

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR G.P DE JAGER

(herein after referred to as Employer)

AND

DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS

MR DABULA NJILO

(herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 – 30 JUNE 2020

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1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Director: Infrastructure Development and Human Settlements and Municipal Manager. The performance agreement is for the 2019/2020 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2019/2020 and the 2019/2020 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this "Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the "Employer" means Emalahleni Local Municipality;
 - 1.6.3 the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the "Parties" mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

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

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3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2019 and will remain in force until 30 June 2020 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

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

5. PERFORMANCE MANAGEMENT SYSTEM

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

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- 5.3** The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4** The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the Employee's responsibilities) within the Local Government framework;
- 5.5** The criteria upon which the performance of the Employee shall be assessed shall consist of the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement;
- 5.6** The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

KPA No	KEY PERFORMANCE AREAS	Weight
1	Basic Service Delivery and Infrastructure	65%
2	Local Economic Development	10%
3.	Municipal Transformation and Institutional Development	10%
4	Good Governance and Public Participation	5%
5	Municipal Financial Viability and Management	10%
TOTAL		100%

- 5.7** The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:

CCR No	CORE COMPETENCY REQUIREMENTS	Weight
1	Strategic Capability and Leadership	20
2	Programme and Project Management	30
3	Financial Management	10
4	Change Management	10
5	People and Diversity Management	15
6	Client Orientation and Customer Focus	15
TOTAL		100%

6. PERFORMANCE ASSESSMENT

- 6.1** The Performance Plan (Annexure A) to this Agreement set out-
- 6.1.1** the standards and procedures for evaluating the Employee's performance; and

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

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- 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

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6.10.3 Audit Committee member (Chairperson)

6.10.4 Member of the Executive Committee

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 2019
2	October – December: Qrt 2	January 2020
3	January – March Qrt 3	April 2020
4	April – June Qrt 4 (Year End)	July 2020

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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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.

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:

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A score of 130%-149% is awarded a performance bonus ranging from 5%-9% of total remuneration

A score of 150% and above is awarded a performance bonus ranging from 10% and 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;
- 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.

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THUS DONE AND SIGNED AT CACABU ON THE 08 DAY OF July 2019

AS WITNESSES

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DIRECTOR:INFRASTRUCTURE
DEVELOPMENT AND HUMAN SETTLEMENT

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT CACABU ON THE 08 DAY OF July 2019

AS WITNESSES

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ACTING MUNICIPAL MANAGER

ANNEXURE A

PERFORMANCE PLAN: 2019/2020

DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS

EMALAHLENI MUNICIPALITY

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This Plan defines the Council's expectations of the Director Infrastructure Development and Human Settlements 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

STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Infrastructure Development and Human Settlements 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 Director Infrastructure Development and Human Settlements 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: Infrastructure Development and Human Settlements

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: Infrastructure Development and Human Settlements 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: Infrastructure Development and Human Settlements will provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Infrastructure Development and Human Settlement 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: Infrastructure Development and Human Settlement 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.

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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: Infrastructure Development and Human Settlement 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: Infrastructure Development and Human Settlements 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: Infrastructure Development and Human Settlements should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Municipal Manager and Director: Infrastructure Development Human Settlements should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

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

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Local Municipality for the 2019/2020 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.

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1. KEY PERFORMANCE AREA SCORECARD

