

**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: ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE**

**MR NKULULO MNTUYEDWA**

**(Herein after referred to as Employee)**

**FOR THE FINANCIAL YEAR:**

**01 JULY 2016 – 30 JUNE 2017**

## 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 2015/2016 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2016/2017 and the 2016/2017 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 2017 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 31<sup>st</sup> 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              | 5%          |
| 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           | 5%          |
| <b>TOTAL</b> |  | <b>100%</b> |

- 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            | Programme and Project Management                   | 15%         |
| 2            | Financial Management (compulsory)                  | 20%         |
| 3            | Change Management                                  | 10%         |
| 4            | People and Diversity Management (compulsory)       | 20%         |
| 5            | Client Orientation and Customer Focus (compulsory) | 20%         |
| 6            | Knowledge of developmental local government        | 15%         |
| <b>TOTAL</b> |  | <b>100%</b> |

## 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 2016              |
| 2       | October – December: Qrt 2     | January 2017              |
| 3       | January – March Qrt 3         | April 2017                |
| 4       | April – June Qrt 4 (Year End) | July 2017                 |

- 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.

THIS DONE AND SIGNED AT LADY FRERE ON THE 01 DAY OF JULY 2016

AS WITNESSES

M. Tikanga  
SIGNATURE


M. Matheke  
SIGNATURE

M. Matheke  
DIRECTOR EDTA:

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THIS SIGNED AT LADY FRERE ON THE 01 DAY OF JULY 2016

AS WITNESSES

  
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\_\_\_\_\_  
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\_\_\_\_\_  
MUNICIPAL MANAGER

ANNEXURE A

ANNEXURE A

PERFORMANCE PLAN: 2016/2017

MIR 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: 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 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: 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.

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: 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: 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: 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: 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: 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: 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: 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.

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## **FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP**

The IDP of the Emalahleni Municipality for the 2016/17 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 2016/17 as indicated in the IDP column of the scorecard.

1. KEY PERFORMANCE AREA SCORECARD

| KPA 1   |                                      | BASIC INFRASTRUCTURE AND SERVICE DELIVERY = 5 % |  |        |                         |  | REPORT ACHIEVEMENTS- Indicate target met or not met by X |   |   |     | DSC SCORE | PANEL SCORE 1-5 |
|---|--------------------------------------|---|--|--------|-------------------------|--|--|---|---|-----|-----------|-----------------|
| STRATEGIC OBJECTIVE   | KEY PERFORMANCE INDICATOR            | Indicator Code                                  | ANNUAL TARGET                            | WEIGHT | AUDIT EVIDENCE REQUIRED | Quarter 1 Targets  | Quarter 2 Targets  | Quarter 3 Targets                       | Quarter 4 Targets                       | 1-5 | SCORE 1-5 |                 |
| To ensure improved infrastructure and access to emerging farmer support programme | Number of shearing sheds constructed | BISD- 29  | 1 shearing shed constructed by June 2017 | 5 %    | Progress report         | Facilitate, monitor procurement processes on construction of shearing shed and conduct social facilitation | Site establishment by service provider monitored         | construction of shearing shed monitored | construction of shearing shed monitored |     |           |                 |

| 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 | PANEL SCORE |  |
|  |  |                |  |        |                                   | QUARTER 1 TARGETS   | QUARTER 2 TARGETS                                       | QUARTER 3 TARGETS                                       | QUARTER 4 TARGETS  |           |             |  |
| To facilitate the formalisation and support the development of SMME's within ELM | No of formalisation and information dissemination sessions conducted | LED- 1         | Facilitate formalisation of the 6 SMME's in Lady Freire, Indwe and Dordrecht | 2,6 %  | Quarterly reports and credentials | Formalisation Plan developed  | 2 SMMEs Formalised in (Lady Freire)                     | 2 SMMEs Formalised (Indwe)                              | 2 SMMEs Formalised (Dordrecht)                           |           |             |  |
|  |  | LED- 2         | 4 information dissemination sessions conducted by 30th June 2017             | 2,6 %  | Reports on sessions conducted     | 1 information dissemination session conducted in Ward 1   | 1 information dissemination session conducted in Ward 7 | 1 information dissemination session conducted in Ward 9 | 1 information dissemination session conducted in Ward 14 |           |             |  |

