

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 2015 – 30 JUNE 2016

3. COMMENCEMENT AND DURATION

- 3.1** This Agreement will commence on 01 July 2015 and will remain in force until 30 June 2016 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 31st July of the succeeding financial year;
- 3.3** This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4** The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1** The Performance Plan sets out:
 - 4.1.1** the performance objectives and targets that must be met by the Employee;
 - 4.1.2** the time frames within which those performance objectives and targets must be met;
 - 4.1.3** the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee;
- 4.2** The performance objectives and targets reflected and targets in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan and the Budget of the Employer and shall include:
 - 4.2.1** key objectives that describe the main tasks that need to be done;
 - 4.2.2** key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3** target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4** weightings showing the relative importance of the key objectives to each other.
- 4.3** The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4** The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1** The Employee agrees to participate in the performance management system that the Employer adopted for the Employees of the Employer;
- 5.2** The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

- 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.

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- 6.11** The assessment panel will evaluate the performance of the Employee as at the mid-term and end year; as detailed in the table *infra*; 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 her 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 2015 |
| 2 | October – December: Qrt 2 | February 2016 |
| 3 | January – March Qrt 3 | April 2016 |
| 4 | April – June Qrt 4 (Year End) | September 2016 |

- 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.

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.

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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 her 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 (Refer to clause 12 of signed employment contract).

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.

ANNEXURE A

PERFORMANCE PLAN: 2015/2016

DIRECTOR: COMMUNITY SERVICES

EMALAHLENI MUNICIPALITY

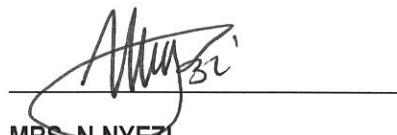
This Plan defines the Council's expectations of the Director Community Services in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805 provides that performance objectives and 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 2015 to 30 June 2016

Signed and accepted by:



MRS N NYEZI

01 JULY 2015

DATE

DIRECTOR: COMMUNITY SERVICES

SIGNED BY THE MUNICIPAL MANAGER



DR SW VATALA
MUNICIPAL MANAGER

01 July 2015

DATE

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.

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

The IDP of the Emalahleni Local Municipality for the 2015/2016 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 2015 / 2016 as indicated in the IDP column of the scorecard.

