

REVIEWED PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR SITEMBELE WISEMAN VATALA
(Herein after referred to as Employer)

AND

DIRECTOR: PLANNING, ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE

MR NKULULO MNTUYEDWA
(Herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2017 – 30 JUNE 2018

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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) as amended. The Employer and Employee are hereinafter referred 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. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 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 promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between NKULULO MNTUYEDWA: DIRECTOR EDTA and Municipal Manager. The performance agreement is for the 2017/2018 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2017/2018 and the 2017/2018 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this “Agreement” – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the “Employer” means Emalahleni Local Municipality;
 - 1.6.3 the “Employee” means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the “Parties” mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer’s expectations of the Employee’s performance targets and accountabilities;
- 2.2 To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3 To monitor and measure performance against set targeted outputs and outcomes;
- 2.4 To establish a transparent and accountable working relationship;
- 2.5 To appropriately reward the Employee in accordance with Section 11 of this Agreement;
- 2.6 To give effect to the Employer’s commitment to a performance orientated relationship with the Employee in attaining improved service delivery

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2016 and will remain in force until 30 June 2018 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan sets out:
 - 4.1.1 the performance objectives and targets that must be met by the Employee;
 - 4.1.2 the time frames within which those performance objectives and targets must be met;
 - 4.1.3 the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee;
- 4.2 The performance objectives and targets reflected and targets 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 and the Budget of the Employer and shall include:
 - 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of the 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 adopted for the Employees 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 employees and service providers to perform to the standards required;

- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (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 the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, 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 the Employee:

KPA No	KEY PERFORMANCE AREAS	Weight
1	Basic Service Delivery and Infrastructure	0%
2	Local Economic Development	60%
3.	Municipal Transformation and Institutional Development	10%
4	Good Governance and Public Participation	20%
5	Municipal Financial Viability and Management	10%
TOTAL		100%

- 5.7 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 are reflected in the list below as agreed to between the Employer and Employee:

CCR No	CORE COMPETENCY REQUIREMENTS	Weight
1	Financial Management (compulsory)	20%
2	People Management and Empowerment (compulsory)	20%
3	Client Orientation and Customer Focus (compulsory)	20%
4	Change Management	10%
5	Knowledge of developmental local government	15%
6	Programmes and Project Management	15%
TOTAL		100%

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement set out-
- 6.1.1 the standards and procedures for evaluating the Employee's performance; and
- 6.1.2 the intervals for 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 timeframes;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below:
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
 - 6.6.1 each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The Employee will submit her self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs
 - 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
 - 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;
 - 6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and
 - 6.7.4 An overall score will be calculated based on the total of the individual scores calculated above;
- 6.8 Overall Rating
 - 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and
 - 6.8.2 Such overall rating represents the outcome of the performance appraisal
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs.

Level	Terminology	Description
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 PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4	Performance significantly above expectation	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	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	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 PA and Performance Plan.
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 effort to encourage improvement

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an Evaluation Panel constituted of the following persons will be established:

- 6.10.1** Municipal Manager of Emalahleni Municipality
- 6.10.2** Municipal Manager from another municipality
- 6.10.3** Audit Committee member (Chairperson)
- 6.10.4** Member of the Executive Committee
- 6.10.5** Ward Committee member

6.11 The assessment panel will evaluate the performance of the Employee as at the end of the second (nd) and fourth (4th) quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal and performance must be satisfactory with Portfolio of Evidence:

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July – September: Qrt 1	October 2017
2	October – December: Qrt 2	January 2018
3	January – March Qrt 3	April 2018
4	April – June Qrt 4 (Year End)	July 2018

- 7.2 Formal assessment will require an employee to submit a report on achievements of each target objective as indicated in the service delivery and budget implementation plan with portfolio of evidence.
- 7.3 The Employer shall keep a record of the mid-year and year-end assessment meetings;
- 7.4 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.5 The Employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.6 The Employer may amend the provisions of the Performance Plan whenever the performance management or amended as the case may be. In that case, the Employee will be fully consulted before any changes to this performance agreement to ensure effective implementation of reviewed service delivery and budget implementation plan where changes are made in terms of Section 54.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such changes or plan is made.