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 M.S

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<br>(with reference to support documentation) |   |   |   | DSC SCORE<br>1-5 | PANEL SCORE<br>1-5 |
|--|---|----------------|--|--------|---|--|---|---|---|------------------|--------------------|
|  |   |                |  |        |   | QUARTER 1 TARGETS  | QUARTER 2 TARGETS   | QUARTER 3 TARGETS   | QUARTER 4 TARGETS   |                  |                    |
| To facilitate the formalisation and support the development of SMME's within ELM | Number of SMME's supported                            | LED- 3         | 2 SMME Supported in Ward 14 and 16   | 2.6 %  | SMME Support Plan and Reports on implementation                     | SMME Support Plan developed and procurement facilitated  | Implementation of SMME Support Plan   | Implementation of SMME Support Plan   | Implementation of SMME Support Plan                                 |                  |                    |
|  | Number of SMMEs sectoral structures established       |                | 3 SMME Sectoral Structures established by 30 June 2017                       | 2.6 %  | Quarterly reports on establishment of SMME Sectoral Structures      | Stakeholder engagement and social facilitation   | 1 Sectoral Structure established  | 1 Sectoral Structure established  | 1 Sectoral Structure established                                    |                  |                    |
|  | No of Brick-making cooperatives initiatives supported | LED- 4         | Provision of Mining Permits for Ward 11 and Ward 15 brick-makers facilitated | 2.6 %  | Report on Engagement of Stakeholders on mining permits              | Stakeholder Engagement on Mining Permits   | Stakeholder Engagement on Mining Permits  | Stakeholder Engagement on Mining Permits  | Stakeholder Engagement on Mining Permits                            |                  |                    |
|  | Number of quarry operators supported                  | LED- 5         | Blue Crane Quarry in Ward 15 marketed to other government departments.       | 2.6 %  | Reports on engagement of government department on Blue Crane Quarry | Engagement of government departments on Marketing of Blue Crane Quarry in Ward 15                      | Engagement of government departments on Marketing of Blue Crane Quarry in Ward 15 | Engagement of government departments on Marketing of Blue Crane Quarry in Ward 15 | Report on Engagements of government department on Blue Crane quarry |                  |                    |

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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<br>1-5 | PANEL SCORE<br>1-5 |
|------------|--|----------------|--|--------|----------------------------|---|---|---|---|------------------|--------------------|
|            |  |                |  |        |                            | QUARTER 1 TARGETS   | QUARTER 2 TARGETS   | QUARTER 3 TARGETS   | QUARTER 4 TARGETS   |                  |                    |
|            | Number of Tourism Facilities upgrade             | LED 6          | Upgrade of 3 dilapidated tourism facilities in ward 6,14,16 by June 2017 facilitated | 2.6 %  | Reports                    | Stakeholder Engagement on upgrade of 3 dilapidated tourism facilities                               | Stakeholder Engagement on upgrade of 3 dilapidated tourism facilities   | Stakeholder Engagement on upgrade of 3 dilapidated tourism facilities | Stakeholder Engagement on upgrade of 3 dilapidated tourism facilities |                  |                    |
|            | Number of tourists visiting ELM tourism facility |                | 100 tourist visits to ELM (B&B, Arts & Craft Centre and Museum) by June 2017         | 2.6 %  | Quarterly reports          | 25 tourist visits   | 25 tourist visits   | 25 tourist visits   | 25 tourist visits   |                  |                    |
|            | Number of Heritage Awareness Sessions            | LED - 8        | 3 Heritage Awareness Celebration Campaigns conducted by June 2017                    | 2.6 %  | Quarterly Reports          | 1 Heritage Celebration conducted  | 1 Heritage Celebration conducted  | 1 Heritage Celebration conducted                                      | 1 Heritage Celebration conducted                                      |                  |                    |
|            | Number of tourism enterprises capacitated        |                | 16 Tourism enterprises capacitated by June 2017                                      | 2.6 %  | Quarterly Reports          | 4 B&Bs capacitated  | 4 B&Bs capacitated  | 4 B&Bs capacitated  | 4 B&Bs capacitated  |                  |                    |
|            | Number of Arts Centre supported                  |                | 1 Art Centre Marketing Plan developed by June 2017                                   | 2.6 %  | Arts Centre Marketing Plan | Stakeholders Engagement and Social Facilitation (Crafters)  | Stakeholders Engagement and Social Facilitation (Government Department) | Marketing Plan Developed  | Approval of Marketing Plan  |                  |                    |

