

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 COMMUNITY SERVICES

MRS NOKULUNGA NYEZI

(Herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 – 30 JUNE 2020

Handwritten signatures:
J.M. (with a superscript '2') and S.P. (with 'A.M.' written below it)

1. INTRODUCTION

- 1.1** The Employer has entered into a contract of employment with the Employee in terms of Section 57(1) (a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as “the Parties”.
- 1.2** Section 57(1) (b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 1.3** The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4** The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5** This performance agreement is between Nokulunga Nyezi: Director Community Services and Municipal Manager. The performance agreement is for the 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 Annexure thereto;
 - 1.6.2** the “Employer” means Emalahleni Local Municipality;
 - 1.6.3** the “Employee” means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4** the “Parties” mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

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

3. COMMENCEMENT AND DURATION

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- 3.1** This Agreement will commence on 01 July 2019 and will remain in force until 30 June 2020 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;
- 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;

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- 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	60%
2	Local Economic Development	10%
3.	Municipal Transformation and Institutional Development	10%
4	Good Governance and Public Participation	10%
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	5
2	Programme and Project Management	10
3	Financial Management	15
4	Change Management	10
5	Knowledge Management	5
6	Service Delivery Innovation (SDI)	15
7	Problem Solving and Analysis	5
8	People and Diversity Management	10
9	Client Orientation and Customer Focus	10
10	Communication	10
11	Accountability and Ethical Conduct	5
TOTAL		100%

6. PERFORMANCE ASSESSMENT

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

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

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Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4	Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management effort to encourage improvement

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

6.10.1 Municipal Manager of Emalahleni Municipality

6.10.2 Municipal Manager from another municipality

6.10.3 Audit Committee member (Chairperson)

6.10.4 Member of the Executive Committee

6.10.5 Ward Committee member

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- 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.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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- 9.1.1** create an enabling environment to facilitate effective performance by the Employee;
- 9.1.2** provide access to skills development and capacity building opportunities;
- 9.1.3** work collaboratively with the Employee to solve problems and generate solutions to common problems that my impact on the performance of the Employee;
- 9.1.4** on the request of the Employee, delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5** make available to the Employee such resources as the Employee may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement

10. CONSULTATION

- 10.1** The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
 - 10.1.1** a direct effect on the performance of any of the Employee's functions;
 - 10.1.2** Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3** A substantial financial effect on the Employer.
- 10.2** The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

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

Performance rating:

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance
- 11.3** The performance bonus will be paid as follows
 - A score of 130%-140% is awarded a performance bonus ranging from 5% to 9%
 - A score of 150% and above is awarded a performance bonus ranging from 10% to 14%

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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 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.

N.M. P. G.P.
A.M.

THUS DONE AND SIGNED AT CACADU ON THE 08 DAY OF JULY 2019

AS WITNESSES


SIGNATURE


SIGNATURE


DIRECTOR COMMUNITY SERVICES:

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT CACADU ON THE 08 DAY OF JULY 2019

AS WITNESSES


SIGNATURE


SIGNATURE


MUNICIPAL MANAGER

ANNEXURE A

PERFORMANCE PLAN: 2019/2020

DIRECTOR: COMMUNITY SERVICES

EMALAHLENI MUNICIPALITY

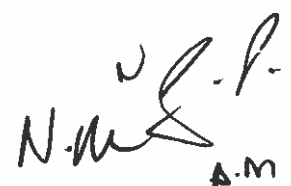
This Plan defines the Council's expectations of the Director Community Services in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805 provides that performance objectives and 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 2019 to 30 June 2020

Signed and accepted by:


N. M. P. A.M.

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.

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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.

3. 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.

The Director: Community Services is directly accountable for the following IDP programmes directly linked to the IDP for 2019/ 2020 as indicated in the IDP column of the scorecard.