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| KEY PERFORMANCE AREA | STRATEGIC OBJECTIVE | STRATEGIES | PROGRAMMES/PROJECTS |
|--|---|--|---|
| Good Governance and Public Participation | To ensure the ELM operates clear of anticipated risks of maladministration, fraud and corruption | Develop and implement a risk management strategy and charter | Number of risk management strategies and charters developed |
| | To maximise public participation of all external and internal stakeholders of ELM | Participate in the development and implementation of IGR Strategy | Number of IGR Strategies developed |
| | To ensure there is an effective system of municipal governance in line with applicable legislation | Number of policies reviewed, communicated and implemented | Number of policies and procedure manuals developed. |
| | Implement projects to address AG Audit report | Strategically manage plans developed and implemented to address issues raised in the AG's Audit report | Number of plans developed and implemented |
| KEY PERFORMANCE AREA | STRATEGIC OBJECTIVE | STRATEGIES | PROGRAMMES/PROJECTS |
| Basic Service Delivery | To contribute in community safety programs within the municipal area of jurisdiction | Intensifying the fight against crime and corruption | Average number of offenses in the municipal jurisdiction |
| | | Improve the visibility of traffic officers on the road | Number of community safety forums initiated |
| | | | Number of vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements |
| | | | Number of traffic testing stations constructed |
| | | | Number of vehicle registration , licensing and ARTO Violation fines |
| | | | Number of Learners licenses issued |
| | | | Number of driving licenses issue |
| | | | Number of trailer cages purchased |
| | | | Number of traffic signage constructed |
| | | | Number of traffic equipment purchased |
| | To create a safe environment for all people of Emalahleni Local Municipality | Integrated Waste Management Plan developed. | Number of approved Integrated Waste Management Plan |
| | | | Number of urban households with access to solid waste management services |
| | | | Number of recycling initiatives supported |
| | | | Number of recycling partnership agreements formed |
| | | | Number of replaced and repaired waste management vehicles |
| | | | Number of illegal dumping sites cleared |
| | | | Number of waste educational awareness programs implemented |
| | | | Number of landfill sites developed |
| | | | Number of landfill sites rehabilitated and managed to ensure pristine environment |
| | | | Number of shelters/workshops established for general workers |
| | To ensure a safe and secure environment through mitigating the negative impacts of disasters | Keeping the environment pristine by implementing environmental management projects | Number of environmental management projects implemented |
| | | | Number of new parks developed |
| | | | Number of business plans developed for open space management and town beautification |
| | | | |
| | | | |
| | To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access | Full implementation of the approved Disaster Management Plan | 1 Disaster Management Centre operational |
| | | | Number of Disaster Management Advisory forums meetings |
| | | | Number of disaster awareness campaigns conducted |
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| STRATEGIC OBJECTIVE | STRATEGIES | PROGRAMMES/PROJECTS | |
| Local Economic Development | Create jobs to reduce unemployment in the Emalahleni Municipal area | Number of jobs created through Community Works Programme, Expanded Public Works Programme and Electrification programme | 200 jobs created through the Community Works Programme |
| | Keeping the environment pristine by implementing environmental management projects | Number of environmental management projects implemented | 3 Environmental Management Programs (20 Jobs created) |
| KEY PERFORMANCE AREA | STRATEGIC OBJECTIVE | STRATEGIES | PROGRAMMES/PROJECTS |
| Institutional Development and Transformation | To streamline programmes for the prevention of new HIV infections | Reviewed HIV/AIDS Strategy No of awareness campaigns conducted Implementation of HIV/AIDS Strategy | HIV/AIDS Strategy Reviewed and Implemented 4 Awareness campaigns conducted 4 LAC Meetings convened |
| | Development of integrated Special Programmes Strategy | Number of Special Programmes Strategy developed | Number of Early Childhood Development forums established. |
| | To ensure legislative compliance in holding institutional meetings | Functional Community standing committee meetings conducted | 12 standing committee meetings facilitated |
| KEY PERFORMANCE AREA | STRATEGIC OBJECTIVE | STRATEGIES | PROGRAMMES/PROJECTS |
| Financial Viability and Management | Development of final budget based issues listed from this strategic plan and IDP reviewed processes | To submit inputs for 15/16 Adjustment budget | Community Services Inputs provided for Adjustment budget. |
| | Development of a business plan to explore alternative sources of revenue | Revenue Enhancement Strategy | 4 business plan developed for alternative sources of revenue to fund projects |

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4. KEY PERFORMANCE AREA SCORECARD

| KPA 1 STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 10% | | | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | DIRECTOR SCORE 1-5 | PANEL SCORE 1-5 |
|--|--|---|--------|---|--|--|-------------------------------------|
| | | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | | | |
| To ensure the ELM operates clear of anticipated risks of maladministration , fraud and corruption | Number of risk management plans developed | Development of 1 risk management plan | 2,5 % | Risk Register. Implementation & Risk Management Plan | Consultation of stakeholders on the development of draft plan. Conduct workshop on draft plan | Submission of Plan to Council for approval | Implementation of Plan |
| Participate in the development and implementation of IGR Strategy | Number of IGR Strategies developed | | 2,5 % | Strategy, Attendance Registers, Reports on interactions with Stakeholders | Participation in the IGR Strategy Formulation | Implementation of IGR Strategy | Implementation of IGR Strategy |
| Strategically manage plans developed and implemented to address issues raised in the AG's Audit report | Number of plans developed and implemented | Consultation of stakeholders on the development of draft strategy. Conduct workshop on draft strategy | 2,5% | | Implementation of Audit Action Plan | Development of Audit Action Plan | Implementation of Audit Action Plan |
| Implement projects to address AG Audit report | Strategically manage plans developed and implemented to address issues raised in the AG's Audit report | Development and implementation of AG's Audit Action Plan by 30 June 2015 | 2,5 %% | Audit Action Plan | Implementation and progress report | Implementation and progress report | Implementation and progress report |