SM



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<br>(with reference to support documentation) |  |                                   |                                   | DSC SCORE<br>1-5 | PANEL SCORE<br>1-5 |
|---|--|----------------|--|--------|-------------------------|--|--|-----------------------------------|-----------------------------------|------------------|--------------------|
|   |  |                |  |        |                         | QUARTER 1 TARGETS  | QUARTER 2 TARGETS                      | QUARTER 3 TARGETS                 | QUARTER 4 TARGETS                 |                  |                    |
| To implement the Local Economic Development Plan with emphasis on key aspects of tourism development in ELM | Number of local Tourism Organisations meetings held                      |                | 6 Local Tourism Organisations Meetings held  | 2.6 %  | Quarterly Reports       | 2 Meetings convened  | 2 Meetings convened                    | 1 Meeting convened                | 1 Meeting convened                |                  |                    |
| To promote and support agriculture development  | Number of advisory sessions conducted                                    | LED - 7        | 3 farmers advisory sessions and 1 farmers day conducted by 30 June 2017  | 2.6 %  | Quarterly reports       | 1 advisory sessions conducted  | 1 advisory sessions conducted          | 1 farmers day conducted in ward 9 | 1 advisory sessions conducted     |                  |                    |
| To promote and support agriculture development  | Number of support initiative provided for management of Poultry Projects | LED 8          | 4 Poultry cooperatives supported in ward 3 (Manyano), 4 (Mzamomhle), 12 (Magxibha) and 16 (Chunkqu) by June 2017 | 2.6 %  | Quarterly Reports       | Support Plan on Poultry Management developed   | Support Plan Implemented               | Support Plan implemented          | Support Plan implemented          |                  |                    |
| To promote and facilitate an improved and sustainable local economic development                            | Number of Nguni Bulls purchased  | LED 9          | 15 Nguni Bulls purchased for livestock improvement for ward 2,7,8,10& 13 by June 2016                            | 2.6 %  | Implementation Reports  | Procurement process and social facilitation  | Delivery and Management of Nguni Bulls | Nguni Management Plan Implemented | Nguni Management Plan Implemented |                  |                    |

