

**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 COMMUNITY SERVICES**

**MRS NOKULUNGA NYEZI**

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

**FOR THE FINANCIAL YEAR:**

**01 JULY 2016 – 30 JUNE 2017**

*STW*  
*N.M. A.M.N.A*

## 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 Nokulunga Nyezi: Director Community Services 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 Annexure 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

4  
SW  
N.M A.M

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2016 and will remain in force until 30 June 2017 where after 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;

N.M. A SW  
A.M.N

- 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	65 %
2	Local Economic Development	5%
3.	Municipal Transformation and Institutional Development	10%
4	Good Governance and Public Participation	10%
5	Municipal Financial Viability and Management	10%
<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	
1	Client Orientation and Customer Focus (Compulsory)	15%
2	Financial Management (compulsory)	15%
3	Change Management	15%
4	People and Empowerment (compulsory)	20%
5	Project and Program Management	20%
6	Skills in Governance	15%
<b>TOTAL</b>		<b>100%</b>

SN A  
N.M A.M

## 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;

A S W  
N M A.M

**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

NM 4

NM A.M

- 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 (2nd) 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 system is adopted, implemented and/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.

A SW  
N.M A.M

## 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 may impact on the performance of the Employee;
- 9.1.4 on the request of the Employee, delegate such powers reasonably required by the Employee to enable 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.

MS

N.M A.M



## 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

- A score of 130%-140% is awarded a performance bonus ranging from 5% to 9%
- A score of 150% and above is awarded a performance bonus ranging from 10% to 14%

## 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;

A SW  
N.M  
A-M

- 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.

MS

A

N. M.

A. N.

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

AS WITNESSES

  
SIGNATURE


  
SIGNATURE

DOKULUNYA NHEZU  
DIRECTOR COMMUNITY SERVICES:

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

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

AS WITNESSES

  
SIGNATURE

  
SIGNATURE

  
MUNICIPAL MANAGER

**PERFORMANCE PLAN: 2016/2017**

**DIRECTOR: COMMUNITY SERVICES**

**EMALAHLENI MUNICIPALITY**

This Plan defines the Council's expectations of the Director Community Services 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 No 805 provides that performance objectives and targets must be based on the Key Performance Indicators set out in the municipality's IDP and determined in agreement with the Municipal Manager (as representative of Council)

There are five (5) parts to this plan, which are:

1. A statement about the purpose of the position
2. Functional alignment of the individual performance scorecard to the IDP
3. Scorecard detailing IDP goals (KPAs) and their related performance indicators, weightings and target dates
4. Core Competency Requirements
5. Personal Development Plan

The period for this plan is from 1 July 2016 to 30 June 2017

Signed and accepted by:

N.S.  
N.M.  
2

## 1. STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Community Services 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 Community Services 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: Community Services.

## 2. 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: Community Services 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: Community Services will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Community Services 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: Community

Services 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: Community Services 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: Community Services on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Municipal Manager and the Director: Community Services should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Community Services 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.

N.W. N SW  
A.M. R

### 3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Local Municipality for the 2016/2017 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance & 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: Community Services is directly accountable for the following IDP programmes directly linked to the IDP for 2016 / 2017 as indicated in the IDP column of the scorecard.

SN  
N  
N-M

4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 10% GGPP				WEIGHT	ANNUAL TARGET	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS - Indicate target met or not met by X (with reference to supporting documentation)				DIRECTOR SCORE 1-5	PANEL SCORE 1-5
	KPA 1 KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	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	Reports submitted for presentation to Mayoral Imbizo	4%		Submit Community Services reports related to Public Participation to Public Participation Unit	Public participation inputs (Community Services) implemented and reported	Public participation inputs (Community Services) implemented and reported	Public participation inputs (Community Services) implemented and reported			
To achieve clean administration by June 2017	Number of policies, strategies and procedures developed	GGPP -6	Policies submitted for review	Reviewed policies	4%		List of policies for review submitted	Review process monitored	Review process monitored	Review process monitored			
To ensure the ELM operates clear of anticipated risks of maladministration, fraud and corruption	Number of risk management activities implemented.	GGPP -9	Risk Management Strategy and its operational plan implemented by June 2017.	Directorate risk registers. Reports to Risk Management Committee and Standing Committee Reports.	2%		Develop and implement directorate risk register.	Implement and report directorate risk register to the risk management committee and standing committee.	Implement and report directorate risk register to the risk management committee and standing committee.	Implement and report directorate risk register to the risk management committee and standing committee.			
<b>KPA 2 - BASIC SERVICE DELIVERY = 65%</b>													
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	AUDIT EVIDENCE REQUIRED	WEIGHT	ANNUAL TARGET	QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	DCS SCORE 1-5	PANEL SCORE 1-5	
To contribute in community safety programmes within the municipal area of jurisdiction	Number of community safety initiatives conducted	BSID 1	16 Forum Meetings conducted	Quarterly reports forums meetings conducted	2%		4 Forum Meetings conducted	4 Forum Meetings conducted	4 Forum Meetings conducted	4 Forum Meetings conducted			
Improve the	Number of traffic law	BISD 2	40 traffic law	Quarterly	2%		10 traffic law	10 traffic law	10 traffic law	10 traffic law			