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| KPA 2 - BASIC SERVICE DELIVERY = 60 % | | | | | | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | DCS SCORE 1-5 | | PANEL SCORE 1-5 | |
|--|---|--|--------|--|--|--|--|--|--|---------------|--|-----------------|--|
| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS | QUARTER 4 TARGETS | | | | | |
| To contribute in community safety programs within the municipal area of jurisdiction | Average number of offenses in the municipal jurisdiction | 3900 vehicles stopped and checked | 2% | Traffic offenses written out and kept in the office. | 480 offenses per year | | | | | |
| Improve the visibility of traffic officers on the roads | Number of community safety forums initiated | 16 forums initiated, roads and transport , safety forum | 2% | Terms of reference, Minutes of meetings and attendance registers | Development of terms of reference and training | 3 forum meetings convened (Roads and Transport, Safety Forum | 3 forum meetings convened (Roads and Transport, Safety Forum | 3 forum meetings convened (Roads and Transport, Safety Forum | 3 forum meetings convened (Roads and Transport, Safety Forum | | | | |
| | Number of vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | 4000 vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | 2% | Traffic Department record | 1000 vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | 1000 vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | 1000 vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | 1000 vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | 1000 vehicles that gets stopped and checked thoroughly for none road worthiness and other road/vehicle infringements | | | | |
| | Number of vehicle registration ,licensing and ARTO Violation fines | 6000 transactions on registration and licensing | 2% | Printout of registrations and licenses issued | 1000 transactions on registration and licensing | | | | |
| | Number of trailer cages purchased | 3 tractor trailers caged. | 2% | Advert Appointment letter of service provider Photos Report | Facilitate procurement of service provider for cages | appointment of service provider | caging of tractors | utilisation of the caged tractors | | | | | |
| | Number of traffic signage constructed | 100 traffic signs erected in all 3 towns | 2% | Photos Reports and tender documents. | 25 traffic signs erected | | | | |