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<br>(with reference to support documentation)     |  |   |   | DSC SCORE<br>1-5 | PANEL SCORE<br>1-5 |
|---|---|----------------|---|--------|---|--|--|---|---|------------------|--------------------|
|   |   |                |   |        |   | QUARTER 1 TARGETS  | QUARTER 2 TARGETS                                | QUARTER 3 TARGETS                         | QUARTER 4 TARGETS                         |                  |                    |
| To promote and support agriculture development  | Number of branded lives Stock   | LED- 10        | 2000 livestock branded by 30 June 2017  | 2,6 %  | Branding Register and Branding receipt book           | 300 Livestock branded  | 600 Livestock branded                            | 600 Livestock branded                     | 500 Livestock Branded                     |                  |                    |
| To promote and support agriculture development  | Number of livestock marketed  | LED- 11        | 1000 livestock marketed   |        | Stock sale register and Quarterly reports             | Stakeholders Engagement and Social Facilitation  | 300 livestock marketed                           | 350 livestock marketed                    | 350 livestock marketed                    |                  |                    |
|   | Number of agricultural infrastructure constructed                     | LED- 12        | 1 shearing shed constructed in Ward 8 2016                                    | 2,6 %  | Quarterly reports and completion certificates, photos | Facilitate, monitor procurement processes on construction of shearing shed and conduct social facilitation | Site establishment by service provider monitored | construction of shearing shed monitored   | construction of shearing shed monitored   |                  |                    |
| To promote and support agricultural development | Number of agricultural infrastructure sectoral structures established | LED- 13        | 3 sets of sectoral structures established by June 2017                        | 2,6 %  | Quarterly Reports and completion certificates         | Stakeholders Engagement and Social Facilitation  | 1 sets of sectoral structures established        | 1 sets of sectoral structures established | 1 sets of sectoral structures established |                  |                    |
|   | Number of irrigation schemes revitalised                              | LED- 14        | Fodder and vegetation production in the Xhoxa irrigation Scheme by 30 June 17 | 2,6 %  | Implementation Quarterly Reports                      | Irrigation Scheme Plan Implemented   | Irrigation Scheme Plan Implemented               | Irrigation Scheme Plan Implemented        | Irrigation Scheme Plan Implemented        |                  |                    |
| To promote and support agricultural development | Number of irrigation schemes structures revived                       | LED- 15        | Tshatshu Irrigation Scheme Committee  | 2,6 %  | Quarterly Reports                                     | Stakeholders Engagement and Social Facilitation  | Irrigation Structure revived                     | Training of Production Assembly Conducted | Training of Production Assembly 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<br>(with reference to support documentation) |   |   |   | DSC SCORE | PANEL SCORE |
|--|---|----------------|--|--------|--------------------------------------|--|---|---|---|-----------|-------------|
|  |   |                |  |        |                                      | QUARTER 1 TARGETS  | QUARTER 2 TARGETS                             | QUARTER 3 TARGETS                             | QUARTER 4 TARGETS                             |           |             |
| To improve economic development within ELM | Number of implemented development programmes  | LED - 16       | Facilitate implementation of Rural Enterprise Development Hub Project at ELM by 30 June 2017 | 2.6 %  | 4 quarterly reports                  | Monitor the implementation of production plan  | Monitor the implementation of production plan | Monitor the implementation of production plan | Monitor the implementation of production plan |           |             |
| To improve economic development            | Number of Forestry Management Plans developed | LED 17         | 1 Forestry Management Plan by 30 June 2017   | 2.6 %  | Forestry Management Plan and reports | Stakeholder engagement and social facilitation   | Forestry Management Plan Developed            | Forestry Management Plan Developed            | Forestry Management Plan Approved             |           |             |

| MUNICIPAL TRANSFORMATIONAL & DEVELOPMENT = 10 % |  |  |                |   |        |  |  |  |  |  |           |             |
|---|--|--|----------------|---|--------|--|--|--|--|--|-----------|-------------|
| KPA 3   | 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 | PANEL SCORE |
|   |  |  |                |   |        |  | Quarter 1 Targets  | Quarter 2 Targets  | Quarter 3 Targets  | Quarter 4 Targets  |           |             |
|   | To develop the skills of the workforce | Level of compliance with the PMS Framework, Policy and Procedure | MTTD - 2       | Performance Agreements signed and implemented | 1.25   | Directorate performance and accountability agreements signed and | Signing of Performance Agreements by Directorate Staff   | Performance reviews conducted for directorate staff in line with PMS Framework | Performance reviews conducted for directorate staff in line with PMS Framework | Performance reviews conducted for directorate staff in line with PMS Framework |           |             |