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 my 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 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 assisting 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 its 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.

- 10.2** The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

- 11.1** The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;
11.2 The performance bonus will be rated as follows:
Performance rating:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance

- 11.3** The Performance bonus will be paid as follows:
- 130%-149% is awarded a performance bonus ranging from 5%-9%of total remuneration package
 - 150% and above is awarded a performance bonus ranging from 10% -14% of total remuneration package

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1** Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2** The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3** 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; and
- 12.4** In the case of unacceptable performance, the Employer shall-

- 12.4.1 provide systematic remedial or developmental support to assist the Employee to improve her performance; and
- 12.4.2 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 her duties

13. DISPUTE RESOLUTION

- 13.1 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, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty (30) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and
- 14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

THUS DONE AND SIGNED AT CACABU ON THE 03 DAY OF July 2017

AS WITNESSES



SIGNATURE



SIGNATURE




DIRECTOR EDTA:

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT CACADU ON THE 03 DAY OF JULY 2017

AS WITNESSES



SIGNATURE



SIGNATURE



MUNICIPAL MANAGER

ANNEXURE A

ANNEXURE A

PERFORMANCE PLAN: 2017/2018

MR NKULULO MNTUYEDWA

EMALAHLENI LOCAL MUNICIPALITY

This Performance Plan defines the Council's expectations and legal prescribes that the Municipal Manager must at all material times comply and uphold in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice Number 805 provides that performance objectives and targets must be based on the Key Performance Indicators enshrined in the Municipality's Integrated Development Plan and determined in agreement with the Mayor (as representative of Council).

The following are three (3) parts to this performance plan, which are:

1. Scorecard detailing IDP goals (Key Performance Areas) and their related key performance indicators, weightings and target dates
2. Core Competency Requirements
3. Personal Development Plan

STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Planning, Economic Development, Tourism and Agriculture as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the Directorate of Planning, Economic Development, Tourism and Agriculture and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as represented by the Municipal Manager and the Director: Planning, Economic Development, Tourism and Agriculture.

PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

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The Municipal Manager may request input from agendas, minutes and "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are people who are able to comment on the Director's performance since they have worked closely with her on some or all aspects of her job.

The Director: Planning, Economic Development, Tourism and Agriculture should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

The Director: Planning, Economic Development, Tourism and Agriculture will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Planning, Economic Development, Tourism and Agriculture and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Planning, Economic Development, Tourism and Agriculture scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.

The Evaluation Panel should provide ratings of the Director's performance against agreed objectives as a result of portfolio of evidence and/or comments and input.

Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Director: Planning, Economic Development, Tourism and Agriculture will be based on the rating scale for KPAs as set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Director: Planning, Economic Development, Tourism and Agriculture on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor and Municipal Manager should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Planning, Economic Development, Tourism and Agriculture should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

Poor work performance will be dealt with in terms of Regulation 32 (3) of the Performance Regulations.

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2017/18 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs. The Director: Economic Development, Tourism and Agriculture is directly accountable for the following programmes directly linked to the IDP for 2017/18 as indicated in the IDP column of the scorecard.

1. KEY PERFORMANCE AREA SCORECARD

KPA 1 BASIC INFRASTRUCTURE AND SERVICE DELIVERY = 0 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	Indicator Code	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS- Indicate target met or not met by X				DSC SCORE 1-5	PANEL SCORE 1-5
						Quarter 1 Targets	Quarter 2 Targets	Quarter 3 Targets	Quarter 4 Targets		

KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 60 %											
OBJECTIVES	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to support documentation)				DSC SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To facilitate formalization and support development of SMMEs within ELM by June 2018	Number of information dissemination and advisory sessions facilitated	2_22_22.1_P049	4 SMME information dissemination and advisory sessions facilitated by 30 June 2018	3 %	Quarterly reports on SMME Information Dissemination Session facilitated	1 Information dissemination session of the SMME Programmes (formal, informal, cooperative, small scale mining and assistance to prospective businesses) facilitated in Rural Nodes	1 Information dissemination session of the SMME Programmes (formal, informal, cooperative, small scale mining and assistance to prospective businesses) facilitated in Rural Nodes	1 Information dissemination session of the SMME Programmes (formal, informal, cooperative, small scale mining and assistance to prospective businesses) facilitated in Rural Nodes	1 Information dissemination session of the SMME Programmes (formal, informal, cooperative, small scale mining and assistance to prospective businesses) facilitated in Rural Nodes		
	Number of SMME's supported	2_22_22.2_P050	1 SMME supported (Auto Styling) in Indwe by 30 June 2018	3 %	Quarterly Reports on support provided	Procurement of Auto Styling Car Wash production inputs facilitated	Procurement of Auto Styling Car Wash production inputs facilitated	Delivery of Production Inputs to the SMME conducted	Handover of production inputs to SMME conducted		
To facilitate the formalisation and support	Number of Hawkers and businesses licensed	2_22_22.3_P051	20 Businesses and Hawkers licensed (6 Indwe, 6 Lady Frere and 8	3 %	Quarterly report on licensed businesses and hawkers	Stakeholder Engagement on Licencing conducted	Licencing of 6 Businesses and Hawkers facilitated in Indwe	Licencing of 6 Businesses and Hawkers facilitated in Lady Frere	Licencing of 8 Businesses and Hawkers facilitated in Dordrecht		

KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 60 %

OBJECTIVES	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS -- Indicate target met or not met by X (with reference to support documentation)				DSC SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
the development of SMME's within ELM			Dordrecht) by 30 June 2018								
To promote and support agricultural development by June 2018	Number of advisory sessions conducted	2_23_23.1_P052	3 Advisory sessions and 1 farmer's day conducted in ELM by 30 June 2018	2 %	Quarterly reports on advisory sessions and farmer's day conducted	1 Advisory Session conducted	Farmer's Day Conducted	1 Advisory Session conducted	1 Advisory Session conducted		
	Number of Nguni bulls purchased and distributed	2_23_23.2_P053	12 Nguni bulls purchased and distributed in Ward 1 (2), 3 (2), 5 (2), 6 (2), 12 (2) and 15 (2) by 30 June 2018	4 %	Quarterly report on Nguni Bulls Purchased and Distributed	Procurement processes for the supply and delivery of Nguni bulls facilitated	Procurement processes for the supply and delivery of Nguni bulls facilitated	genetic improvement programme monitored and implemented	genetic improvement programme monitored, implemented and reviewed		
	Number of livestock branded	2_23_23.3_P054	200 livestock branded in ELM by 30 June 2018	4 %	Quarterly reports and branding receipt book	50 livestock branded	50 livestock branded	50 livestock branded	50 livestock branded		
	Number of Livestock Marketing Sessions facilitated	2_23_23.4_P055	2 Livestock Marketing Sessions facilitated in ELM by 30 June 2018	4 %	Quarterly Reports on Livestock Marketing sessions facilitated	1 Livestock Marketing Session Facilitated	Not Applicable	Not Applicable	1 Livestock Marketing Session Facilitated		
To promote and support agricultural	Number of Production Assembly	2_24_24.1_P056	2 production assemblies revitalized	5 %	Quarterly reports on revaluation of	Stakeholder engagement conducted	learning and sharing session conducted	1 production assembly	1 production assembly		

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KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 60 %

