PERFORMANCE AGREEME

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALA ILENI

AS REPRESENTED BY THE MUNICIPA MANAGER

MR V.C. MAKEDAMA

(herein after referred to as Em loyer)

AND

DIRECTOR: CORPORATE SERVICES

MR T. T. JAVU

(herein after referred to as Employee)

FOR THE FINANCIAL YEAR

1 JULY 2021-30 JUNE 2022

1. INTRODUCTION

- 1.1 The Employer has en ered 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".
- Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the partie, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Purformance 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 e sure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Director: Corporate Services and Municipal Manager. The perfor nance agreement is for the 2021/2022 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2021/2022 and the 2021/2022 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emal hleni 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" reans Emalahleni Local Municipality;
 - 1.6.3 the "Employee" neans the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the "Parties" me n the Employer and Employee

2. PURPOSE OF THIS AGREEME IT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Imployer'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 re-vard 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

- This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022 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 urrent 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 perfor nance 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 Budge 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 letails of the evidence that must be provided to show that a key objective has leen achieved;
 - 4.2.3 target dates that describe the timeframe is which the targets must be achieved; and
 - 4.2.4 weightings showing the relative important of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure ()) sets out the Employee's personal development requirements in line with the of jectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addit on, be measured in terms of the contributions to the goals and strategies sot out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- The Employee agrees to participate in the performance management system that the Employer adopted for the Employees of the Enployer;
- 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;

- 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;
- The Employee under akes to actively focus on the promotion and implementation of the Key Performanc: Areas (including special projects relevant to the Employee's responsibilities) with n the Local Government framework;
- 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 (CCR), both of which shall be contained in the Performance Agreement;
- The Employee's assessment will be based on his performance in terms of the outputs/outcomes (I erformance indicators) identified as per attached Performance Plan, which are linke I to the KPAs and will constitute 80% of the overall assessment result as per the wei htings agreed to between the Employer and the Employee:

KPA	KEY PERFORMANCE	AREAS	Weight
No			
1	Basic Service Delive	y and Infrastructure	0
2	Local Economic Dev	elopment	10
3.	Municipal Transfor	nation and Institutional Development	60
4	Good Governance a	nd Public Participation	20
5	Municipal Financial	√iability and Management	10
		TOTA	AL 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 be tween the Employer and Employee:

CCR	CORE COMPETENC	REQUIREMENTS	Weight
No			
1	Strategic Capability	and Leadership	10
2	Programme and Pro	ject Management	10
3	Financial Managem	ent	10
4	Change Manageme	it	10
5	Knowledge Manage	ment	10
6	Service Delivery Inr	ovation (SDI)	10
7	Problem Solving an	Analysis	5
8	People and Diversit	Management	10
9	Client Orientation a	d Customer Focus	10
10	Communication		10
11	Accountability and I	thical Conduct	5
		TOTAL	100%

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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 Employe '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 iden ified during any performance review discussion must be documented in a Personal D velopment 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 per ormance 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:
 - each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance target 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;

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- 6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basic during the mid-year and year-end reviews and will inform the final score awar led by the Evaluation Committee. 360 degree means that the Employee's peer; 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
- The assessment of the eperformance of the Employee will be based on the following rating scale for KPIs and CCRs.

Level	Terminology	Des ription
5	Outstanding performance	Per ormance 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	Per ormance 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 per ormance criteria and indicators and fully achieved all others throughout the year
3	Fully effective	Per ormance 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	Per ormance is below the standard required for the job in key areas. Per ormance 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 per ormance criteria and indicators as specified in the PA and Per ormance Plan.
1	Unacceptable performance	Per ormance does not meet the standard expected for the job. The revew/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 I ring performance up to the level expected in the job despite ma agement 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 Municipa ity
 - 6.10.2 Municipal Manager from another municipa ity
 - 6.10.3 Audit Committee member (Chairperson)
 - 6.10.4 Member of the Executive Committee
 - 6.10.5 Ward Committee member
- 6.11 The assessment panel will evaluate the perform ance of the Employee as at the end of the second (2nd) and fourth (4th) quarters; and
- 6.12 The Municipal Manager will give performance eedback 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 reviewed on the following dates with the unde and third quarters be verbal and performance nust be satisfactory with Portfolio of Evidence:

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July – September: Qtr. 1	October 2021
2	October – December: Qtr. 2	January 2022
3	January – March Qtr. 3	April 2022
4	April – June Qtr. 4 (Year End)	July 2022

- 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 he Employer's assessment of the Employee's performance;
- 7.5 The Employer will be entitled to review an I make reasonable changes to the provisions of the Performance Plan from time o time for operational reasons. The Employee will be fully consulted before any such change is made; and

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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 REQUIRE MENTS

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 EMPL®YER

- 9.1 The Employer shall-
 - **9.1.1** create an enal ing 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 tine 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 Em loyee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial fin incial effect on the Employer.
- 10.2 The Employer agree 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:

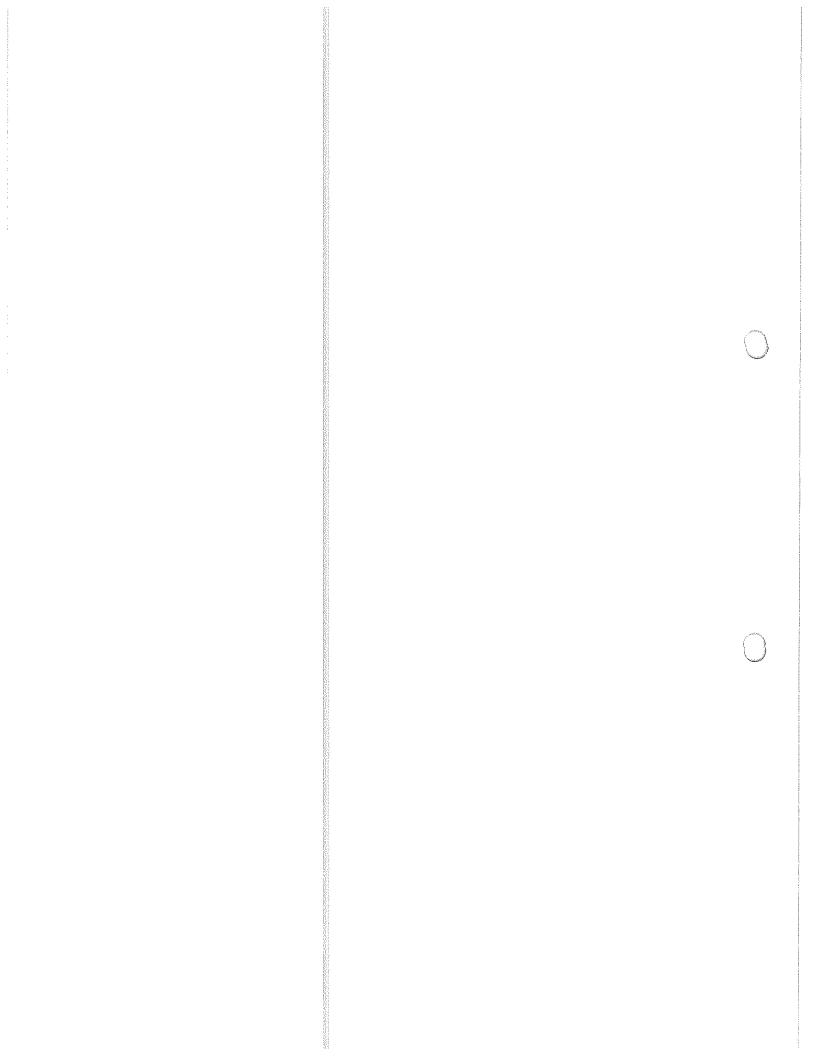
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0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 100%	good performance
101% and more	excellent performanc

- 11.3 The performance bonus will be paid as follows:
 - A score of 130% 149% is awarded a performance bonus ranging from 5% -9% of total remuneration package
 - A score of 150% and above is award d a performance bonus ranging from 10% - 14% of total remuneration package

12 MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a neeting;
- 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 mployer shall-
 - 12.4.1 provide systematic remedial or developm intal 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 ground of unfitness or incapacity to carry out her duties



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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 - 12.6.1 provide systematic remedial or developmental support to assist the Employee to improve her performance; and
 - 12.6.2 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

- 13.1.1 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;
- 13.1.2 If the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appoined to resolve the matter within thirty (30) business days; and
- 13.1.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

14 GENERAL

MR V.C/MAKEDAMA -MUNICIPAL MAN AGER

- 14.1.1 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
- 14.1.2 Nothing in this Agreement dim hishes 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.

THUS DONE AND SIGNED AT ACA!	ON THE / DAY OF TULY 2021	
AS WITNESSES	SIGNATURE MRT.T. JAVU DIRECTOR: CORPORATE SERVICES	SIGNATURE
FOR AND ON BEHALF OF THE EMALAHLE	VI MUNICIPALITY	
THUS SIGNED AT ACAIM	ON THE DAY OF	
AS WITNESSES LIGHT SIGNATURE	SIGNATURE	
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PERFORMANCE PLAN: 2021/2022

EMALAHLENI LOCAL MUNICIPALITY

This Performance Plan defines the Council's expectations an legal prescribes that the Municipal Manager must at all material times comply and uphold in accordance with the Performance Agreement to which this document is attached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice Number 805 provides that performance objectives and targets must be based on the Key Performance Indicators ensirined in the Municipality's Integrated Development Plan and determined in agreement with the May in (as representative of Council).

The following are three (3) parts to this performance plan, which are:

- 1. Scorecard detailing IDP goals (Key Performance Areas) and their related key performance indicators, weightings and target dates
- 2. Core Competency Requirements
- 3. Personal Development Plan

STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Corpora e Services as required by the relevant legislation or reasonably stipulated by the Municipal Manager, o be accountable for the execution of all the resolutions of the Municipality, the coordination of all the accountable for the general supervision, control and efficiency of the Directorate of Corporate 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 Nunicipal Manager and the Director: Corporate Services.

