.**
- 5 Signatories**

## **1. Purpose of the Agreement**

This Performance Plan outlines Council's expectations on the performance specifically assigned targets by the Director: Community Development. The Performance Plan detailed hereunder is in fulfillment of the requirements of Section 56 of the Local Government: Municipal Systems Act, Act No. 32 of 2000 as amended, and is informed by the Integrated Development Plan (IDP), Annual Budget and Service Delivery Implementation Plan (SDBIP) respectively of the Municipality for the 2019/20 Financial Year.

## **6 Responsibilities of the Director: PUBLIC SAFETY FLEET & FACILITY MANAGEMENT**

The Director in her capacity as Head of the Department is responsible for the following:

- a) All income and expenditure concerning the department.
- b) All assets and the discharge of all liabilities concerning the department.
- c) Proper and diligent compliance with the applicable Municipal Finance Management Legislation insofar as the Municipality is concerned.
- d) Lead, direct and manage staff within the Directorate: Public Safety Fleet & Facility Management that is responsible for Traffic and Security, Fleet and Facilities Management, Fire and Disaster management functions.
- e) Compiles and manages the Directorate's annual, capital and operational budget.
- f) Manages and ensure that all projects and programmes emanating from the other sections within Directorate are aligned with and in support of the Integrated Development Plan.
- g) Develop by-laws, polices, and processes for Directorate.
- h) Develop and continuously evaluate short and long-term strategic organizational governance objectives of the Municipality.
- i) Develop and monitor systems, procedures and processes to ensure correct working operations and practices.
- j) Ensuring diligent execution of municipal functions and management of the Department, in accordance with the applicable legislation, policies, practices and standards.
- k) Discharging all council and committee resolutions, statutory liabilities and delegated authority.
- l) Responsible for the performance management and SDBIP of the Department.
- m) Coordinate Portfolio Committee meetings and business processes and submit reports.
- n) Formulate create solutions to enhance cost-effectiveness and effectively in the delivery of services and administration of the Municipality.
- o) Integrating service delivery

## 2. Scorecard

### 2.1. Ker Performance Areas (KPA's)

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
<b>NATIONAL KEY PERFORMANCE INDICATOR: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT</b>											
Strategy 4.1.1	<b>PSFFM: 01</b> % of fire incidents managed and responded to, as a proportion of total no. received By 30 June 2020	10		100%	100%	100%	100%	100%	100%	Quarterly incidents report / OB Report	Assistant Director: Fire and Disaster
Strategy 4.1.2	<b>PSFFM: 02</b> % of disaster incidents responded to, as a proportion of requests received By 30 June 2021	10		100%	100%	100%	100%	100%	100%	Quarterly incidents report + Worksheet	Assistant Director: Fire and Disaster

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
Strategy 4.1.4	<b>PSFFM: 03</b> Reduction in By-law contraventions	10		4	4 by-laws enforcement programs by 30 June 2020	1	2	3	4	Attendance register + Signed report	Assistant Director: Traffic and Security Services
	<b>PSFFM: 04</b> Number of reports on the upgrading of security systems within the Municipal Buildings by 30 June 2020	5		4	4 reports on the upgrading of security systems within the Municipal Buildings	1	2	3	4	Signed report on the upgrading of security systems within the Municipal Buildings	Assistant Director: Traffic and Security Services
	<b>PSFFM: 05</b> Number of planned Municipal main/satellite buildings maintained by 30 June 2020	5		6	8 planned Municipal main/satellite buildings maintained by 30 June 2020	2	4	6	8	Pre and Post maintenance Photos, requisition and maintenance	Assistant Director: Facility
	<b>PSFFM: 06</b> % of unplanned Municipal main/satellite buildings	5		100%	100% of unplanned maintenance on Municipal main/satellite	100%	100%	100%	100%	Pre and Post maintenance Photos, requisition	Assistant Director: Facility