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| KPA 2 - BASIC SERVICE DELIVERY = | | KEY PERFORMANCE INDICATOR | | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS - Indicate target met or not met by X (with reference to supporting documentation) | | | | DCS SCORE 1-5 | PANEL SCORE 1-5 |
|---|--|---|--------|--|--------|---|--|--|--|--|---------------|-----------------|
| STRATEGIC OBJECTIVE | PERFORMANCE INDICATOR | | | Target | Actual | Target | Quartier 1 Target | Quartier 2 Target | Quartier 3 Target | Quartier 4 Target | | |
| | | Target | Actual | Target | Actual | Target | Actual | Actual | Actual | Actual | Target | Actual |
| Integrated Waste Management Plan developed. | Number of approved Integrated Waste Management Plans | Developed Integrated Waste Management Plan | 2% | Terms of Reference, appointment letter, Minutes and adopted IWMP Data collection report. | | Data collection on volumes of waste to 6700 house and businesses | Facilitate procurement of service provider for development of IWMP | Draft Integrated Waste Management Plan developed | Facilitate Workshop and submission of the IWMP to committees of Council for approval. | Facilitate formalisation of 2 recycling initiatives | | |
| | Number of recycling initiatives supported | 3 recyclers supported | 2% | Data base of recyclers. Reports, Attendance registers. | | Needs assessment performed for 3 recycling initiatives | 1 Training on recycling conducted for all recycler | | | Facilitate formalisation of 2 recycling initiatives | | |
| | Number of recycling partnership agreements formed | 3 recycling initiatives formalised | 2% | 3 recycling Partnership agreements forged. Engagement letters | | 1 Partnership agreements secured for recycling initiatives conducted. | 1 Partnership agreements secured for recycling initiatives | 1 Partnership agreements secured for recycling initiatives | 1 Partnership agreements secured for recycling initiatives | Submission of report to Standing Committee and Council | | |
| | Number of replaced and repaired waste management vehicles | Procurement of 1 bakkie for Indwe. Secure funding for Refuse trucks for Indwe and Dordrecht | 2% | Assessment reports. Specifications. | | Appointment of Service Provider for the supply of the bakkie | Develop business plan to secure funding for purchasing of refuse trucks for Indwe and Dordrecht | Business plan for purchasing of refuse truck for Dordrecht and Indwe submitted to relevant parties | Business plan for purchasing of refuse truck for Dordrecht and Indwe submitted to relevant parties | Continuous engagement on the submitted business plan. | | |
| | Number of illegal dumping sites cleared | 100 illegal dump sites | 2% | | | 25 illegal dumping sites cleared | 25 illegal dumping sites cleared | 25 illegal dumping sites cleared | 25 illegal dumping sites cleared | 25 illegal dumping sites cleared | | |
| | Number of waste educational awareness programs implemented | 6 waste management educational Campaigns Conducted | 2% | Attendance Registers. Activity plan | | 2 waste management educational campaigns conducted. | 2 waste management educational campaigns conducted. | 1 waste management educational campaign | 1 waste management educational campaign | 1 Awareness campaigns conducted | | |
| | Number of landfill sites rehabilitated | Development of 1 | 2 % | Lady Fire workshop/shelter | | Identification of site for the | Procurement of service provider | Construction of shelter/ workshop | Construction of shelter/ workshop | Construction of shelter/ workshop | | |

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| | and managed to ensure pristine environment | business plan for landfill site management for Dordrecht and Indwe | constructed | construction of workshop / shelter | workshop | |
| Keeping the environment pristine by implementing environmental management projects | Number of environmental management projects implemented | 3 Environmental Management Programs | 2% | Attendance Registers. Activity plan. Appointment letters | Recruitment of 20 temporal workers and 10 one man contractors for implementation of environmental management projects. | Implementation of environmental management programs in Dordrecht, Indwe and Lady Fiere |
| | Number of new parks developed | Lady Fiere Park developed | 2% | Geo Tech Report and EIA report. | Facilitate procurement of service provider to undertake specialised studies and fence for Lady Fiere Park | Conduct Geotech and Environmental Impact Studies for Lady Fiere Park |
| To ensure a safe and secure environment through mitigating the negative impacts of disasters | Number of business plans developed for open space management and town beautification | 1 Business Plan for open space management developed | 2% | Business plans Progress reports & Minutes | 1 Business Plan for open space management developed | Fencing of the park |
| | Number of Disaster Management Centres operational | 1 Disaster Management Centre | 2% | Business plans and engagement letters | Engagement and consultation of relevant stakeholders (Local Tourism associations, Businesses | Monitor the construction of the fence |
| | Number of Disaster Management Advisory forums meetings | 6 Disaster Management Advisory Forum meetings conducted | 2% | Reports from stakeholders, Minutes and attendance registers | Submission of Disaster Management Business Plan to potential funders | Submission of business plans to Department of Environmental Affairs |
| | Number of disaster awareness campaigns | 16 Awareness campaigns on disaster | 2% | Attendance registers, activity plans | Continuous engagement on the submitted land acquisition proposal | Continuous engagement on the submitted land acquisition proposal |
| | | | | 4 Awareness campaigns on disaster | 2 Disaster Management Advisory forums meetings conducted | 2 Disaster Management Advisory forums meetings conducted |
| | | | | 4 Awareness campaigns on disaster | 4 Awareness campaigns on disaster | 4 Awareness campaigns on disaster |