OBJECTIVES	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to support documentation)				DSC SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
development by June 2018	(Committees) revitalized		(Committees) in Tshatshu and Xonxa by 30 June 2018		production assemblies			revitalised in Tshatshu	revitalised in Xonxa		
	Number of Forestry Management Committees established	2_25_25.1_P057	3 Forestry Management committees established in Ward 2, 6 and 13 by 30 June 2018	2 %	Quarterly reports on establishment forestry management committee		1 forestry management committee established at Maqhashu	1 forestry management committee established at Kundulu	1 forestry management committee established at Machubeni		
	Number of Memorandum of Understanding (MoU) signed between Emalahleni LM and Ibuyambo Mill	2_26_26.1_P058	Memorandum of Understanding signed between Emalahleni LM and Ibuyambo Mill by 30 June 2018	3 %	MoU, Quarterly reports		First Draft MOU developed	Final Draft MOU developed and signed	MoU implemented		
To promote economic development within ELM by June 2018	Number of Stakeholder Engagement Sessions on the implementation of Rural Enterprise Development Hub conducted	2_26_26.2_P059	4 Stakeholder Engagement Sessions on the implementation of Rural Enterprise Development Hub by 30 June 2018	4 %	Quarterly reports on Stakeholder Engagement Sessions conducted		1 Stakeholder Engagement Session on implementation of RED HUB conducted	1 Stakeholder Engagement Session on implementation of RED HUB conducted	1 Stakeholder Engagement Session on implementation of RED HUB conducted		

KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 60 %

OBJECTIVES	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to support documentation)				DSC SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To Implement Tourism and Heritage Management Plan by June 2018	Number of Tourism Marketing Events conducted	2_27_27.1_P060	2 Tourism Marketing Events conducted in ELM by 30 June 2018	3 %	Quarterly reports on tourism events conducted	Data collection on existing cultural groups conducted	1 Tourism Marketing Build Up Event conducted	1 Tourism Marketing Event conducted	Not Applicable		
	Number of Tourism infrastructure development sessions facilitated	2_27_27.2_P061	2 Tourism infrastructure development sessions facilitated in ELM by 30 June 2018	3 %	Quarterly Reports on tourism infrastructure development sessions facilitated	Stakeholder engagement on the tourism infrastructure development sessions	Stakeholder engagement on the tourism infrastructure development sessions	1 tourism infrastructure development session conducted	1 tourism infrastructure development session conducted		
To Implement Tourism and Heritage Management Plan by June 2018	Number of tourism establishment grading sessions facilitated	2_27_27.3_P062	3 tourism establishment grading sessions facilitated in Cacadu, Dordrecht and Indwe by 30 June 2018	4 %	Quarterly reports on tourism grading sessions facilitated	Data collection on the existing tourism establishments	1 tourism establishment grading sessions facilitated	1 tourism establishment grading sessions facilitated	1 tourism establishment grading sessions facilitated		
	Number of Heritage events and awareness programmes conducted	2_27_27.4_P063	1 heritage event and 3 heritage awareness programmes conducted in Cacadu, Dordrecht and Indwe by 30 June 2018	3 %	Quarterly reports on heritage event and awareness programs conducted	1 heritage awareness programme conducted	1 heritage event conducted	1 heritage awareness programme conducted	1 heritage awareness programme conducted		
To Implement Tourism and	Number of Local Tourism	2_27_27.6_P064	4 Local Tourism	4 %	Quarterly reports on	1 LTO monitoring session	1 LTO monitoring session	1 LTO monitoring session	1 Joint LTO monitoring		

KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 60 %

OBJECTIVES	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to support documentation)				DSC SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
Heritage Management Plan by June 2018	Organisations monitoring sessions conducted		Organisation Monitoring Sessions conducted in Cacadu, Dordrecht and Indwe by 30 June 2018		Organisation Monitoring Sessions conducted	conducted in Lady Frere	conducted in Dordrecht	conducted in Indwe	session conducted		
To lobby funding for high impact projects and facilitate market access for local businesses by June 2018	Number of Proposals on Trade and Investment developed	2_28_28.1_P065	2 Proposals on Trade and Investment developed by 30 June 2018	4%	2 Proposals, proof of submission and engagement	Stakeholder Engagement conducted	1 Proposal on Trade and Investment developed and submitted	1 Proposal on Trade and Investment developed and submitted	Continuous engagements with potential funders conducted		
To streamline mining activities for acceleration of socio-economic development within ELM by June 2018	Number of small scale mining cooperatives provided with administrative support	2_29_29.1_P066	6 small scale mining Cooperatives provided administrative support in Dordrecht by 30 June 2018	2%	Quarterly report on administrative support provided	Stakeholder Engagement with relevant stakeholders	Registration Process facilitated for small scale mining co-operatives	Registration Process facilitated for small scale mining co-operatives	Registration Process facilitated for small scale mining co-operatives		