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	rolled out by 30 June 2020				buildings by 30 June 2020						
	<b>PSFFM: 07</b> Number of joint operations performed by 30 June 2020	5		12	12 joint operations performed by 30 June 2020	3	6	9	12	Photos Duty rosters	Assistant Director: Traffic and Security Services
	<b>PSFFM: 08</b> Number of Road Safety educational programmes performed by 30 June 2020	5		12	12 Road Safety educational programmes performed by 30 June 2020	3	6	9	12	Signed Monthly report Photos Attendance registers	Assistant Director: Traffic and Security Services
	<b>PSFFM: 09</b> Turnaround time in repair and maintenance of vehicles	5		30days	<30days taken to repair and maintain vehicles	<30days taken to repair and maintain vehicles	<30days taken to repair and maintain vehicles	<30days taken to repair and maintain vehicles	<30days taken to repair and maintain vehicles	Signed Quarterly report inclusive on job cards on days taken to repair and maintain vehicles & In	Assistant Director: Fleet
<b>NATIONAL KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>											
	<b>PSFFM: 10</b> Number of policies reviewed by 30 June 2020	3		4	4 Policies reviewed 1x Fleet Policy	N/A	N/A	N/A	4 Policies reviewed 1x Fleet Policy	Copies of reviewed Policies with Council Resolution	Director: PSFFM



STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON	
						1 <sup>ST</sup> QUARTER PERFORMAN CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMAN CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMAN CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMAN CE TARGETS			
					1x Community halls and Facility usage Policy 1x Security Services Policy 1x Traffic law enforcement policy					1x Community halls and Facility usage Policy 1x Security Services Policy 1x Traffic law enforcement policy		
	<b>PSFFM: 11</b> Number of by-laws reviewed by 30 June 2020	2		1	1 By-Law reviewed 1x Fire Service by-law	N/A	N/A	N/A		1 By-Law reviewed 1x Fire Service by-law	Copy of reviewed by-law & Council Resolution	Assistant Director: Fire and Disaster
<b>NATIONAL KEY PERFORMANCE AREA: MUNICIPAL FINANCIAL VIABILITY</b>												
	<b>PSFFM: 12</b> Number of reports on monitoring of fuel operating costs June 2020	3		4	4 reports on monitoring of fuel operating costs June 2020	1	2	3			Signed Quarterly report + fuel delivery notes	Assistant Director: Fleet
	<b>PSFFM: 13</b>	3		4	4 reports on vehicle	1	2	3			Signed Quarterly	

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	Number of reports on vehicle operating costs by 30 June 2020				operating costs by 30 June 2020					report on vehicle operational costs	Assistant Director: Fleet
	PSFFM: 14 Percentage increase of money recovered from traffic fines (before court date)	3		24%	38%	38%	38%	38%	38%	Payments printout from TCS system.	Assistant Director: Traffic and Security Services
	PSFFM: 15 Percentage of money collected from vehicle registration and licensing transactions as per agency agreement+	2		20%	20%	20%	20%	20%	20%	Reconciliation Report	Assistant Director: Traffic and Security Services
	PSFFM: 16 Percentage of payment received from	2		100%	100%	100%	100%	100%	100%	Lease agreement and Proof of payment	Assistant Director: Facility

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	halls by 30 June 2020										
	<b>PSFFM: 17</b> Percentage of payment received from learners and driving licence as well as PrDP applications	2		100%	100%	100%	100%	100%	100%	RD 329 Report	Assistant Director: Traffic and Security Services
<b>NATIONAL KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>											
	<b>PSFFM: 18</b> Percentage of Council resolutions implemented by 30 June 2020	1		100%	100% Council resolutions implemented	100%	100%	100%	100%	Extracts PSFFM specific Resolution from the Council Resolution Register	Director PSFFM
	<b>PSFFM: 19</b> Percentage Reduction in number of Public Safety specific Prior Year Audit Findings by 30	1		100%	100% Reduction in number of Prior Year Audit Findings by 30 November 2019	N/A	100% Reduction in number of Prior Year Audit Findings by 30 November 2019	100%	N/A	Signed proof of submission	Director PSFFM

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	November 2019										
	<b>PSFFM: 20</b> Number of Directorate management meetings held 30 June 2020	1		12	12 Directorate management meetings held 30 June 2020	3	6	9	12	A Set of Signed minutes and attendance register	Director PSFFM
	<b>PSFFM: 21</b> Number of Monthly Performance Reports submitted to PC's by 30 June 2020	1		12	12 X Performance Reports submitted to PC's by 30 June 2020	3	6	9	12	PC Resolution	Director PSFFM
	<b>PSFFM: 22</b> Percentage submission of the IDP/Budget/SDBIP/Annual report inputs within prescribed time frame by 30 June 2020	2		100%	100% submission of the IDP/Budget/SDBIP/Annual report inputs within prescribed time frame by 30 June 2020	100%	100%	100%	100%	Signed proof of submission with acknowledgment of receipt	Director PSFFM