  
 SW  
 N.M A-M N

visibility of traffic officers on the roads	enforcement operations conducted	BISD	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted	enforcement operations conducted
To contribute in community safety programmes within the municipal area of jurisdiction	Number of vehicle registration, licensing and ARTO Violation fines	BISD 3	6000 transactions on registrations and licensing and ARTO violation fines	2%	Printout of registrations and licenses issued	1500 transactions on registrations and licensing and ARTO violation fines	1500 transactions on registrations and licensing and ARTO violation fines	1500 transactions on registrations and licensing and ARTO violation fines	1500 transactions on registrations and licensing and ARTO violation fines	1500 transactions on registrations and licensing and ARTO violation fines	1500 transactions on registrations and licensing and ARTO violation fines	1500 transactions on registrations and licensing and ARTO violation fines
	Percentage of equipment acquired and number of learners and driving licenses issued	BISD 4	100% eNatis equipment acquired; 500 learners licenses and 200 drivers licence applications received and processed	1%	Report on acquisition of eNatis equipment, Printout of learners and drivers licenses issued	Facilitate the acquisition of eNatis equipment	Acquisition of eNatis equipment	Installation of eNatis equipment	500 learners, licenses and 200 drivers license applications received and processed			
	Number of pounds management operations implemented	BISD - 5	1 pound management operation implemented by June 2017		SOP, Quarterly reports on implementation of Pound	Awareness Campaigns to ward within ELM	Awareness Campaigns to ward within ELM	Awareness Campaigns to ward within ELM	Implementation and enforcement of bylaws			
To create a safe environment for all people of Emalaheni Local Municipality	Number of integrated waste management plans approved and implemented	BISD - 6	Integrated Waste Management Plan developed and Implemented		Council Resolution on approved IWMP, Quarterly reports on implementation	Draft IWMP submitted to Council Structures for approval	Implementation of the approved IWMP	Implementation of the approved IWMP	Monitoring and submission of the annual report on the approved IWMP to Environmental Affairs			
Implementation of the Integrated Waste Management	Number of urban households with access to solid waste management services	BISD 7	Solid waste removal services provided to 7992		Collection Schedules	Refuse collection from 7992 households	Refuse collection from 7992 households	Refuse collection from 7992 households	Refuse collection from 7992 households			

SWA N.W.A





for all people of Emalahleni Local Municipality	management projects implemented	Programmes conducted in Lady Frere, Dodrecht and Indwe by June 2017	the implementation of environmental management programmes	provider for the development of Environmental Management Plan facilitated	Management Plan submitted to Council Committees for consideration	all municipal stakeholders for comments	Council for approval
	number of business plans for the development of parks	1 business planned for the development of Lady Frere and Dodrecht Parks developed by June 2017	Quarterly reports on the developed business plan	business plan for the development of Lady Frere Park implemented	business plan for the development of Lady Frere Park implemented	business plan for the development of Lady Frere Park implemented	1 Business plan for the development of Lady Frere and Dodrecht Park developed
	Number of Parks constructed by June 2017	Construction of Dodrecht Park monitored	Progress report on construction of Dodrecht Park	Construction of Dodrecht Park monitored	Construction of Dodrecht Park monitored	Construction of Dodrecht Park monitored	Construction of Dodrecht Park monitored
To ensure a safe and secure environment through mitigating the negative impacts of disasters	Number of Disaster Management Advisory Forum Meetings Convened	4 Disaster Management Advisory Forum Meetings convened by June 2017	Quarterly reports on disaster management advisory forums meetings convened	1 Disaster Management Advisory Forum Meetings convened	1 Disaster Management Advisory Forum Meetings convened	1 Disaster Management Advisory Forum Meetings convened	1 Disaster Management Advisory Forum Meetings convened
	Number of disaster awareness campaigns conducted	16 Disaster Management and Fire Fighting by June 2017	16 Disaster Management and Fire Fighting by June 2017	4 awareness campaigns	4 awareness campaigns	4 awareness campaigns	4 awareness campaigns
	Number of municipal facilities managed and maintained	4 municipal facilities maintained (Dodrecht and Indwe Town Hall, Rhwantsana Community,	Quarterly Reports on maintenance and Completion Certificates	Renovations of Dodrecht Town Hall by service provider monitored	Renovations of Indwe Town Hall by service provider monitored	Renovations of Lady Frere Offices by service provider monitored	Renovation of Harry Gwala by service provider monitored

SAN A N M



KPA 2 - LOCAL ECONOMIC DEVELOPMENT * 5%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEI GHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS - indicates target met or not met by X (with reference to supporting documentation)				BCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To implement the Local Economic Development with particular emphasis on key aspects of Tourism Development in ELM	Number of Tourism Facilities upgrade	LED 6	Facilitate upgrade of 3 dilapidated tourism facilities in ward 6,14,16 by June 2017	5%	workers appointed. Mou signed with COGTA. Reports	the Community Works Programme and report	of the Community Works Programme and report	the Community Works Programme and report	the Community Works Programme and report		