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| To ensure an effective system of municipal governance in line with applicable   | Number of council events held in line with the approved Council Calendar                      | MTID - 8 | Inputs to the Council Calendar to the custodian provided and implemented            | 1.25 | Standing Committee Agenda and attendance register                 | Ensure compliance with Council Calendar of Events   | Ensure compliance with Council Calendar of Events   | Ensure compliance with Council Calendar of Events   | Ensure compliance with Council Calendar of Events   |  |  |
| To ensure an effective system of municipal governance in line with applicable legislation   | Number of reports submitted to Council Structures on the implementation of Council Resolution | MTID- 10 | 4 quarterly reports on implementation of Council resolution                         | 1.25 | Minutes and agendas   | 1st quarterly report submitted                      | 2nd quarterly report submitted                      | 3rd quarterly report submitted                      | 4th quarterly report submitted                      |  |  |
| Compliance with the legislation IDP processes and procedures  | Number of approved process plans implemented  | MTID 24  | 1 IDP / PMS and Budget Development Process Plan 2017/2022 developed and implemented | 1.25 | Process plan, Submissions   | Submitting EDTA IDP input                           | N/A   | N/A   | N/A   |  |  |
| To ensure a developmental oriented planning institution in line with the requirements of local government laws and regulations by June 2017 | Number of activities implemented as per the approved MSCOA plan                               | MTID 25  | Msoa plan implemented   | 1.25 | Reports on implementation   | Implementation of MSCOA plan                        | Implementation of MSCOA plan                        | Implementation of MSCOA plan                        | Implementation of MSCOA plan                        |  |  |
| To ensure a developmentally oriented planning institution in line with the requirements of local government laws and                        | Number of IDP documents developed and approved  | MTID 26  | Submit EDTA inputs towards the development of the IDP                               | 1.25 | Council Resolutions, attendance registers, IDP and Budget process | Submit EDTA reports related to public participation | Submit EDTA reports related to public participation | Submit EDTA reports related to public participation | Submit EDTA reports related to public participation |  |  |

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| regulations by June 2017  |  |         |  |      |                          |  |  |  |  |  |  |  |  |
| To ensure a performance driven institutional culture in the municipality by June 2017 | Number of annual reports developed and published                                     | MTID 27 | EDTA inputs submitted  | 1.25 | EDTA inputs submitted    | EDTA inputs submitted towards the development of the Annual Report | EDTA inputs submitted towards the development of the Annual Report | EDTA inputs submitted towards the development of the Annual Report | EDTA inputs submitted towards the development of the Annual Report | EDTA inputs submitted towards the development of the Annual Report |  |  |  |
|   | Implementation of the Performance Management System Framework, Policy and Procedures | MTID 28 | 1 Reviewed Performance Management System Framework implemented | 1.25 | EDTA proof of submission | Inputs towards the development of Section 46 provided              | Report inputs submitted  | Mid-year report inputs submitted                                   | 3 <sup>rd</sup> quarterly reports inputs submitted                 |  |  |  |  |

| KRA 4 | STRATEGIC OBJECTIVE   | KEY PERFORMANCE INDICATOR   | GOOD GOVERNANCE AND PUBLIC PARTICIPATION= 20 % | ANNUAL TARGET  | WEIGHT | AUDIT EVIDENCE REQUIRED                              | REPORT ACHIEVEMENTS- Indicate target met or not met by X                                       |  |  |  | DSC SCORE | PANEL SCORE |  |
|-------|---|---|--|--|--------|--|--|--|--|--|-----------|-------------|--|
|       |   |   |  |  |        |  | Quarter 1 Targets  | Quarter 2 Targets  | Quarter 3 Targets  | Quarter 4 Targets  |           |             |  |
|       | To improve community participation in the affairs of the municipality                     | Number of public participation activities implemented by June 2017                          | GGPP 3   | 1 Public Participation Strategy implemented              | 5 %    | Reports submitted for presentation to Mayoral Imbizo | Provision of Directorate reports for consideration in the Mayoral Imbizo and Outreach Programs | Provision of Directorate reports for consideration in the Mayoral Imbizo and Outreach Programs | Provision of Directorate reports for consideration in the Mayoral Imbizo and Outreach Programs | Provision of Directorate reports for consideration in the Mayoral Imbizo and Outreach Programs |           |             |  |
|       | To ensure an effective system of municipal governance in line with applicable legislation | Number of policies, strategies and procedures developed based on submission by directorates | GGPP 6   | Policies submitted for review                            | 5 %    | Reviewed policies                                    | List of policies for review submitted  | Review process monitored   | Review process monitored   | Review process monitored   |           |             |  |
|       | To achieve clean administration by June 2017  | Number of audit committee reports submitted to Council                                      | GGPP -8  | Preparation and submission of management comments in the | 5 %    | Signed Internal Audit Reports submitted.             | Preparation and submission of management comments in the                                       | Preparation and submission of management comments in the                                       | Preparation and submission of management comments in the                                       | Preparation and submission of management comments in the                                       |           |             |  |