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	<b>PSFFM: 23</b> Number of Quarterly Performance Reports + POE submitted to PMS Unit by 05 of every quarter ending	2		4	4 x Quarterly Performance Reports + POE submitted to PMS Unit by end of June 2020	1	2	3	4	Signed Quarterly Performance Report and proof of submission	Director PSFFM
	<b>PSFFM: 24</b> Number of Performance Plans signed by Managers	2		0	3 Performance Plans signed by Managers	N/A	3 Performance Plans signed by Managers	N/A	N/A	A Set of 4 Signed Performance Plans	Director PSFFM
	<b>PSFFM: 25</b> Number of Quarterly Performance Reviews of Managers conducted by 30 June 2020	2		0	12 Performance Quarterly Reviews of Managers conducted	3	6	9	12	Signed minutes of reviews and attendance register	Director PSFFM
	<b>PSFFM: 26</b> Number of B2B reports submitted to the MM by 30 June 2020.	2		New	12 x reports submitted to MM by 30 June 2020	3	6	9	12	Signed B2B reports	Director PSFFM

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	<b>PSFFM: 27</b> Percentage compliance to LGMIM implementation by 30 June 2020.	2		New	100% compliance to LGMIM implementation by 30 June 2020	100%	100%	100%	100%	Extract from Data-base	Director PSFFM
	<b>PSFFM: 28</b> Percentage implementation of fraud prevention plans	1		New	100% compliance to	100%	100%	100%	100%	Departmental Action Plan	Director PSFFM
	<b>PSFFM: 29</b> Percentage Risk mitigation implemented per quarter	1		100%	100% of Risk mitigation implemented per quarter	100%	100%	100%	100%	Signed Risk Report	Director PSFFM
	<b>PSFFM: 30</b> Number of Monthly Risk Reports submitted to Risk Office on monthly basis	1		4	4 x Quarterly Risk Reports submitted to Risk Office by 30 June 2020	3	6	3	12	Signed Proof of submission and signed risk report	Director PSFFM
	<b>PSFFM: 31</b> Percentage attendance of Risk	1		New	100% attendance of Risk Management	100%	100%	100%	100%	Minutes and Attendance Register	Director PSFFM

STRATEGIC GOAL	KEY PERFORMANCE INDICATOR	WEIGHTS	BUDGET	BASELINE	2019/20 ANNUAL TARGET	QUARTERLY PERFORMANCE TARGETS				PORTFOLIO OF EVIDENCE (POE)	RESPONSIBLE PERSON
						1 <sup>ST</sup> QUARTER PERFORMANCE CE TARGETS	2 <sup>ND</sup> QUARTER PERFORMANCE CE TARGETS	3 <sup>RD</sup> QUARTER PERFORMANCE CE TARGETS	4 <sup>TH</sup> QUARTER PERFORMANCE CE TARGETS		
	Management Committee Meetings on quarterly basis				Committee Meetings on quarterly basis						

## 2.2. Core Competency Requirements (CCRs)

Competency	Driving Competency	Driving Competency Weight	Total Competency Weight
<b>LEADING COMPETENCIES (60%)</b>			
Strategic Direction	Impact and Influence	3	10
	Institutional Performances Management	4	
	Strategic Planning and Management	5	
	Organizational Awareness	3	
People Management	Human Capital Planning and Development	4	10
	Diversity Management	2	
	Employee Relations Management	2	
	Negotiations and Dispute Management	2	
Program and Project Management	Program and Project Planning and Implementation	5	10
	Service Delivery and Delivery	5	
	Programme and Project monitoring and Evaluations	5	
Financial Management	Budget Planning and Execution	4	10
	Financial Strategy and Delivery	2	
	Financial Reporting and Monitoring	4	
Change Leadership	Change vision and Strategy	4	10
	Process Design and Improvement	2	
	Change Impact Monitoring & Evaluation	4	
Governance Leadership	Policy Formulation	4	10
	Risk and Compliance Management	3	
	Cooperative Governance	3	



Competency	Driving Competency	Driving Competency Weight	Total Competency Weight
<b>LEADING COMPETENCIES (60%)</b>			
<b>CORE COMPETENCIES (40%)</b>			
Moral Competence		10	10
Planning and Organizing		10	10
Analysis and Innovation		5	5
Knowledge & Information Management		5	5
Communication		5	5
Results and Quality Focus		5	5
<b>TOTAL WEIGHTINGS</b>		<b>100%</b>	

**Declaration Statement for Measures**

The Director: Community Development hereby declares to be fully aware of the contents of this Performance Plan, and to do all that is legally possible to achieve the intended results and to be held accountable for work done in the Department. The Director also acknowledged that she will be held accountable for the work performed by the Units within the Department's jurisdictional operations.