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: Corporate Services should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to vidence, 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: Corporate Services will provide a rating for herse of for the final assessment against the agreed objectives in the column provided in the KPA Scorecard

The Director: Corporate Services and the Evaluation Par el should meet to conduct formal performance rating and agree on final score. It may be neces any to have two (2) meetings, that is, give the Director: Corporate 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 ar J/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: Corporate 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: Corporate Services on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor and Municipa Manager should prepare and agree on a Personal Development Plan for addressing developmental g ps.

The Municipal Manager and Director: Corporate 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.

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2021/22 financial year is aligned to the prescribed Key Performance Areas:

- 1. Good Governance and Public Participation
- 2. Basic Service Delivery
- 3. Local Economic Development
- 4. Institutional Development and Transformation
- 5. Financial Viability and Manage nent

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: Corporate Services is directly accountable for the following programmes directly linked to the IDP for 2021/22 as indicated in the IDP column of the scorecard.

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CORPORATE SERVICES
· DIRECTOR:
CORECARD -
ANCE AREAS
/ PERFORM
1. KEY

KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
Baseline Budget Funding Indicator Weigh Indicator Annual Target Annual Quarter Quarter Quarterly Target Portfolio of Evidence Custodian

				KPA 2: L(OCAL ECONON	KPA 2: LOCAL ECONOMIC DEVELOPMENT				
romote, facilitate and improve	Number of jobs	220 Local People	R2 091 000	EPWP	2_30_30. 2_P068	240 Local People	П	Recruitment Process facilitated	Employment Contracts	IDHS
istainable local economic development through	created through, Expanded Public	employed in Projects and Reported on EPWP MIS				employed in Projects and Reported on EPWP MIS	2	100 Local People employed in Projects and Reported on EPWP MIS System		
plementation of ocal economic development	2	o)				June 2022	e e	70 Local People employed in Projects and Reported on EPWP MIS System		
2022							4	70 Local People employed in Projects and		
								Keported on EPWVP IMIS System		
3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	RNANCE AND	PUBLIC PARTI	CIPATION							
To ensure	Number of by-laws,	5 Policies developed, 5	RO	Opex	3_34_34. 1_P074	5 By-Laws, 5 Policies, 5	₽	Policies, Strategies for development and review	Approved Policies,	Corporate Services
plementation of proved system of promunication,	policies, strategies, and	policies reviewed, and 5 by-				Strategies developed, 5 policies	2	identified Policies, strategies developed and reviewed	Council	
omer care, public articipation and od governance in	procedure s developed	laws reviewed based on				reviewed based on Directorate	8	Stakeholder Engagement on identified policies and strategies		

Number of Roadshow Applicable RO Opex 3_34_34. C S on HR Policles conducted accounts accounts and convened convened accounts bublic which also bublic committee who white accounts accounts bublic committee who white accounts accounts accounts accounts reports committee submitted reports	line with applicable laws and regulations to achieve clean administration by June 2022	based on Directorat e submission S.	Directorate submission				submissions by 30 June 2022	4	Policies, Strategies submitted to Council for Approval		
Roadshow Applicable s on HR Policies conducted A MPAC R0 Opex 3_35_35. public accounts convened convenituee Municipal R0 Opex 3_35_35. Number of 4 municipal R0 Opex 3_35_35. Mumber of 4 municipal R0 Opex 3_35_35. municipal accounts public committee accounts committee submitted reports committee submitted reports	1	Number of	Not	RO	Opex	3_34_34.	2 Roadshows	1	Not Applicable	Quarterly	Corporate
Conducted Number of 4 MPAC R0 Opex 3_35_35. public accounts Convened Convened Convened Mumber of 4 municipal R0 Opex 3_35_35. Augustrenly public Committee accounts public committee submittee submitted reports conducted submitted R0 Opex 3_35_35. 4_P078		Roadshow s on HR	Applicable			1_P074.1	on HR Policies conducted by	2	1 Roadshow on HR Policies conducted	Reports	Services
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Number of 4 MPAC R0 Opex 3_35_35. public convened accounts convened weeting convened accounts public committee accounts public committee accounts reports committee submitted reports		כסוומתרובת						4	1 Roadshow on HR Policies conducted		
public convened accounts committee meeting convened 4 municipal R0 Opex 3_35_35. Number of 4 municipal R0 Opex 4_p078 accounts reports committee submitted submitted submitted submitted	To ensure	Number of	4 MPAC	RO	Opex	3_35_35.		,	1 Municipal public	Quarterly	Corporate
accounts committee meeting convened Number of 4 municipal municipal accounts public committee accounts committee submitted submitted submitted submitted submitted submitted submitted	nalementation of	Inhir	banayaos]			meetings convened		
convened convened Wumber of 4 municipal R0 Opex 3_35_35. Mumber of 4 municipal R0 Opex 4_P078 municipal accounts public reports committee submitted reports committee submitted submitted submitted reports	nproved system of	accounts)				committee		1 Municipal public		
meeting convened Number of 4 municipal Mumber of 4 municipal municipal accounts public committee accounts reports committee submitted reports submitted reports submitted	communication,	committee					meetings	2	counts com		
Convened Number of 4 municipal R0 Opex 3_35_35. quarterly public A_P078 municipal accounts public committee accounts reports committee submitted reports submitted reports	stomer care, public	meeting					convened by		meeting convened		
Number of 4 municipal R0 Opex 3_35_35. quarterly public accounts public committee accounts reports committee submitted reports submitted submitted	participation and	convened					30 June 2022		1 Municipal public		
Number of 4 municipal R0 Opex 3_35_35. quarterly public 4_p078 municipal accounts public committee accounts reports reports reports submitted submitted submitted committee committee submitted committee	ood governance in							8	accounts committee		
Number of 4 municipal R0 Opex 3_35_35. quarterly public 4_P078 municipal accounts public committee accounts reports reports reports submitted submitted committee submitted committee committee submitted committee co	ne with applicable								meeting convened		
Number of 4 municipal R0 Opex 3_35_35. quarterly public 4_p078 municipal accounts public committee accounts reports committee submitted reports submitted	ws and regulations								1 Municipal public		
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Number of 4 municipal R0 Opex 3_35_35. quarterly public 4_P078 municipal accounts public committee accounts reports committee submitted reports submitted submitted	administration by	***							meeting convened		
public 4_P078 accounts committee reports submitted	Julie 2022	Number of	4 municipal	RO	Opex		12 Statutory		4th Quarterly Municipal	Quarterly	Corporate
accounts committee reports submitted		quarterly	public			4_P078	Meetings (4		Public Accounts	Reports	Services
committee reports submitted		municipal	accounts	,			Council	П	Committee Report		
reports		public	committee				Meetings, 4		submitted to Council for		
submitted		accounts	reports				Standing		noting		
		committee	submitted				Committees		1st Quarterly Municipal		
		reports		•			and 4 Section		Public Accounts		
		submitted					79 Meetings)	7	Committee Report		
		to Council					convened in		submitted to Council for		
for noting		for noting	ware i						noting		