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| | conducted | management and fire fighting. | | | management and fire fighting conducted | management and fire fighting conducted | management and fire fighting conducted | |
| Number of pounds implemented | 1 Pound implemented | 2% | Registers, Reports, Standard Operating Procedure | Recruitment and training of pound master with rangers | Development of standard operating procedure for pounding and impoundment | Implementation of the pound | Implementation of the pound | |
| To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access | Number of Community Halls renovated. | 4 Halls renovated by June 2016 | 2% Assessment report, specifications and completion reports | 1 Hall renovated | 1 Hall renovated | 1 Hall renovated | 1 Hall renovated | |
| Number of utilisation and management registers developed and implemented | 17 utilisation and management registers developed and implemented | 2% Utilisation and registers | Development of utilisation and management registers and training of caretakers on the utilisation of registers | Implementation of the utilisation and management registers | Implementation of the utilisation and management registers | Implementation of the utilisation and management registers | Implementation of the utilisation and management registers | |
| Number of library Utilisation campaigns conducted. | 12 library utilisation campaigns conducted. | 2% 12 library utilisation campaigns conducted. | 3 Utilisation campaigns conducted | 3 Utilisation campaigns conducted | 3 Utilisation campaigns conducted | 3 Utilisation campaigns conducted | 3 Utilisation campaigns conducted | |
| Number of library users registered as members | 300 additional users registered | 2% Registration and membership registers | 50 additional users registered | 50 users registered | 100 additional users registered | 100 additional users registered | 100 additional users registered | |
| Number of library Committees established | 3 library committees established | 2% Approved terms of reference. Attendance registers. Activity plan | Launch and training of Library Committees | 3 Meetings for library committees held | 3 Meetings for library committees held | 3 Meetings for library committees held | 3 Meetings for library committees held | |
| Number of cemeteries developed | 1 Cemetery Layout Plan for Lady Fire developed | 2% Activity Plan, Advert, Progress Reports | Appointment of Service Provider | Phase 1 of Cemetery Layout plan completed | Phase 2 of cemetery layout plan completed | Phase 2 of cemetery layout plan completed | Submission of Layout plan to Council for approval | |
| | Land acquisition for Indwe Cemetery | 2% Business plan Follow up Letter written to funders | Facilitate funding for land acquisition for Indwe | Follow up on business plan submitted for funding | Call for proposals for the development of Indwe | Phase 1 of the Indwe cemetery layout plan commences | Phase 1 of the Indwe cemetery layout plan commences | |

| | | | Cemetery | | cemetery layout plan for Indwe cemetery and appoint a service provider | | |
|--|---|---|--|--|--|--|--|
| Number of cemeteries managed | 3 web based cemetery registers maintained | 2% | Cemetery registers | 3 webbased cemetery registers maintained | 3 webbased cemetery registers maintained | 3 webbased cemetery registers maintained | |
| To facilitate the development of land in a sustainable manner by 2017 | Number of business plans submitted for funding of sportsfield renovation in Dordrecht | 2% | Assessment report Business Plan Follow up correspondence | Submission of business plan to potential funders | Follow up on submitted business plans | Follow up on submitted business plans | Submission of business plan to potential funders |
| KPA 4 - LOCAL ECONOMIC DEVELOPMENT = 10 % | | | | | | | |
| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | DCS SCORE 1-5 | PANEL SCORE 1-5 |
| | | | | | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS |
| To promote and facilitate an improved and sustainable Local Economic development | Support implementation of the LED strategy | To promote and facilitate an improved and sustainable Local Economic development through job creation | 2% | Contracts Adverts | 21 jobs created and 1 SMME developed (One man contractor in Indwe) | 21 jobs created and 1 SMME developed (One man contractor in Indwe) | 21 jobs created and 1 SMME developed (One man contractor in Indwe) |
| Development and submission of business plans for LED facilities | Approved Business Plans | 1 Business plans developed and submitted to relevant offices to ensure functionality of | 2% | Approved Business Plans | Obtain Council Approval | Bench Marking | Business Plan development for Indwe Resort and PPP process |