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KPA 3 • GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 10 %										
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to supporting documentation)	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS
To ensure an effective municipal governance in line with applicable legislation by June 2018	Number of policies, by-laws, strategies and procedures submitted for development, review and approval	3_34_34.1_P074	policies, by-laws, strategies and procedures submitted for development, review and approval by 30 June 2018	4%	List of submitted policies, by-laws, strategies and procedures		Policies, by-laws, strategies and procedures identified and submitted for development, review and approval for the directorate	Review Process monitored	Development/Review Process monitored	Development/Review Process monitored
To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2018	Directorate Risk Register implemented	3_36_36.1_P079	Directorate Risk Register implemented by 30 June 2018	3%	Updated Risk Register updated and implemented		Identification of Community Services Operational Risks	Contribute to the implementation of the Risk Register	Contribute to the implementation of the Risk Register	Contribute to the implementation of the Risk Register
To achieve clean administration by June 2018	Submit inputs towards development of the Audit Action Plan	3_39_39.1_P083	Submit inputs towards development of the Audit Action for 2016/2017 Plan by 30 June 2018	3%	Inputs submitted		Submit inputs towards development of the Audit Action for 2016/2017 Plan by 30 June 2018	Submit inputs towards development of the Audit Action for 2016/2017 Plan by 30 June 2018	Submit inputs towards development of the Audit Action for 2016/2017 Plan by 30 June 2018	Submit inputs towards development of the Audit Action for 2016/2017 Plan by 30 June 2018

KPA 4 • MUNICIPAL TRANSFORMATION & DEVELOPMENT = 20 %										
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to supporting documentation)	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS

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To develop the skills of the workforce by June 2018	Level of compliance with the PMS Framework Policy and Procedure Manual	4_41_41.1_P085	2017/2018 FY Performance and Accountability Agreements signed and implemented by 30 June 2018	3%	Quarterly Reports on implementation of signed and implemented Performance Agreements	Signing of Performance and Accountability Agreements facilitated, Formal Reviews facilitated	Informal Performance Reviews facilitated	Formal reviews facilitated	Informal reviews facilitated		
To ensure an effective system of municipal governance in line with applicable	Ensure compliance with the Statutory Meetings scheduled as per the approved Council Calendar	4_46_46.1_P091	Ensure compliance with the Statutory Meetings scheduled as per the approved Council Calendar	2%	Standing Committee Agenda, attendance register and minutes	Ensure compliance with the Statutory Meetings scheduled as per the approved Council Calendar	Ensure compliance with the Statutory Meetings scheduled as per the approved Council Calendar	Ensure compliance with the Statutory Meetings scheduled as per the approved Council Calendar	Ensure compliance with the Statutory Meetings scheduled as per the approved Council Calendar		
To ensure an effective system of a municipal governance in line with applicable by June 2018	Directorate Council Resolution Register updated	4_46_46.3_P093	Directorate Council Resolution Register updated by 30 June 2018	3%	Minutes and agendas	Directorate Council Resolution Register updated for Quarter 4	Directorate Council Resolution Register updated for Quarter 1	Directorate Council Resolution Register updated for Quarter 2	Directorate Council Resolution Register updated for Quarter 3		
To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2018	IDP/PMS and Budget process plan 2018/2019 developed, approved and implemented	4_54_54.1_P105	IDP/PMS & Budget Process Plan 2018/2019 developed, approved and implemented by 30 June 2018	3%	Council Resolutions, Attendance Registers, IDP & Budget process plan.	IDP/PMS and Budget Review Process Plan 2018/2019 developed and presented to Council structures for adoption	IDP/PMS and Budget Review Process Plan 2018/2019 implemented	IDP/PMS and Budget Review Process Plan 2018/2019 implemented	IDP/PMS and Budget Review Process Plan 2018/2019 implemented		
	Number of 2018/2019 IDP documents developed and submitted to Council for approval	4_54_54.2_P106	1 2018/2019 IDP Document developed and submitted to Council for approval by 30 June 2018	3%	Council Resolution, 2018/2019 IDP Document	Reviewed Situational Analysis report presented to Council Structures for noting	Development needs and priorities reviewed in all 17 wards	Draft Projects integrated and draft IDP developed and submitted to Council structures for noting, Objectives, Strategies and Indicators developed and presented to relevant stakeholders	Draft IDP submitted to relevant stakeholders for presentation to communities for comments. Final draft IDP submitted to Council		