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	Corporate	CORPORAT E SERVICES
	Directorate Risk Register implemente d and updated	Quarterly Reports
2nd Quarterly Municipal Public Accounts Committee Report submitted to Council for noting 3rd Quarterly Municipal Public Accounts Committee Report submitted to Council for noting	Directorate Risk Register implemented and updated and updated	1 HRD Strategy programme implemented (Two programmes from the WSP implemented). 1 HRD Strategy programme implemented (Conduct Internal Skills Audit).
w 4	3 8 4	2
line with the approved	Directorate Risk Register implemented and updated by 30 June 2022	4 HRD Strategy programmes implemented (Workplace Skills Programme, Inservice
	3_36_36. 1_P079	4_40_40. 1_P084
	Opex	Opex
	RO	R50 000 — Bursaries R20 000 — Training of Staff R620 000 -
	Risk Managemen t Strategy and Risk Managemen t Committee	4 HRD 4 HRD strategy programmes implemente d
	Directorat e Risk Register implement ed and updated	Number of Number of HRD Strategy Programm es implement ed
	To ensure svelopment and plementation of sroved system of comer care, public articipation and of governance in a with applicable s and regulations) achieve clean lministration by	4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENTTo ensure aNumber of evelopmentally4 HRDR50 000 —4 HRDevelopmentallyStrategyBursaries4 HRDentated planningStrategyProgrammesR20 000 —institution in programmesdStaffslative prescripts,implementR620 000 -s and regulationsedLearnershipplicable to localLearnership

government by June	_					Learnership;		1 HRD Strategy		
2022						Internal	~	programme		
			- volet			Bursaries) by 30 June 2022	า	implemented (Internal bursaries awarded).		
								1 HRD Strategy		
				_				programme		
				_			4	implemented (Two		
								programmes from the		
							•••	WSP implemented).		
	Number of	Accountabili	RO	Opex	4_41_41.	3 Agreement		3 Accountability	Quarterly	CORPORAT
	Accountabi	ţ		•	1_P085	signed and	۳	Agreements and 1	Reports	E SERVICES
	lity	Agreements			ı	implemented.	T	Performance Agreement		
	Agreement	_ for				C		signed		
	ssigned	Managers				Accountability		Quarter 1 Performance		
	and	,				Agreements	7	Assessments convened		
	implement					signed by 30	(Quarter 2 Performance		
	pa					June 2022	'n	Assessments convened		
					_			Quarter 3 Performance		
				····			†	Assessments convened		
To ensure a	Number of	Approved	0	Opex	4_42_42.	4 Quarterly		4th Quarterly Reports on	Quarterly	CORPORAT
developmentally	quarterly	Employment		****	1_P086	Reports on		implementation of	Reports	E SERVICES
orientated planning	reports on	Equity Plan		***		implementati	,	2021/2022 Employment		
institution in	the	for				ono	1	Equity Plan submitted to		<u> </u>
compliance with	implement	2019/2020				2021/2022		Council Structures for		
legislative prescripts,	ation of					Employment		noting		
laws and regulations	the					Equity Plan		1st Quarterly Reports on		
applicable to local	Employme					submitted to		implementation of		
government by June	nt Equity					Council	r	2021/2022 Employment		
2022	Plan					Structures for		Equity Plan submitted to		
	submitted					noting by 30		Council Structures for		
	to Council					June 2021	ļ	noting		