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|--|---|---------|--|-----|--|---|--|--|--|--|--|
| To ensure the ELM operates clear of anticipated risks of maladministration, fraud and corruption | Number of risk management activities implemented. | GGPP -9 | four internal audit reports<br>Risk Management Strategy and its operational plan implemented by June 2017. | 5 % | Directorate risk registers, Reports to Risk Management Committee and Standing Committee Reports. | Internal audit reports.<br>Develop and implement directorate risk register. | the internal audit reports.<br>Implement and report directorate risk register to the risk management committee and standing committee. | Internal audit reports.<br>Implement and report directorate risk register to the risk management committee and standing committee. | Internal audit reports.<br>Implement and report directorate risk register to the risk management committee and standing committee. |  |  |
|--|---|---------|--|-----|--|---|--|--|--|--|--|

| FINANCIAL VIABILITY AND MANAGEMENT= 5 %  |  |                |  |        |  |   |  |  |  |               |                 |
|--|--|----------------|--|--------|--|---|--|--|--|---------------|-----------------|
| 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  |               |                 |
| Development and implementation of clear SCM demand and management plan   | Number of demand management plan submitted                           | FVM 1          | 1 Procurement Plan developed and Implemented                             | 1%     | 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 | Implementation of clear SCM demand and management plan                   |               |                 |
| Development of comprehensive audit action plan and tightening of internal controls and their implementation inclusive of general controls. | Number of audit action plans developed and implemented               | FVM 5          | Submit inputs towards the development of the audit action plan for 15/16 | 1%     | Council Resolution approving Audit Action Plan | Submit inputs towards the development of the audit action plan for 15/16        | Submit inputs towards the development of the audit action plan for 15/16       | Submit inputs towards the development of the audit action plan for 15/16       | Submit inputs towards the development of the audit action plan for 15/16 |               |                 |
|  | 100% Requests for information by AG provided for the 2015/2016 audit | FVM 6          | Information requested by AG provided                                     | 1%     | Information requested by AG provided           | Information requested by AG provided  | Information requested by AG provided   | Information requested by AG provided   | Information requested by AG provided                                     |               |                 |
| Review and Implement budget related policies   | To compile and Maintain GRAP compliant asset register for 2015/2016  | FVM 7          | Compile 2015/2016 GRAP compliant asset register                          | 1%     | Additions assets and FAR for 2015/2016         | Develop and maintain the departmental inventory list.                           | Maintain the departmental inventory list                                       | Maintain the departmental inventory list                                       | Maintain the departmental inventory list                                 |               |                 |

|  |  |       |                            |       |                                     |                                    |   |   |  |                                    |                                 |  |  |
|--|--|-------|----------------------------|-------|-------------------------------------|------------------------------------|---|---|--|------------------------------------|---------------------------------|--|--|
| To improve compliance and adherence to MFMA legislation. | To create 16/17 financial year adjustment budget | FVM 8 | 1 Adjustment budget        | 0.5 % | 16/17 adjustment budget             | Provide input to adjustment Budget | Provide input to adjustment Budget                  | Provide input to adjustment Budget  | Provide input to adjustment Budget   | Provide input to adjustment Budget | Provide input to 2017/18 budget |  |  |
|  | To compile 2017/2018 budget                      | FVM 9 | 2017/2018 Budget developed | 0.5 % | Council Resolution approving budget |                                    | Provide input to completion of Budget for 2017/2018 | Review draft budget in for 2017/2018 financial in line with Directorate inputs. | Prepare final draft estimates for 2017/2018 budget along with Treasury regulations |                                    |                                 |  |  |

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**2. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: EDTA**