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|--|---|---|----|--|---|--|--|
| Keeping the environment pristine by implementing environmental management projects | Number of environmental management projects implemented | LED facilities 3 Environmental Management Programs | 2% | Attendance Registers. Activity plan. Appointment letters | Recruitment of 20 temporal workers and 10 one man contractors for implementation of environmental management projects | Implementation of environmental management programs in Dordrecht, Indwe and Lady Frere | Implementation of environmental management programs in Dordrecht, Indwe and Lady Frere |
| To create a safe environment for all people of Emalaheni Local Municipality | Number of recycling initiatives supported | 3 recyclers supported | 2% | Assessment reports. Attendance registers and Memorandum of understanding | Needs assessment performed for 3 recycling initiatives | Facilitate formalisation of 2 recycling initiatives | Facilitate formalisation of 2 recycle initiatives |
| Number of recycling initiatives supported | | 3 Recycling initiatives formalised | 2% | | 1 Partnership agreements secured for recycling initiatives conducted. | 1 Partnership agreements secured for recycling initiatives | Submission of report to Standing Committed and Council |

| KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 10 % | | | | | | DCS SCORE 1-5 | PANEL SCORE 1-5 |
|---|-------------------------------------|-------------------|------------------------------|--|--|--|--|
| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | |
| To streamline programs for the prevention of new HIV infections | Reviewed HIV/AIDS Strategy | HIV/AIDS Strategy | 2,5% | Attendance Register, programme and report Photos | Quarter 1 Targets | Quarter 2 Targets | Quarter 4 Targets |
| | | | | | HIV/AIDS Strategy Reviewed and Implemented | Engagement with stakeholders on the draft reviewed HIV/AIDS Strategy | First draft Reviewed HIV/AIDS Strategy circulated to stakeholders |
| | | | | | | | Final Draft Reviewed HIV/AIDS Strategy submitted to Council for adoption |
| 4 Local Aids Forum meetings held | Implementation of HIV/AIDS Strategy | 2,5% | Attendance registers Reports | 1 LAC Meeting conducted | 1 LAC Meeting conducted | 1 LAC Meeting conducted | 1 LAC Meeting conducted |
| No of awareness campaigns conducted | 4 Awareness campaigns | 2,5% | Plan Attendance | n/a | 1 HIV/AIDS Awareness | 2 Awareness Campaign conducted | 1 HIV/AIDS Awareness |

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| | conducted | Registers Reports | Campaign conducted | Campaign conducted |
|--|--|-------------------|--|--|
| To ensure legislative compliance in holding institutional meetings facilitated | 12 standing committee meetings facilitated | 2,5% | Minutes and agendas 3 standing committee meetings | 3 standing committee meetings 3 standing committee meetings |

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KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 10 %

