

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR V.C. MAKEDAMA

(herein after referred to as Employer)

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 entered a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the Parties to conclude an annual performance agreement. The parties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act;
- 1.5 This performance agreement is between Director: Corporate Services and Municipal Manager. The performance 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 Emalahleni Municipality and therefore, shall be the basis of the performance assessment;
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - 1.6.1 this "Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
 - 1.6.2 the "Employer" means Emalahleni Local Municipality;
 - 1.6.3 the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act;
 - 1.6.4 the "Parties" mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

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

3. COMMENCEMENT AND DURATION

- 3.1 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 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;
- 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 (CCR), 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	0
2	Local Economic Development	10
3.	Municipal Transformation and Institutional Development	60
4	Good Governance and Public Participation	20
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	10
2	Programme and Project Management	10
3	Financial Management	10
4	Change Management	10
5	Knowledge Management	10
6	Service Delivery Innovation (SDI)	10
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%

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

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- 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.

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

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: 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 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-

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

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

- 10.1.1 a direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for indicating outstanding performance or correcting unacceptable performance;

11.2 The performance bonus will be rated as follows:

Performance rating:

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

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 awarded 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 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

0% - 45%	poor performance
46% - 55%	average performance
56% - 65%	fair performance
66% - 75%	good performance
76% - 100%	excellent performance

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13 DISPUTE RESOLUTION

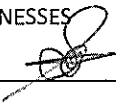
- 13.1.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the 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 appointed 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


- 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 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.

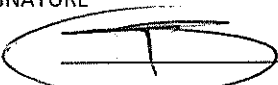
THUS DONE AND SIGNED AT CACABU ON THE 1 DAY OF JULY 2021

AS WITNESSES



SIGNATURE





MR T.T. JAVU

SIGNATURE

DIRECTOR: CORPORATE SERVICES

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY


THUS SIGNED AT CACABU ON THE 1 DAY OF JULY 2021

AS WITNESSES

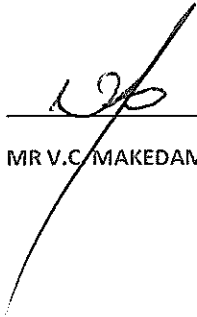


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MR V.C. MAKEDAMA -MUNICIPAL MANAGER

PERFORMANCE PLAN: 2021/2022

EMALAHLENI LOCAL MUNICIPALITY

This Performance Plan defines the Council's expectations and 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 enshrined in the Municipality's Integrated Development Plan and determined in agreement with the Mayor (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: Corporate 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 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 Municipal 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 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: Corporate 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: Corporate 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: 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 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: 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 Municipal Manager should prepare and agree on a Personal Development Plan for addressing developmental gaps.

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 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: 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.

1. KEY PERFORMANCE AREA SCORECARD – DIRECTOR: CORPORATE SERVICES

Strategic Objective	Key Performance Indicator	Baseline Indicator	Budget Allocation	Funding Source	Indicator Code	Weight	Annual Target 2021/2022	Quarter	Quarterly Target	Portfolio of Evidence	Custodian
KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											

KPA 2: LOCAL ECONOMIC DEVELOPMENT

Promote, facilitate and improve sustainable local economic development through anticipation and implementation of local economic development programmes by June 2022	Number of jobs created through, Expanded Public Works.	220 Local People employed in Projects and Reported on EPWP MIS System	R2 091 000	EPWP	2_30_30.2_P068		240 Local People employed in Projects and Reported on EPWP MIS System by 30 June 2022	1	Recruitment facilitated	Process	Employment Contracts	IDHS
								2	100 Local employed in Projects and Reported on EPWP MIS System	People employed in Projects and Reported on EPWP MIS		
								3	70 Local employed in Projects and Reported on EPWP MIS System	People employed in Projects and Reported on EPWP MIS		
								4	70 Local employed in Projects and Reported on EPWP MIS System	People employed in Projects and Reported on EPWP MIS		