KPA 1 - BASIC SERVICE DELIVERY = 65 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure provision of adequate electricity supply to all Emalahleni communities by June 2020	Number of actions undertaken to reduce electricity losses	1_5_5.1_P021	4 actions undertaken to reduce electricity losses (Electricity Consumption Analysis, Phase Balancing per Transformer Zone, Routine Line Inspection on Medium and Low Voltage, Protection Enhancement at Indwe and Dordrecht) by 30 June 2020	4%	Quarterly Reports on the development of the landfill site. Completion Certificates	Electricity Consumption Analysis conducted	Electricity Consumption Analysis conducted	Routine Line Inspection on Medium and Low Voltage conducted	Protection Enhancement at Indwe and Dordrecht conducted		
To facilitate provision of human settlements by relevant sector departments in compliance with standards of building controls of ELM by June 2020	Percentage of compliant building plans submitted, processed and approved	1_8_8.1_P025	100% Complaint building plans received, processed and approved by 30 June 2020	3%	Quarterly Report on received, processed and approved building plans	100% Compliant building plans received, processed and approved	100% Compliant building plans received, processed and approved	100% Compliant building plans received, processed and approved	100% Compliant building plans received, processed and approved		
To facilitate provision of	Percentage of received title deeds	1_9_9.1_P026	100% of received title	2%	04 Quarterly	100% of received title	100% of received title	100% of received title	100% of received title		

human settlements by relevant sector departments in compliance with standards of building controls of ELM by June 2020	applications submitted to the Deeds Office for Approval	1_9_9.1_P027	deeds applications submitted to the Deeds Office for Approval by 30 June 2020	3%	reports	deeds applications submitted to the Deeds Office for Approval	deeds applications submitted to the Deeds Office for Approval	deeds applications submitted to the Deeds Office for Approval	deeds applications submitted to the Deeds Office for Approval	deeds applications submitted to the Deeds Office for Approval		
	Percentage of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements	1_9_9.1_P027	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements 30 June 2020	3%	Housing Beneficiaries register	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements		
To ensure the provision of a comprehensive roads' infrastructure network by June 2020	Number of km of Access Road Gravelled	1_10_10.4_P1 27	5km of Access Road Gravelled in Ward 15 (Emaqathini to Thembellile) by 30 June 2020	3%	Progress Reports with photos	2km of Access Road Gravelled	1km of Access Road Gravelled	Not Applicable				
	Number of km of gravel road maintained	1_10_10.3_P0 33	9 km of gravel road in Ward 6, 10 and 13 maintained by 30 June 2020	4%	Progress Reports with photos	Service and repair of machinery facilitated	3km of gravel road maintained in ward 6	3km of gravel road maintained in ward 10	3km of gravel road maintained in ward 13			
To ensure the provision of a	Number of meters	1_10_10.2_P0 32	200m paved in 30 June 2020	3%	Quarterly reports with	Procurement of material	100m paved in Cacadu	50m paved	50m paved			

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comprehensive roads' infrastructure network by June 2020	of streets paved	1_10_10.2_P0 31	Cacadu by 30 June 2020	3%	photos	facilitated	100 meters paved	50meters paved	50 meters paved			
		1_10_10.2_P0 30	200 meters paved in Indwe by 30 June 2020	4%	Progress Reports with photos	400m of roads paved	400m of roads paved	400m of roads paved	400m of roads paved			
To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2020	Cacadu Park Constructed	1_3_3.1_P017	1,6km of roads paved in Dordrecht by 30 June 2020 Cacadu Park Phase (2) constructed by 30 June 2020	3%	Progress Reports with photos	Procurement of service provider facilitated	Procurement of service provider facilitated	Designs approved and site establishment monitored	Cacadu Park Phase (2) constructed			
	Number of Cemeteries developed	1_16_16.1_P0 42	1 Cemetery in Indwe developed by 30 June 2020	3%	Progress Report with pictures	Procurement of service provider facilitated	Procurement of service provider facilitated	Designs approved and site establishment monitored	1 Cemetery in Indwe developed			
To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to	Phase 3 of Cacadu Sportfield constructed	1_12_12.5_P1 30	Phase 3 of Cacadu Sportfield completed by 30 June 2020	3%	Completion Certificate	Foundation Filling and slab completed	Brick Work (Walls) by service provider monitored	Project completed	No activities			