3%	Community Services inputs submitted	1 draft Annual Report developed and submitted to council structures and AG for compliance	Draft annual report 2016/2017 submitted to Council structures and Council for approval; Publication of the draft annual report facilitated	Publication for the approved annual report facilitated	structures for approval Not Applicable
3%	Community Services proof of submission	Section 46 report for the 2016/2017 fy prepared and submitted to Council structures for noting. Service Delivery and Budget Implementation Plan 2017/2018 implemented	1st quarterly report prepared and presented to Council structures for noting	Mid-year performance report prepared, submitted to Council for noting and publicized	3rd quarterly report prepared and submitted to Council for noting and Informal Performance Reviews conducted.

KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 10 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS - Indicate target met or not met by X (with reference to supporting documentation)				DOS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
Development and implementation of clear SCM demand and management plan	2017/2018 Procurement Plan inputs submitted for Community Services Directorate and implemented	5.56.56.1 P 109	2017/2018 Procurement Plan inputs submitted for PEDTA and implemented	3%	Directorate Procurement Plan Specifications	Development of specifications for Directorate projects in the procurement plan.	Development of specifications for Directorate projects in the procurement plan	Development of specifications for Directorate projects in the procurement plan	Development of specifications for Directorate projects in the procurement plan		

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Development of comprehensive audit action plan and tightening of internal controls and their implementation inclusive of general controls.	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	5_57_57.2_P_113	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	3%	Information requested by AG provided	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit	100% submission of Directorate information requested by AG for the 2016/2017 and 2017/2018 audit
To improve compliance and adherence to MFMA legislation.	Submit Directorate inputs towards 2016/2017 adjustment budget	5_57_57.4_P_115	Submit Directorate inputs towards 2016/2017 adjustment budget	1%	16/17 adjustment budget needs submitted	Not Applicable	Not Applicable	Submit Directorate inputs towards 2016/2017 adjustment budget	Submit Directorate inputs towards 2016/2017 adjustment budget
	Submit Directorate 2018/2019 Budget Needs to BTO	5_57_57.1_P_116	Submit Directorate 2018/2019 Budget Needs to BTO	3%	Budget Needs submitted	Not Applicable	Provide input to compilation of Budget for 2018/2019	Review draft budget in line with Directorate inputs.	Prepare final draft estimates for 2018/2019 budget along with Treasury regulations

2. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: PEDTA

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the Personal Development Plan for addressing developmental gaps

CORE MANAGEMENT COMPETENCIES	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT	RATING 1-5
1. Financial Management	Compiles and manages budgets, controls cash-flow, institutes risk management and	<ul style="list-style-type: none"> Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate 	Compulsory	The Directorate complied with financial management legislation and policies.	20 %	