3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To ensure development and implementation of improved system of communication, consumer care, public participation and good governance in	Number of by-laws, policies, strategies, and procedures developed	5 Policies developed, 5 policies reviewed, and 5 by-laws reviewed based on	R0	Opex	3_34_34.1_P074		5 By-Laws, 5 Policies, 5 Strategies developed, 5 policies reviewed based on Directorate	1	Policies, Strategies for development and review identified	Approved Policies, Council Resolution	Corporate Services
								2	Policies, strategies developed and reviewed		
								3	Stakeholder Engagement on identified policies and strategies		

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line with applicable laws and regulations to achieve clean administration by June 2022	based on Directorate submission s.	Directorate submission				submissions by 30 June 2022	4	Policies, Strategies submitted to Council for Approval	Quarterly Reports	Corporate Services
	Number of Roadshows on HR Policies conducted	Not Applicable	R0	Opex	3_34_34.1_P074.1	2 Roadshows on HR Policies conducted by 30 June 2022	1	Not Applicable		
							2	1 Roadshow on HR Policies conducted		
							3	Not Applicable		
							4	1 Roadshow on HR Policies conducted		
To ensure implementation of improved system of communication, customer care, public participation and good governance in line with applicable laws and regulations to achieve clean administration by June 2022	Number of public accounts committee meeting convened	4 MPAC Meetings convened	R0	Opex	3_35_35.2_P077	4 Municipal public accounts committee meetings convened by 30 June 2022	1	1 Municipal public accounts committee meeting convened	Quarterly Reports	Corporate Services
							2	1 Municipal public accounts committee meeting convened		
							3	1 Municipal public accounts committee meeting convened		
							4	1 Municipal public accounts committee meeting convened		
	Number of quarterly municipal public accounts committee reports submitted to Council for noting	4 municipal public accounts committee reports submitted	R0	Opex	3_35_35.4_P078	12 Statutory Meetings (4 Council Meetings, 4 Standing Committees and 4 Section 79 Meetings) convened in	1	4th Quarterly Municipal Public Accounts Report submitted to Council for noting	Quarterly Reports	Corporate Services
							2	1st Quarterly Municipal Public Accounts Report submitted to Council for noting		

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To ensure development and implementation of improved system of communication, emergency care, public participation and good governance in line with applicable laws and regulations to achieve clean administration by June 2022	Directorate Risk Register implemented and updated	Risk Management Strategy and Risk Management Committee	R0	Opex	3_36_36.1_P079		line with the approved	3	2nd Quarterly Municipal Public Accounts Committee Report submitted to Council for noting	Directorate Risk Register implemented and updated	Corporate Services
								4	3rd Quarterly Municipal Public Accounts Committee Report submitted to Council for noting		
								1	Directorate Risk Register implemented and updated		
								2	Directorate Risk Register implemented and updated		
								3	Directorate Risk Register implemented and updated	Directorate Risk Register implemented and updated	
								4	Directorate Risk Register implemented and updated		

14: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

To ensure a developmentally oriented planning institution in compliance with relative prescripts, laws and regulations applicable to local	Number of HRD Strategy Programmes implemented	4 HRD strategy programmes implemented	R50 000 – Bursaries R20 000 – Training of Staff R620 000 - Learnership	Opex	4_40_40.1_P084		4 HRD Strategy programmes implemented (Workplace Skills Programme, Inservice Training & Training &	1	1 HRD programme implemented from the WSP implemented)	Quarterly Reports	CORPORATE SERVICES
								2	1 HRD programme implemented (Conduct Internal Skills Audit).		

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government by June 2022								Learnership; Internal Bursaries) by 30 June 2022	3	1 HRD programme implemented (Internal bursaries awarded).	Strategy		
									4	1 HRD programme implemented (Two programmes from the WSP implemented).			
								3 Agreement signed and implemented. 3	1	3 Accountability Agreements and 1 Performance Agreement signed	Quarterly Reports		CORPORATE SERVICES
	Number of Accountability Agreements signed and implemented	Accountability Agreements for Managers	R0	Opex	4_41_41.1_P085			Accountability Agreements signed by 30 June 2022	2	Quarter 1 Performance Assessments convened			
									3	Quarter 2 Performance Assessments convened			
									4	Quarter 3 Performance Assessments convened			
									1	4th Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting	Quarterly Reports		CORPORATE SERVICES
To ensure a developmentally orientated planning institution in compliance with legislative prescripts, laws and regulations applicable to local government by June 2022	Number of quarterly reports on the implementation of the Employment Equity Plan submitted to Council	Approved Employment Equity Plan for 2019/2020	0	Opex	4_42_42.1_P086			4 Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting by 30 June 2021	1	1st Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting			
									2				