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To promote an orderly built environment by June 2020	Percentage of compliant land use applications received, processed and approved by AO or CHDM Tribunal	1_20_20.1_P0_47	100% compliant land use applications received, processed and approved by AO or CHDM by 30 June 2020	3%	Quarterly Reports on land use applications	100% land use applications received, processed and approved by AO or CHDM	100% land use applications received, processed and approved by AO or CHDM	100% land use applications received, processed and approved by AO or CHDM	100% land use applications received, processed and approved by AO or CHDM		
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KPA 2 – LOCAL ECONOMIC DEVELOPMENT 10%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		

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To improve economic development within ELM by June 2020	Number of jobs created through, Expanded Public Works, Project Hlasela and Indigent Registration Programme	2_30_30.2_P068	220 Local People employed in Projects and Reported on EPWP MIS System by 30 June 2020	10%	220 Employment Contracts	100 Local People employed in Projects and Reported on EPWP MIS System	Local Labour Reported on EPWP MIS System	70 Local People employed in Projects and Reported on EPWP MIS System	50 Local People employed in Projects and Reported on EPWP MIS System		
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KPA 3 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION = 5 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To ensure that the municipality operates free of anticipated risk of maladministration, fraud and corruption by June 2020	Directorate Risk Register Updated and implemented	3_36_36.1_P079	Directorate Risk Register updated and implemented by 30 June 2020	2.5%	IDHS Updated and Implemented Risk Register	IDHS Risk Register implemented	IDHS Risk Register implemented	IDHS Risk Register implemented	IDHS Risk Register updated and implemented		
To achieve clean administration by	Implement IDHS 2018/2019 Audit	3_39_39.1_P083	Implement IDHS 2018/2019 Audit Action	2.5%	Inputs submitted	Not Applicable	2018/2019 Audit Action	2018/2019 Audit Action Plan	2018/2019 Audit Action		

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June 2020	Action Plan	Plan					Plan implemented	implemented	Plan implemented	
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KPA 4 - MUNICIPAL TRANSFORMATION & DEVELOPMENT = 10 %										
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – indicate target met or not met by X (with reference to supporting documentation)				PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS	DCS SCORE 1-5
To develop the skills of the workforce by June 2020	Number of Performance and Accountability Agreements signed and implemented	4_41_41.1_P085	1 Directorate Performance and 1 Accountability Agreement signed and implemented by 30 June 2020	2.5%	1 Performance and 1 Accountability Agreement signed and implemented	1 Performance and 1 Accountability Agreements signed and implemented, Quarter 4 Performance Reviews conducted	Quarter 1 Performance Assessment s conducted	Quarter 2 Performance Assessments conducted	Quarter 3 Performance Assessment s conducted	
To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2020	IDP Inputs submitted to IDP Unit	4_54_54.2_P106	IDP Inputs submitted to IDP Unit by 30 June 2020	2.5%	IDHS inputs submitted	IDHS Draft Reviewed Situational Analysis Report submitted to IDP Unit	IDP Inputs submitted	IDP Inputs submitted	Not Applicable	

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To ensure a developmentally oriented planning institution in line with requirements of local government laws and regulations by June 2020	Annual report updated and submitted to IDP/PMS Unit	4_55_55.1_P1_07	Annual report updated and submitted to IDP/PMS Unit by 30 June 2020	2.5%	Annual Report, submissions	Draft Annual Report 2018/2019 inputs submitted to IDP/PMS Unit	Draft Annual Report 2018/2019 inputs submitted to IDP/PMS Unit	Not Applicable	Not Applicable	
	Reviewed Performance Management Framework, Policy and Procedure Manual Implemented	4_55_55.2_P1_08	Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2020	2.5%	Quarterly report submission	4th Quarter Performance Report Template populated and submitted to PMS Unit	1st Quarter Performance Report Template populated and submitted to PMS Unit	2019/2020 Mid Year Performance Report template populated and submitted to PMS Unit	3rd Quarter Performance Report Template populated and submitted to PMS Unit	