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 administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic objectives of Council | <ul style="list-style-type: none"> <li>• Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate</li> <li>• Manage and monitor financial risk</li> <li>• Continuously look for new opportunities to obtain and save funds</li> <li>• Prepare financial reports and guidelines based on prescribed format</li> <li>• Understand and weigh up financial implications of propositions</li> <li>• Understand, analyse and monitor financial reports</li> <li>• Allocate resources to established goals and objectives</li> <li>• Align expenditure to cash-flow projections</li> <li>• Ensure effective utilisation of financial resources</li> <li>• Prepare own budget in line with strategic objectives</li> </ul> | Compulsory | The Directorate complied with financial management legislation and policies. | 20 %   |            |

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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"> <li>• Seek opportunities to increase personal contribution and level of responsibility</li> <li>• Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches</li> <li>• Delegate and empower others to increase their level of responsibility</li> <li>• Apply labour and employment legislation and regulations consistently</li> <li>• Facilitate team goal setting and problem solving</li> <li>• Recognise individuals and teams and provide developmental feedback in accordance with performance management principles</li> <li>• Adhere to internal and national standards with regard to HR practices</li> <li>• Deal with labour matters</li> <li>• Identify competencies required and suitable resources for specific tasks</li> </ul> | <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"> <li>• Develop clear and implementable service delivery improvement programmes</li> <li>• Identify opportunities to exceed the expectations of customers</li> <li>• Design internal work processes to improve customer service</li> <li>• Add value to the organisation by providing exemplary customer service</li> <li>• Apply customer rights in own work environment</li> </ul>  | <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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| <p>4. Change Management</p>                           | <p>Initiate, support and champion organisational transformation and change in order to successfully implement new initiatives to accelerate service delivery</p> | <ul style="list-style-type: none"> <li>• Perform analysis to determine the impact of changes in the social, political and economic environment</li> <li>• Consult all relevant stakeholders of the need for change</li> <li>• Coach colleagues on how to manage change</li> <li>• Design specific projects to enable change that are aligned to organisational objectives</li> <li>• Volunteer to lead change efforts outside own work team</li> </ul> | <p>Choice</p> | <p>Adhere to plans that intend to bring change towards effectiveness of the organization</p>            | <p>10 %</p> |  |
| <p>5. Knowledge of Developmental local Government</p> | <p>The involvement and cooperation of stakeholders (Government, Private and communities) for sustainable socio-economic development</p>                          | <ul style="list-style-type: none"> <li>• Create conducive environment for economic development</li> <li>• Business development and creation of job opportunities</li> <li>• Implementation of LED Strategy</li> <li>• Outreach programs on LED initiatives or programs</li> <li>• Access to information</li> <li>• Development and marking of the municipal area as the preferable tourist destination</li> </ul>                                      | <p>Choice</p> | <p>IPED Directorate adhered to generic standards for fully effective performance.</p>                   | <p>15%</p>  |  |
| <p>6. Programmes and Project Management</p>           | <p>The process and activity planning, organising, motivating and controlling resources, procedures and protocols to achieve specific goals</p>                   | <ul style="list-style-type: none"> <li>• Facilitate planning of the project and management</li> <li>• Design an endeavour to produce a unique product, service or result with a defined beginning and end (time-constrained)</li> <li>• Meet unique goals and objectives</li> <li>• Bring about beneficial change or added value</li> </ul>  | <p>Choice</p> | <p>This directorate is implementing programs and project related to economic development diligently</p> | <p>15 %</p> |  |

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- Development distinct technical skills and management strategies

**PERSONAL DEVELOPMENT PLAN**

**NAME: NKULULO NKULULO**

**EMPLOYEE NUMBER: 2104**

**JOB TITLE: DIRECTOR: EDTA**

**DIRECTORATE: EDTA**

**DATE: 1 JULY 2016**

| 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<br>PUBLIC<br>ADMINISTRATION |  |  | Class attendance | 2 years |  | Municipal Manager |
|--|--|--|------------------|---------|--|-------------------|



SIGNATURE: N. MNTUYEDWA  
DIRECTOR: EDTA



SIGNATURE: DR SW VATALA