	·	(V <u> </u>	CORPORAT E SERVICES
	Quarterly Reports		Quarterly Reports
2nd Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting 3rd Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting	Consultation process on the vacant/merged positions and placement processes implemented. Coordination of internal job description writing and submitted for evaluation to the DJEC. Coordination of departmental inputs on	organisational structure and related policies Coordination of approval of organisational structure and related policies	Licensing of antivirus and fortigate firewall systems. Monitoring and maintenance of backup solution.
ю 4	7	Ç 4	7 7
	Human Resources Plan Implemented (Implementati on of Person to Post Plan) by 30 June 2022	IVA	wan connectivity solutions implemented (Security systems and
***************************************	4_43_43. 1_P087		
	ореж	X ODEX	
		81 200 000	
	Approved Organisation al structure that is responding to the needs of the institution.	2107	PROJECTS IMPLEMENT ED
Structures for noting	Human Resources Plan implement ed	Number of	ICT infrastruct ure Developed

Number of 12 Statutory R0.00 4_46_46. 12 Statutory 1 (1 Council or solution. 1 Statutory R0.00 1_0 P091 Meetings 4 maintenance solution. 1 Standing Connect Connect 1 Standing Connect Conn							backup solution) by	3	Licensing of office 365 solution		
Number of 12 Statutory R0.00 4_46_46. 12 Statutory 1 1 Council 1 Statutory R0.00 1_1.0091 1.2 Statutory 1 1 Council 1 Statutory 1 1 Council 1 Standing Council 1 Standing Committee Committee Committee Committee Committee Committee Council Coun							30 June 2022		Monitoring and		
Number of Statutory No.00 4_46_46. 12 Statutory 1 (2 touncil 1.2 Statutory Number of A Quarterly Number of Statutory								4	maintenance of backup		
Number of statutory 12 Statutory Meetings R0.000 4_46_46. 12 Statutory (and 12 Standing of Council and A Standing of A Council for a Standing of A Council for									solution.		1.4
Neetings Meetings Council Meetings 4 Standing Council Standing Council Standing Council Standing Council Standing Committee Standing Committee Committee Standing Committee Committee Committee Council Standing Council Standing Council Standing Council Standing Council Standing Connened Standing Standing Standing Connened Standing	To ensure a	Number of	12 Statutory	R0.00	4_46_	46.	12 Statutory	⊣	<u></u>	Quarterly	CORPORAT
Meetings convened in line with the approved committees Council or and 4 Section and 4 Se	developmentally	Statutory	Meetings		1_P0	91	Meetings (4			Keports	E SERVICES
Neetings, 4 Committee	orientated planning	Meetings	convened	•			Council		and 1 Section 79		
In line with the approved	institution in	convened					Meetings, 4		Committee Meetings		
the approved and Ascetion standing Committees and Ascetion standing Committee and Ascetion and Ascetion and Ascetion and Ascetion approved as a convened approved as a convened approved as a convened	compliance with	in line with					Standing		convened		
Approved Standing Council Standing Council Standing Council Commute Convened in Standing Council Standing Convened Standing Convened Standing Council Standing Council Standing Calendar by Standing Calendar by Standing Calendar by Standing Committee Convened Standing Calendar by Standing Convened Standing Standing Standing Standing Convened Standing Convened Standing Convened Standing Council Standing Council Standing Council Standing Council Standing Council Standing Council Standing Standing Standing Council Standing Standing Standing Standing Council Standing	legislative	the					Committees	2	(1 Council meetings, 1		
Calendar Convention 3 and 1 Se Calendar Ince with the implemental implemental implemental and implemental sprowed 3 (1 Council or convened and implemental implemental implemental and implemental and implemental and implemental and and and a spread and and and and and and and and and a	prescripts, laws and	approved	.,,,				and 4 Section		Standing Committees		
Calendar Convened approved	regulations	Council					79 Meetings)		and 1 Section 79		
Number of A Quarterly Reports on submitted implement of spreading of Council	מטטיים ביישטוב ביישטור	Calendar					convened in		Committee Meeungs		And the second control of the second control
Number of 4 Quarterly Reports reports on submitted to sprepared and spread and implementation of Spreading of Council of Sprepared and and a submitted to sprepared and and and a submitted and and a submitted to council for sprepared and and and a submitted to council for sprepared and and and a submitted and sprepared and sprepared and and and and a submitted to council for council for sprepared and and and and and and and and and an	government by	5					line with the		convened		
Council Standing C Calendar by and 1 Se 30 June 2022 Committee convened convened and 1 Se Standing C Submittee Convened Submitted Submitted COuncil February Submitted to Council February Submitted COuncil February Submitted COuncil February Submitted COUNCIL COUNCIL COUNCIL COUNCIL COUNCIL COUNCIL COUNCIL FEBRUARY SUBMITTED COUNC	June 2022	**					approved	3	(1 Council meetings, 1		
4 Quarterly Reports submitted Submit							Council		Standing Committees		
30 June 2022 Committee convened convened 4 (1 Council r Standing (and 1 St Committee Committee Committee Committee convened 4 Quarterly Reports Submitted on of Council on of Council prepared and submitted to Council for Inplementatil council for Council for Council for Inplementatil prepared and Council for Council for Council for Inplementatil Council for Council							Calendar by		01		
A Quarterly Reports submitted submitted submitted A Quarterly Reports Submitted Submi							30 June 2022		Committee Meetings		
4 Quarterly Reports Submitted Submitted Standing (Att	·			convened		
4 Quarterly 4 46.46. 4 Quarterly 1 4th Quarter on implementations Reports 3 7093 Reports on implementations 1 4th Quarter implementations Submitted 0 n of Council for prepared and submitted to council for prepared and submitted to council for implementations 1st Quarter implementations Council for council for council for prepared and submitted to council for implementations Council for cou								4	(1 Council meetings, 1		
4 Quarterly Reports Submitted Submit											
4 Quarterly Reports Submitted to Council for Council for Submitted to Council for Council for Submitted and Submitted to Council for Council for Submitted to Council for Council for Submitted to Council for Submitted and Submitted and Submitted to Council for Council for Submitted and Submitted to Council for Council for Submitted and Sub									and 1 Section 79		
4 Quarterly Reports Submitted to Council For		\$44 <i>3</i>							Committee Meetings		
4 Quarterly Reports Submitted Submit			****						convened		
Reports on implementati submitted on of Council on of Council prepared and prepared and submitted to Council for C		Number of	4 Ouarterly		4 46	.46.	4 Quarterly	₽	4th Quarter Report on	Quarterly	Corporate
submitted council on of Council prepared and Resolutions prepared and 2 1st Quarter submitted to Council for Council prepared and prepared and council for Council for Council for Council Council for Council Council for Council for Council Council for Council Council for		quarterly	Reports		3_R	93	Reports on		tati	Reports	Services
Resolutions to Council prepared and rocouncil for submitted to Council for Cou		reports on	submitted			**	implementati		Council Resolutions		
Resolutions to Council for cou		implement					on of Council		prepared and submitted		
prepared and 2 1st Quarter submitted to implementati Council for Council for prepared and prepar		ation of					Resolutions		to Council for noting		
Submitted to implementati Council for Council noting by 30 prepared and		Council		.,,,			prepared and	2	1st Quarter Report on		
Council for Council noting by 30 prepared and		Resolution		•			submitted to		implementation of		
noting by 30		s prepared					Council for		Council Resolutions		
		and				···	noting by 30		prepared and submitted	AH	
		submitted					June 2022		to Council for noting		