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KPA 5 - FINANCIAL VIABILITY AND MANAGEMENT = 10 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS – Indicate target met or not met by X (with reference to supporting documentation)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
Development of comprehensive audit action plan and tightening of internal controls and their implementation inclusive of general controls by June 2020	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit	5_57_57.2_P113	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit by 30 June 2020	5%	Information requested by AG provided	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit		
	To improve compliance and adherence to MFMA legislation by June 2020	5_57_57.4_P115	Submit Directorate inputs towards 2019/2020 adjustment budget to BTO	2%	19/20 Directorate adjustment budget	Not Applicable	Not Applicable	Submit Directorate inputs towards 2019/2020 adjustment budget to BTO	Submit Directorate inputs towards 2019/2020 adjustment budget to BTO		
	2020/2021 IDHS Budget inputs submitted to BTO	5_57_57.1_P116	2020/2021 IDHS Budget inputs submitted to BTO by 30 June 2020	3%	Council Resolution approving budget	Not Applicable	Not Applicable	2020/2021 IDHS Budget inputs submitted to BTO	2020/2021 IDHS Budget inputs submitted to BTO		

1. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: IDHS

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

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CORE MANAGEMENT COMPETENCIES	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	WEIGHT	RATING 1-5
1. Strategic Capability and Leadership	Provides vision, sets direction for the municipality and inspire others in order to deliver on the municipality's mandate.	<ul style="list-style-type: none"> Understands the municipality's strategic initiatives, but weak in inspiring others to achieve the set objectives; describes how specific tasks link to municipality's strategies, but experiences difficulty in putting the links into practice; aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction; demonstrates commitment through actions, and Requires support for defining performance measures to evaluate the success of strategies. 	20%	
2. Programme and Project Management	Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved	<ul style="list-style-type: none"> Commences project after council approval; understands procedures of project management, its implications and the importance of stakeholder involvement; understands the outcome of the project in relation to municipality's goals; possesses basic project management skills; documents and communicates issues and risks associated with own work; uses results of other successfully completed projects as points of reference; and Applies existing policies in own field of work. 	30%	
3. Financial Management	Comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.	<ul style="list-style-type: none"> Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); is familiar with the different sources of financial data, reporting mechanisms and financial processes and systems; understands importance of financial accountability; understands the necessity for asset control; recognises key expenditure and financial accounting and reporting concepts; performs key financial management processes (expenditure, accounting and reporting) with guidance / direction; tracks and measures actual expenditure against budget; and understands the role of an audit function. 	10%	

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4. Change Management	Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	<ul style="list-style-type: none"> Communicates status, benefits and issues relating to change; identifies gaps between the current and the desired situation and reasons for resistance to change; accepts and successfully performs a supporting role in the change effort; identifies the need for change; participates in change programmes and piloting of change initiatives; and understands the impact of change initiatives on the municipality within the broader political and social context. 	10%	
5. People and Diversity Management	Manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals	<ul style="list-style-type: none"> Participates in team goal setting and problem solving; interacts and collaborates with diverse groups of people; understands team strengths, weaknesses and preferences; and is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these. 	15%	
6. Client Orientation and Customer Focus	Deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> Acknowledges customers rights; applies customer knowledge to improve own organisation or department; maintains good relationship with customers and understands their priorities; redirects queries to the most appropriate person / solution provider and follows through to ensure customer needs are met; and understands and complies with the content and requirements of chapter 4 of the Municipal Systems Act. 	15%	

PERSONAL DEVELOPMENT PLAN

NAME: DABULA NJILO

EMPLOYEE NUMBER:

JOB TITLE: DIRECTOR INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS

DIRECTORATE: INFRASTRUCTURE DEVELOPMENT AND HUMAN

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DATE: 8 July 2019

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. Project Management	Project Management and Knowledge	M.Sc Project Management	Block Attendance	02 Years	Managerial	Municipal Manager
2. Local Government Competency levels for Senior Managers	Qualification for Senior Managers in Local Government	CPMD	Block Attendance	01 Year	Managerial	Municipal Manager



SIGNATURE: D. NJILO
DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS



SIGNATURE: G.P. DE JAGER
ACTING MUNICIPAL MANAGER