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	Number of Animal Pounds functional	1_1_1.5_P00 5	1 Animal Pound functional in Dordrecht by 30 June 2020	2%	Quarterly reports	1 Animal Pound functional Structures for Noting	1 Animal Pound functional Structures for Noting	1 Animal Pound functional Structures for Noting	1 Animal Pound functional		
To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2020	Number of recycling initiatives supported	1_2_2.2_P00 7	2 recycling initiatives supported by 30 June 2020	4%	Quarterly reports	2 recycling initiatives supported	2 recycling initiatives supported	2 recycling initiatives supported	2 recycling initiatives supported		
	Number of urban and township areas with access to refuse removal services	1_2_2.3_P00 8	7999 households in 3 Urban areas and 10 townships with access to refuse removal services by 30 June 2020	4%	Quarterly reports	7999 households in 3 Urban areas and 10 townships with access to refuse removal services	7999 households in 3 Urban areas and 10 townships with access to refuse removal services	7999 households in 3 Urban areas and 10 townships with access to refuse removal services	7999 households in 3 Urban areas and 10 townships with access to refuse removal services		
	Number of drop off centers managed and maintained	1_2_2.4_P00 9	25 drop off centers managed and maintained by 30 June 2020	4%	Quarterly Reports	25 drop off centres managed and maintained	25 drop off centres managed and maintained	25 drop off centres managed and maintained	25 drop off centres managed and maintained		
	Number of illegal dumping sites cleared	1_2_2.5_P01 0	144 illegal dumping sites cleared by 30 June 2020	4%	Quarterly Reports	36 illegal dumping sites cleared	36 illegal dumping sites cleared	36 illegal dumping sites cleared	36 illegal dumping sites cleared		
To create a safe and clean environment for all people of Emalahleni Local Municipality by June 2020	Number of waste awareness programmes conducted	1_2_2.6_P01 1	12 Waste awareness campaigns conducted by 30 June 2020	4%	Quarterly Reports	3 Waste awareness campaigns conducted	3 Waste awareness campaigns conducted	3 Waste awareness campaigns conducted	3 Waste awareness campaigns conducted		

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	Number of Environmental Management Framework Programs implemented	1_2_2.7_P01 2	3 Environmental Management Frameworks implemented by 30 June 2020	4%	Quarterly reports	Not Applicable	1 Environmental Management Framework Programme implemented	1 Environmental Management Framework Programme implemented		
To ensure a safe and secure environment through mitigating the negative impacts of disasters by June 2020	Number of Disaster Management Advisory Forum Meetings Convened	1_2_2.8_P01 3	4 Disaster Management Advisory Forum Meetings convened by 30 June 2020	4%	Quarterly reports	1 Disaster Management Advisory Forum Meeting convened	1 Disaster Management Advisory Forum Meeting convened	1 Disaster Management Advisory Forum Meeting convened		
	Number of disaster awareness and Fire Fighting Campaigns conducted	1_2_2.9_P01 4	16 Awareness Campaigns on Disaster Management and Fire Fighting conducted by 30 June 2020	4%	Quarterly reports on Disaster Management and Fire Fighting Awareness Campaigns conducted	4 Awareness Campaigns on Disaster Management and Fire Fighting conducted	4 Awareness Campaigns on Disaster Management and Fire Fighting conducted	4 Awareness Campaigns on Disaster Management and Fire Fighting conducted		
To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full	Number of municipal facilities maintained	1_12_12.1_P 035	2 municipal facilities maintained (Existing Municipal Offices, WM Tsotsi Library) by 30 June 2020	4%	Quarterly Reports	Not Applicable	Municipal Offices maintained	Not Applicable	WM Tsotsi Library maintained	

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KPA 2 - LOCAL ECONOMIC DEVELOPMENT = 5%											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDIATOR 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 improve economic development within ELM by June 2020	Number of reports on Job Creation Projects submitted to Council Structures for noting	2_30_30.1_P067	4 reports on Job Creation Projects submitted to Council Structures for noting by 30 June 2020	5%	4 Reports	1 report on Job Creation Projects submitted to Council Structures for noting	1 report on Job Creation Projects submitted to Council Structures for noting	1 report on Job Creation Projects submitted to Council Structures for noting	1 report on Job Creation Projects submitted to Council Structures for noting		