	Corporate	CORPORAT E SERVICES
	Legal Claims Register	Quarterly Reports
2nd Quarter Report on implementation of Council Resolutions prepared and submitted to Council for noting 3rd Quarter Report on implementation of Council Resolutions prepared and submitted to Council for noting	4 quarterly reports on legal claims and performance attorneys submitted to Council Structures for noting 4 quarterly reports on legal claims and performance attorneys submitted to Council Structures for noting appointed attorneys submitted to Council Structures for noting 4 quarterly reports on legal claims and performance attorneys submitted to Council Structures for noting 4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting submitted to Council Structures for noting Structures for noting Structures for noting	1 Wellness programme implemented (Life
ω 4	2 2 4	г
WHAT A STATE OF THE STATE OF TH	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting by 30 June 2022	4 Wellness programs
· · · · · · · · · · · · · · · · · · ·		_
	1_P094 1_P094	4_52_52, 1_P102
	Орех	Opex
	R350 000.00	R100 000.00
	4 quarterly reports on legal claims or contingency register submitted	4 Employee Wellness
to Council for noting	Number of quarterly reports on legal claims or contingenc y register updates submitted to Council Structures for noting	Number of employee
	To ensure a evelopmentally entated planning institution in stative prescripts, s and regulations plicable to local ernment by June 2022	

	wellness programs implement ed	programs implemente d				implen (Li Skills/V Progra for t Coun and Oi Team t progra Wellne	implemented (Life Skills/Welfare Programme for both Councillors and Officials, Team building programme, Wellness Day) by 30 June 2022	2 8 4	Skills/Welfare Programme) 1 Wellness programs Implemented (Emotional Intelligence Programme) 1 Wellness programs Implemented (Team Programme) 1 Wellness programs Implemented (Wellness Implemented (Wellness		
	Reports on ELM COVID-19 Status Quo submitted to JOC for noting	N/A	RO	Oppex		4 Repp ELM CK Statu submi JOC fo by 3C	4 Reports on ELM COVID-19 Status Quo submitted to JOC for noting by 30 June 2022		port on ELM COV tatus Quo submittu Cfor noting port on ELM COV tatus Quo submittu Cfor noting port on ELM COV tatus Quo submittus Quo submittatus Quo submittatus Quo submittatus Quo submittatus Quo submittatus Quo submit	Quarterly Reports	CORPORAT
To ensure a developmentally orientated planning institution in compliance with legislative prescripts, laws and regulations applicable to local	Number of paper- based file documents converted to EDMS	200 paper- based filing converted to EDMS	0	Opex	1_P097	200 base docu conve EDM June	200 paper- based file documents converted to EDMS by 30 June 2022	3 2 1	50 paper-based file documents converted to EDMS 50 paper-based file documents converted to EDMS 50 paper-based file documents converted to EDMS	EDMS Printout	Services