3. Signatories

Signature of Employee: .....

Signed and accepted by (full names): *PUMIA DILINGA* (Designation): *DIRECTOR PSFM*, the employee of the Madibeng Local Municipality "the Employer"

Date: *30-July-2019*

Signature of the Employer: .....

Signed and accepted by (full names): *GRACE MASHE* (Designation): *ACTING MUNICIPAL MANAGER*, duly representing the Madibeng Local Municipality "the Employer"

Date: *30-July-2019*

Signature of the Employer:  .....

Signed and accepted by (full names): *MARGARENE C. MAGOLE* (Designation): *ACTING MUNICIPAL MANAGER*, duly representing the Madibeng Local Municipality "the Employer"

Date: *30-July-2019*

# ANNEXURE B


## PERSONAL DEVELOPMENT PLAN

SURNAME: DILINSA NAME (S): Purnima EMPLOYEE CODE: .....  
 DEPARTMENT: PUBLIC SAFETY FLEET & FACILITY DESIGNATION: DIRECTOR  
 CURRENT QUALIFICATIONS: B-TECH

### AREAS OF INTERVENTIONS

Financial Year	Learning Goals/Objectives	Skills, Knowledge or Experience	Development Initiatives (Training, Mentoring, Coaching, Guidance and Instruction). Identify specific learning Programmes or courses	Estimated Costs	Duration
19/20	Management	Business Executive Coaching Finance and Administration	MPA	R103.670	1 YEAR
19/20	Leadership	Ethical Leadership King IV Governance			

**Signatories**

Signature of Employee:  .....  
Signed and accepted by (full names): *PUMA DILISA* ..... (Designation): *DIRECTOR PSM* ....., the employee of the Madibeng Local Municipality " the Employer"  
Date : *30-July-2019* .....

Signature of the Employer: .....  
Signed and accepted by (full names): *GRACE MAGOLE* ..... (Designation): *ACTING MUNICIPAL MANAGER* ....., duly representing the Madibeng Local Municipality " the Employer"  
Date: *30-July-2019* .....

Signature of the Employer:  .....  
Signed and accepted by (full names): *MASEBENE G. MACOLE* ..... (Designation): *ACTING MUNICIPAL MANAGER* ....., duly representing the Madibeng Local Municipality " the Employer"  
Date: *30-July-2019* .....

***ANNEXURE C***



***FINANCIAL DISCLOSURE  
FORM***

**MADIBENG LOCAL MUNICIPALITY**

**PUMLA. DILINGA**

**FOR THE**

**FINANCIAL YEAR:  
1 JULY 2019 - 30 JUNE 2020**

*Strictly Confidential*

I, the undersigned (surname and initials) DILINGA P

(Postal address) PO BOX 56164

(Residential address) 6 SALIGNA COMPLEX, 35 IMPALA CREES  
BRITS 0250

(Position held) DIRECTOR

(Name of Municipality) MADIBENG LOCAL MUNICIPALITY

Tel: 012 318 9410 Fax: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

1. Shares, securities and other financial interests (Not bank accounts with financial institutions.)

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

2. Interest in a trust

Name of trust	Amount of Remuneration / Income

3. Membership, directorships and partnerships

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
<u>LESEDI KO PELE ZHFC</u>	<u>CC</u>	<u>RO</u>

4. Remunerated work outside the Municipality (Must be sanctioned by Council)

Name of Employer	Type of Work	Amount of remuneration/ Income

CONFIDENTIAL

Signature by Acting Municipal manager: [Signature]

Date 30-July-2019

5. Consultancies, Retainerships and Relationships

Name of client	Nature	Type of business activity	Value of any benefits received

6. Subsidies, grants and sponsorships by any organisation

Source of assistance	Description of assistance	Value of assistance

7. Gifts and hospitality from a source other than a family member

Description	Value	Member

8. Land and property

Description	Extent	Area	Value
25 IMPALA CRES.	X19	BEITS	R1.200 000.

  
 \_\_\_\_\_  
 PUMLA DILINGA  
 DIRECTOR PSSFFM

DATE: 30-July-2019