KPA 3 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION 10 %											
STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR CODE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIRED	REPORT ACHIEVEMENTS - indicate target met or not met by X (with reference to supporting documentation)				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	Community Services Risk Register Updated and implemented	3_36_36.1_P079	Community Services Risk Register updated and implemented by 30 June 2020	5%	Community Services Updated Risk Register	Comm Services Risk Register implemented	Comm Services Risk Register implemented	Comm Services Risk Register implemented	Comm Services Risk Register updated and implemented		
To achieve clean administration by June 2020	Implement Community Services 2018/2019 Audit Action Plan	3_39_39.1_P083	Implement Community Services 2018/2019 Audit Action Plan by 30 June 2020	5%	Inputs submitted	Report on internal audit outcomes and execute actions	2018/2019 Audit Action Plan implemented	2018/2019 Audit Action Plan implemented	2018/2019 Audit Action 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)				DCS SCORE 1-5	PANEL SCORE 1-5
						QUARTER 1 TARGETS	QUARTER 2 TARGETS	QUARTER 3 TARGETS	QUARTER 4 TARGETS		
To develop the skills of the workforce 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	3	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 conducted	Quarter 2 Performance Assessments conducted	Quarter 3 Performance Assessments 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	3	Community Services inputs submitted	Comm Services Draft Reviewed Situational Analysis Report submitted to IDP Unit	IDP Inputs submitted	IDP Inputs submitted	Not Applicable		
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_P107	Annual report updated and submitted to IDP/PMS Unit by 30 June 2020	2	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		

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	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	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)				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_5 7.2_P11 3	100% submission of Directorate information requested by AG for the 2018/2019 and 2019/2020 audit by 30 June 2020	2	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	Not Applicable	
To improve compliance and adherence to MFMA legislation by June 2020	Submit Community Services inputs towards 2019/2020 adjustment budget to BTO	5_57_5 7.4_P11 5	Submit Community Services inputs towards 2019/2020 adjustment	4	19/20 Directorate adjustment budget	Not Applicable	Not Applicable	Submit Community Services inputs towards 2019/2020 adjustment budget to BTO	Submit Community Services inputs towards 2019/2020 adjustment	

W. M. v. B. P. A.M.

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. 	10%	
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; • recognizes 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. 	15%	
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. 	5%	

W.M. S.P.
D.M.

5. Knowledge Management	Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	<ul style="list-style-type: none"> Collects, categorises and tracks relevant information required for specific tasks and projects; analyses and interprets information to draw conclusions; seeks new sources of information to increase own knowledge base; and Shares information and knowledge with co-workers. 	5%	
6. Service Delivery Innovation (SDI)	Explores and implements new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	<ul style="list-style-type: none"> Recommends new ways of performing tasks within the municipality; identifies and seeks potential sources of new ideas and approaches to enhance service delivery; proposes simple remedial solutions to simple service delivery orientated problems; and Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas. 	10%	
7. Problem Solving and Analysis	Systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	<ul style="list-style-type: none"> Understands the basic steps in problem solving and analysis and solves basic problems using municipal guidelines; identifies when to solve problems independently and when to consult others for resolution beyond own authority; participates actively and constructively in problem solving discussions; and Identifies and documents issues associated with problems. 	5%	
8. 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. 	5%	
9. 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 organization 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 	5%	

N.M. v S.P.
A.M.

10. Communication	Exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	<ul style="list-style-type: none"> • Understands and complies with the content and requirements of chapter 4 of the Municipal Systems Act. • Shows understanding for communication tools appropriate for the audience but needs assistance in utilizing them; • expresses ideas in a clear and coherent manner but not always taking into account the needs of the audience; and • Assimilates information reasonably well. 	10%	
11. Accountability and Ethical Conduct	Display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service	<ul style="list-style-type: none"> • Realizes the implications of not speaking and acting with integrity, but needs guidance in implementing these principles; • follows through on commitments under supervision; and • Follows the rules and regulations of the organization. 	10%	

N.M. u S-P.
A.M.


PERSONAL DEVELOPMENT PLAN

NAME: _____ EMPLOYEE NUMBER: _____

JOB TITLE: _____ DIRECTORATE: _____

DATE: _____

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
1. Financial Management	Operational Proficiency	Financial Management for non-financial managers	Workshops/ Conferences/ Seminars/ Classroom	May/June	Financial Management	Municipal Manager
2. Client Orientation and Customer Focus	Advanced Proficiency	Customer Care Management	Workshops/ Conferences/ Seminars/ Classroom	May/June	Customer Care	Municipal Manager
3. Environmental Management	Operational Proficiency	Environmental Management	Workshops/ Conferences/ Seminars/ Classroom	May / June	Environmental Management	Municipal Manager
4. Governance and Leadership	Advanced Proficiency	Master's in Public Administration / Developmental Studies	Two Year Masters Degree		Governance and Leadership	Municipal Manager


 SIGNATURE: NINYEZI
 DIRECTOR: COMMUNITY SERVICES


 SIGNATURE: MR G.P. DE JAGER
 MUNICIPAL MANAGER