WALLE	Corporate	Corporate Services
	Destruction	Quarterly Reports
50 paper-based file documents converted to EDMS	Identification of 100 old records to dispose conducted. Submission of identified records to Internal Audit for assessment Submission of identified records to Internal Audit for assessment and monitor progress Request disposal authority from Provincial Archives facilitated 100 boxes old records disposed	4th Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting 1st Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting 2nd Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting Structures for noting
4	2 8 4	3 8
	1 destruction certificate issued by Provincial Archives for disposal of 100 boxes of old records facilitated by 30 June 2022	4 Quarterly Reports on Implementati on of Fleet Management Policy submitted to Council Structures for noting by 30 June 2022
	4_50_50. 2_P098	1_P099
	Opex	Opex
	0	R 330 000
11 July 2000	destruction certificate issued in 2018/2019	4 quarterly reports submitted to Council Structures
	Number of destruction necrtificates issued by Provincial Archives for disposal of boxes old records	Number of quarterly reports on implement auorror fleet manageme nt policy submitted to Council Structures for noting
ernment by June 2022		

							4	3rd Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting		
KPA 5: FINANCIAL VIABILITY AND MANAGEMENT	ABILITY AND	MANAGEMENT				and the second s				A A A A A A A A A A A A A A A A A A A
To maintain and	%	100%				100%	1	100% expenditure of	Quarterly	ALL
improve financial	expenditur	expenditure				expenditure of		budget received	reports	
viability of the	900	of capital		.110		budget on		conditional Grant for the		
municipality by hine	capital	budget on				received		quarter as per business		
2022	hudgeton	received				conditional		plan / cash flows		
7707	received	conditional				Grants by 30	2	100% expenditure of		
	conditional	grants		_		חמווב לחלל		החתופבר		
	grants							conditional Grant for the		
	i ò							quarter as per business		
								plan / cash flows		
				··		1	3	100% expenditure of		
			_10					budget received		
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				***				conditional Grant for the		
								quarter as per business		
***************************************								plan / cash flows		
	-						4	100% expenditure of		
			···					budget received		
						di ·		conditional Grant for the		
						•		quarter as per business		
								plan / cash flows		
To maintain and	Percentag	2019/2020	Opex	5_57_57.		100%	ı	100% submission of	2019/2020	Corporate
improve financial	eof	RFI Register		2_P113		submission of		Information requested	and	Services
viability of the	submission				*	Information		by AG for 2020/2021	2020/2021	
municipality by June	of					requested by		audit	RFI register	
2022	Directorat					AG for				
	a					2020/2021	7	100% submission of		
	informatio					audit by 30		Information requested		
	E		A. 111-			June 2022		by AG for 20 20/2021		
	requested							audit		
			and the second s		-					



		*
	Corporate Services	Corporate
	Quarterly Report	Register of valid invoices reviewed and submitted to BTO
100% submission of Information requested by AG for 2020/2021 and 2021/2022 audit	GRAP compliant fixed assets register for 2020/21 developed and maintained GRAP compliant fixed assets register for 2020/21 developed and maintained GRAP compliant fixed assets register for 2020/21 developed and maintained GRAP compliant fixed assets register for 2020/21 developed assets register for 2020/21 developed	100% payment of creditors within 30 days as per legislated framework 100% payment of creditors within 30 days as per legislated framework 100% payment of creditors within 30 days as per legislated framework 100% payment of creditors within 30 days as per legislated framework
w 4	2 8	3 8
	GRAP & mSCOA compliant fixed assets register for 2021/2022 developed and maintained by 30 June 2022	100% expenditure compliant with Section 65 & 66 of the MFMA by June 2022
	5.57.5 7.3. P1 14	
	Opex	5_58_58. 2_P119
	RO	Opex
		RO
	GRAP compliant fixed asset register for 2020/2021 compiled and maintained	12 Creditors Age Analysis and Unpaid creditors reports for 2020/2021
by AG for 2019/2020 and 2020/2021 audit	verify Directorat e GRAP compliant fixed assets register	Process creditor's invoices and submit to BTO within 10 days of receipt

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444		,,,,,u <u>a</u>	
100% payment of creditors within 30 days as per legislated framework	Not Applicable	Not Applicable	4 Not Applicable
4	2	m	4
		h/v	
		•••	

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 L. CONTENTION OF THE REPUBLICATION OF THE PROPERTIES. COMBONDATE SEDVICES.