24  
M.N.W

KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 10 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR GOBE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				BGS SCORE 1-5	PANEL SCORE 1-5
						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 Procedures	MTID 2	Community Services Directorate Performance Agreements signed and implemented		Community Services directorate performance and accountability agreements signed and implemented	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		
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		Standing Committee Agenda and attendance register	Ensure compliance with the Council Calendar of Events	Ensure compliance with the Council Calendar of Events	Ensure compliance with the Council Calendar of Events	Ensure compliance with the Council Calendar of Events		
To ensure an effective system of municipal governance in line with applicable	Number of reports submitted to Council Structures on the implementation of Council Resolution	MTID 10	4 quarterly reports on implementation of Council resolution		Minutes and agendas	1 <sup>st</sup> quarterly report submitted	2 <sup>nd</sup> quarterly report submitted	3 <sup>rd</sup> quarterly report submitted	4 <sup>th</sup> quarterly report submitted		
To streamline programs for the prevention of new HIV infections	Number of HIV/AIDS Strategy Programmes implemented	MTID 18	HIV/AIDS Strategy programmes implemented by June 2017	2%	Quarterly Reports on Implementation of HIV/AIDS Strategy	HIV/AIDS Strategy implemented	HIV/AIDS Strategy implemented	HIV/AIDS Strategy implemented	HIV/AIDS Strategy implemented		
	Number of LAC Meetings held	MTID 19	4 LAC Meetings held by June 2017	2%	Attendance registers Reports	1 LAC Meetings held	1 LAC Meetings held	1 LAC Meetings held	1 LAC Meetings held		
Compliance with the legislation IDP processes and procedures	Number of approved process plans implemented	MTID 24	Approved IDP & Budget Review process plan for 2017/2022 developed and implemented	1%	Process plan, Submissions	Submitting Community Services IDP input	N/A	N/A	N/A		
To ensure a developmental orientated planning institution in line with the requirements of local government laws and regulations by June	Number of activities implemented as per the approved mSCOA plan	MTID 25			SCOA action plan Reports on implementation	Implementation of MSCOA plan	Implementation of MSCOA plan	Implementation of MSCOA plan	Implementation of MSCOA plan		

X SK  
N.W A.M<sup>N</sup>



KPA 5 FINANCIAL VIABILITY AND MANAGEMENT = 10 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicates target met or not met by X (with reference to supporting documentation)				BGS 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 SCM Demand Management Plan	2%	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		
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	2%	Council Resolution approving Audit Action Plan. 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		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		
To improve compliance and adherence to MFMA legislation.	To create 16/17 financial year adjustment budget	FVM 8	1 Adjustment budget	1%	16/17 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	1%	Council Resolution approving budget	Provide input to completion of Budget for 2017/2018	Review draft budget in line with Directorate inputs.	Review draft budget in line with Directorate inputs.	Prepare final draft estimates for 2017/2018 budget along with Treasury regulations		

SKW  
A  
N.W A.M<sup>N</sup>

5. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: COMMUNITY SERVICES

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 COMPETENCY REQUIREMENT	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT	RATING 1-5
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		15%	
People Management and Empowerment	Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	<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>	Compulsory		20%	
Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service	<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> </ul>	Compulsory		15%	

5/2  
A  
N.W.



Change Management	(Batho Pele) into practice  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"> <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> <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>	Choice		15%	
Project and Program Management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities</li> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> <li>Understand and conceptualise the long-term implications of desired project outcomes</li> <li>Establish broad stakeholder involvement and communicate the project status and key milestones</li> </ul>	Choice		20%	
Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> <li>Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles</li> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> </ul>	Choice		15%	

N.M A S.M  
A A.M<sup>2</sup>


PERSONAL DEVELOPMENT PLAN


NAME: Nokwanya Nyezi  
 JOB TITLE: DIRECTOR COMMUNITY SERVICES

EMPLOYEE NUMBER: 4075  
 DIRECTORATE: COMMUNITY SERVICES

DATE: \_\_\_\_\_

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
1. Financial Management	Operational Proficiency	Financial Management for non financial managers	Workshops/ Conferences/ Seminars/ Classroom.	May/June	Financial Management	Municipal Manager
2. Client Orientation and Customer Focus	Advanced Proficiency	Customer Care Management	Workshops/ Conferences/ Seminars/ Classroom.	May June	Customer Care	Municipal Manager
3. Environmental Management	Operational Proficiency	Environmental Management	Workshops/ Conferences/ Seminars/ Classroom.	May / June	Environmental Management	Municipal Manager
4. Governance and Leadership	Advanced Proficiency	Masters in Public Administration / Developmental Studies	Two Year Masters Degree		Governance and Leadership	Municipal Manager

  
 SIGNATURE: N NYEZI  
 DIRECTOR/ COMMUNITY SERVICES

  
 SIGNATURE: DR SW VATALA  
 MUNICIPAL MANAGER