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	<p>administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council</p>	<ul style="list-style-type: none"> • Manage and monitor financial risk • Continuously look for new opportunities to obtain and save funds • Prepare financial reports and guidelines based on prescribed format • Understand and weigh up financial implications of propositions • Understand, analyse and monitor financial reports • Allocate resources to established goals and objectives • Align expenditure to cash-flow projections • Ensure effective utilisation of financial resources • Prepare own budget in line with strategic objectives 			
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<p>2. People Management and Empowerment</p>	<p>Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals</p>	<ul style="list-style-type: none"> • Seek opportunities to increase personal contribution and level of responsibility • Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches • Delegate and empower others to increase their level of responsibility • Apply labour and employment legislation and regulations consistently • Facilitate team goal setting and problem solving • Recognise individuals and teams and provide developmental feedback in accordance with performance management principles • Adhere to internal and national standards with regard to HR practices • Deal with labour matters • Identify competencies required and suitable resources for specific tasks 	<p>Compulsory</p>	<p>All staff members except general workers are participating in departmental strategic planning sessions, be part of standing preparations and sit in the standing committee as part exposure to municipal strategic processes and empowerment</p>	<p>20 %</p>	
<p>3. Client Orientation and Customer Focus</p>	<p>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice</p>	<ul style="list-style-type: none"> • Develop clear and implementable service delivery improvement programmes • Identify opportunities to exceed the expectations of customers • Design internal work processes to improve customer service • Add value to the organisation by providing exemplary customer service • Apply customer rights in own work environment 	<p>Compulsory</p>	<p>All issues raised to the attention of this directorate for consideration are executed within the parameters of relevant legislation</p>	<p>20 %</p>	

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4. Change Management	Initiate, support and champion organisational transformation and change in order to successfully implement new initiatives to accelerate service delivery	<ul style="list-style-type: none"> • Perform analysis to determine the impact of changes in the social, political and economic environment • Consult all relevant stakeholders of the need for change • Coach colleagues on how to manage change • Design specific projects to enable change that are aligned to organisational objectives • Volunteer to lead change efforts outside own work team 	Choice	Adhere to plans that intend to bring change towards effectiveness of the organization	10 %	
5. Knowledge of Developmental local Government	The involvement and cooperation of stakeholders (Government, Private and communities) for sustainable socio-economic development	<ul style="list-style-type: none"> • Create conducive environment for economic development • Business development and creation of job opportunities • Implementation of LED Strategy • Outreach programs on LED initiatives or programs • Access to information • Development and marking of the municipal area as the preferable tourist destination 	Choice	IPED Directorate adhered to generic standards for fully effective performance.	15%	
6. Programmes and Project Management	The process and activity planning, organising, motivating and controlling resources, procedures and protocols to achieve specific goals	<ul style="list-style-type: none"> • Facilitate planning of the project and management • Design an endeavour to produce a unique product, service or result with a defined beginning and end (time-constrained) • Meet unique goals and objectives • Bring about beneficial change or added value 	Choice	This directorate is implementing programs and project related to economic development diligently	15 %	

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	<ul style="list-style-type: none"> Development distinct technical skills and management strategies 			
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PERSONAL DEVELOPMENT PLAN

NAME: NKULULO MNTUYEDWA

EMPLOYEE NUMBER: 2104

JOB TITLE: DIRECTOR: EDTA

DIRECTORATE: EDTA

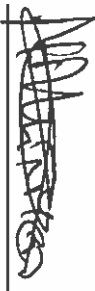
DATE: 1 JULY 2017

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
PERFORMANCE MANAGEMENT	Ability to interpret and cascade PMS Framework	Formal training	1 week short course	1 week		Municipal Manager
POLICY DEVELOPMENT	To be able to develop policies in house	Formal training	1 week short course	1 week		Municipal Manager
FINANCIAL MANAGEMENT	Ability to interpret Financial information and manage financial affairs of the Dept	Formal training	Block attendance	1 year		Municipal Manager

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MASTERS IN PUBLIC ADMINISTRATION			Class attendance	2 years		Municipal Manager
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SIGNATURE: N. MNTUYEDWA
DIRECTOR: EDTA



SIGNATURE: DR SW VATALA