| STRATEGIC OBJECTIVE | KEY PERFORMANCE INDICATOR | ANNUAL TARGET | WEIGHT | AUDIT EVIDENCE REQUIRED | REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation) | | | | DCS SCORE 1-5 | PANEL SCORE 1-5 |
|---|---|--|---------------|--|--|--|--|--|--|--|
| | | | | | QUARTER 1 TARGETS | QUARTER 2 TARGETS | QUARTER 3 TARGETS | QUARTER 4 TARGETS | | |
| Development of a business plan to explore alternative sources of revenue | Number of business plans developed | 4 Business plans to source additional revenue (Sports fields, open space management plan, Dodrecht & Indie Parks Vehicle Testing Centre) | 2,5% | Progress Report | Development of business plan for Parks and open spaces and submit to CHDM & DEDEAT | Development of business plan for Dodrecht Sports Field to Lottery | Development of business plan for a Vehicle Testing Centre to National Department of Transport | Submission of business plans to all relevant | | |
| Compliance with applicable legislation to Supply Chain Management | Generation of SCM reports informed by purchases from department | Development and implementation of procurement plan | 2,5% | SCM reports | Implementation of procurement plans | Implementation of procurement plans | Implementation of procurement plans | Implementation of procurement plans | | Implementation of procurement plans |
| To ensure effective and efficient asset management through implementation of financial compliant systems by June 2016 | Fully updated and approved asset register | 1 Asset movement register | 2,5% | Asset movement register. Asset update | Development of maintenance plans for all facilities and submit to Standing committee | Maintain and manage assets through minor renovations | Maintain and manage assets through minor renovations | Maintain and manage assets through minor renovations | Maintain and manage assets through minor renovations | Maintain and manage assets through minor renovations |
| Development of final budget based issues listed from this strategic plan and IDP reviewed processes | To compile 15/16 Adjustment budget | 1 Adjustment Budget to council | 2,5% | | Implement monthly performance of both revenue and expenditure targets and provide Directorate with report (PM13) | Implement monthly performance of both revenue and expenditure targets and provide Directorate with report (PM13 & Submit inputs towards adjustment budget. | Implement monthly performance of both revenue and expenditure targets and provide Directorate with report (PM13) | Implement monthly performance of both revenue and expenditure targets and provide Directorate with report (PM13) | Implement monthly performance of both revenue and expenditure targets and provide Directorate with report (PM13) | Implement monthly performance of both revenue and expenditure targets and provide Directorate with report (PM13) |

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"> Demonstrate knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate Manage and monitor financial risk Continuously look for new opportunities to obtain and save funds Prepare financial reports and guidelines based on prescribed format Understand and weigh up financial implications of propositions Understand, analyse and monitor financial reports Allocate resources to established goals and objectives Align expenditure to cash flow projections Ensure effective utilisation of financial resources Prepare own budget in line with strategic objectives | Compulsory | | 3% | |
| 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"> Seek opportunities to increase personal contribution and level of responsibility Support and respect the individuality of others and recognise the benefits of diversity of ideas and approaches Delegate and empower others to increase their level of responsibility Apply labour and employment legislation and regulations consistently Facilitate team goal setting and problem solving Recognise individuals and teams and provide developmental feedback in accordance with performance management principles Adhere to internal and national standards with regard to HR practices Deal with labour matters Identify competencies required and suitable resources for specific tasks | Compulsory | | 4% | |
| 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"> Develop clear and implementable service delivery improvement programmes Identify opportunities to exceed the expectations of customers | Compulsory | | 3% | |

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| | (Baito Pele) into practice | <ul style="list-style-type: none"> • Design internal work processes to improve customer service • Add value to the organisation by providing exemplary customer service • Apply customer rights in own work environment | | | |
| Change Management | Initiate, support and champion organisational transformation and change in order to successfully implement new initiatives to accelerate service delivery | <ul style="list-style-type: none"> • Perform analysis to determine the impact of changes in the social, political and economic environment • Consult all relevant stakeholders of the need for change • Coach colleagues on how to manage change • Design specific projects to enable change that are aligned to organisational objectives • Volunteer to lead change efforts outside own work team | Choice | | 3% |
| 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"> • Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement. • Understand and conceptualise the long-term implications of desired project outcomes • Establish broad stakeholder involvement and communicate the project status and key milestones | Choice | | 4% |
| 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"> • Able to link risk initiatives into key institutional objectives and drivers. • Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives | Choice | | 3% |

PERSONAL DEVELOPMENT PLAN

NAME: Nokwanga Nyeki
 JOB TITLE: DIRECTOR COMMUNITY SERVICES
 DATE: 01 JULY 2015

EMPLOYEE NUMBER: 7
 DIRECTORATE: Community Services

| 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 | January 2015 /December 2016 | Governance and Leadership | Municipal Manager |


 SIGNATURE: N NYEKI
 DIRECTOR: COMMUNITY SERVICES



SIGNATURE: DR SW VATALA
 MUNICIPAL MANAGER