		GENERIC STANDARD FOR FILLY FEFECTIVE	R FILLY FEFECTIVE	WEI
CORE MANAGEMENT	DESCRIPTION/	SENEMIC STAINDAMS		·
COMPETENCIES	DEFINITION	PEKFURMANCE	de entre manural de la completación	
1. Strategic Capability	Provides vision, sets direction for the municipality and inspire	 Understands t 	Understands the municipality's strategic initiatives, but weak in inspiring others	
and Leadership	_	to achieve the	to achieve the set objectives;	
		 describes how 	describes how specific tasks link to municipality's strategies, but experiences	
		difficulty in pu	difficulty in putting the links into practice;	
2. Programs and	Plans, manages, monitors and evaluates specific activities in	 Commences p 	Commences project after council approval;	
	order to ensure that policies are implemented and that Local	 understands p 	understands procedures of project management, its implications and the	
Management	Government objectives are achieved	importance of	importance of stakeholder involvement;	
)		 understands t 	understands the outcome of the project in relation to municipality's goals	
3. Financial	Comply with requirements for the accounting officer of the	Articulates bar	Articulates basic financial concepts and techniques as they relate to municipal	
	municipality as prescribed in the Municipal Finance	processes and	processes and tasks (e.g. performance budgeting and value for money);	10%
	Management Act No 56 of 2003.	 is familiar with 	is familiar with the different sources of financial data, reporting mechanisms and	
		financial proce	financial processes and systems;	
4. Change	Initiate and support municipal transformation and change in	Communicate	Communicates status, benefits and issues relating to change;	
	order to implement new initiatives successfully and deliver on	 identifies gaps 	identifies gaps between the current and the desired situation and reasons for	
1	service delivery commitments.	resistance to change;	hange;	
		•		
	erreflegiji. gradin gradin gradini gra			

Knowledge Management	Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the	• Col	Collects, categorizes and tracks relevant information required for specific tasks	10%
	municipality.	• ana	analyses and interprets information to draw conclusions:	
and Array and Ar		• see	seeks new sources of information to increase own knowledge base:	
Service Delivery	Explores and implements new ways of delivering services that	• Rec	Recommends new ways of performing tasks within the municipality:	10%
minovation (SDI)	contribute to the improvement of municipal processes in	• ider	identifies and seeks potential sources of new ideas and approaches to enhance	
	order to acmeve municipal goals	sen	service delivery;	
		• pro	proposes simple remedial solutions to simple service delivery orientated	
Droklam Calcus		pro	problems;	
riobieni Solving	Systematically Identify, analyze and resolve existing and	• Unc	Understands the basic steps in problem solving and analysis and solves basic	5%
dilu Andlysis	anticipated problems in order to reach optimum solutions in a	pro	problems using municipal guidelines;	
	umeny manner	• ider	identifies when to solve problems independently and when to consult others for	•••
		resc	resolution beyond own authority;	
	and the second s	• par	participates actively and constructively in problem solving discussions:	
People and	Manage and encourage people, optimize their outputs and	• Part	Participates in team goal setting and problem solving:	10%
Management	effectively manage relationships in order to achieve the	• inte	interacts and collaborates with diverse groups of people;	<u> </u>
Management	municipality's goals	• nu	understands team strengths, weaknesses and preferences; and	
		• is a ₁	is aware of the appropriate steps and guidelines for employee development and	
Citation Original		Tee	reedback, but not yet fully able to implement these.	
ond Customer	Deliver services effectively and efficiently in order to put the	Ack	Acknowledges customers rights;	10%
Focus	spirit of customer service (Batho Pele) into practice.	dde •	applies customer knowledge to improve own organization or department;	
smo.		icm •		
. Communication	Exchange information and ideas in a clear and concise manner	• Sho	ication	10%
	appropriate for the addience in order to explain, persuade,	nee	needs assistance in utilizing them;	
	COUNTILE AND INTURINCE OTHERS TO ACRIEVE THE DESIRED	• exb	expresses ideas in a clear and coherent manner but not always taking into	
	outcomes.	acco	account the needs of the audience; and	
A		assi	assimilates information reasonably well.	
Ethical Conduct	Ulsplay and build the highest standards of ethical and moral	• Rea	Realizes the implications of not speaking and acting with integrity, but needs	2%
ביווגמו כסווממכו	Collidate III order to promote confidence and trust in the	guid	guidance in implementing these principles;	
	ממור למו אוכם	• folic	follows through on commitments under supervision; and	
The state of the s	All the second s	• folic	follows the rules and regulations of the organization.	
			The state of the s	

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PERSONAL DEVELOPMENT PLAN

NAME: MR. TT JAVU

JOB TITLE: DIRECTOR

DATE: 1 July 2021

SKILLS / PERFORMANCE GAPS

EMPLOYEE NUMBER:

DIRECTORATE: CORPORATE SERVICES

SUPPORT PERSON

WORK OPPORTUNITY CREATED TO

SUGGESTED TIMEFRAMES PRACTICE SKILL / DEVELOPMENT AREA

EXPECTED SUGGESTED SUGGESTED MODE OUTCOMES TRAINING AND/ OR DELIVERY DEVELOPMENT ACTIVITY

SIGNATURE: MR.W.C. MAKEDAMA MUNICIPAL MANAGER

SIGNATURE MR. IT-JAVU
DIRECTOR: CORPORATE SERVICES