To ensure a developmentally planned institution in compliance with legislative prescriptions, standards and regulations applicable to local government by June 2022	Human Resources Plan implemented	Approved Organisational structure that is responding to the needs of the institution.	R0	Opex	4_43_43.1_P087	Human Resources Plan Implemented (Implementation of Person to Post Plan) by 30 June 2022	3	2nd Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting	Quarterly Reports	CORPORATE SERVICES
								3rd Quarterly Reports on implementation of 2021/2022 Employment Equity Plan submitted to Council Structures for noting		
	Number of ICT infrastructure Developed	2 ICT PROJECTS IMPLEMENTED	R1 200 000	OPEX		WAN connectivity solutions implemented (Security systems and	1	Licensing of antivirus and fortigate firewall systems.	Quarterly Reports	CORPORATE SERVICES
							2	Monitoring and maintenance of backup solution.		
							4	Coordination of approval of organisational structure and related policies		
								Coordination of internal job description writing and submitted for evaluation to the DJEC.		
							1	Consultation process on the vacant/merged positions and placement processes implemented.	Quarterly Reports	CORPORATE SERVICES
								Coordination of departmental inputs on the review of the organisational structure and related policies		

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To ensure a developmentally orientated planning institution in compliance with legislative prescripts, laws and regulations applicable to local government by June 2022	Number of Statutory Meetings convened in line with the approved Council Calendar	12 Statutory Meetings convened	R0.00	4_46_46.1_P091	backup solution) by 30 June 2022	3	Licensing of office 365 solution	Quarterly Reports	CORPORATE SERVICES
						4	Monitoring and maintenance of backup solution.		
						1	(1 Council meetings, 1 Standing Committees and 1 Section 79 Committee Meetings convened		
						2	(1 Council meetings, 1 Standing Committees and 1 Section 79 Committee Meetings convened		
	Calendar				convened in line with the approved Council Calendar by 30 June 2022		Committee meetings convened	Quarterly Reports	Corporate Services
						3	(1 Council meetings, 1 Standing Committees and 1 Section 79 Committee Meetings convened		
						4	(1 Council meetings, 1 Standing Committees and 1 Section 79 Committee Meetings convened		
						1	4th Quarter Report on implementation of Council Resolutions prepared and submitted to Council for noting		
	Number of quarterly reports on implementation of Council Resolutions prepared and submitted	4 Quarterly Reports submitted		4_46_46.3_P093	4 Quarterly Reports on implementation of Council Resolutions prepared and submitted to Council for noting by 30 June 2022	2	1st Quarter Report on implementation of Council Resolutions prepared and submitted to Council for noting	Quarterly Reports	Corporate Services

To ensure a developmentally integrated planning institution in compliance with legislative prescriptions, s and regulations applicable to local government by June 2022	to Council for noting	4 quarterly reports on legal claims or contingency register submitted	R350 000.00	Opex	4_47_47.1_P094					3	2nd Quarter Report on implementation of Council Resolutions prepared and submitted to Council for noting	Legal Claims Register	Corporate Services
										4	3rd Quarter Report on implementation of Council Resolutions prepared and submitted to Council for noting		
										1	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		
										2	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		
										4	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		
										1	1 Wellness programme implemented (Life)		
										4	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		
										4	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		
	Number of employee	4 Employee Wellness	R100 000.00	Opex	4_52_52.1_P102					1	4 Wellness programs	Quarterly Reports	CORPORATE SERVICES
										1	1 Wellness programme implemented (Life)		
										4	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		
										4	4 quarterly reports on legal claims and performance of appointed attorneys submitted to Council Structures for noting		

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	wellness programs implemented	programs implemented							implemented (Life Skills/Welfare Programme for both Councillors and Officials, Team building programme, Wellness Day) by 30 June 2022	2	Skills/Welfare Programme) 1 Wellness programs implemented (Emotional Intelligence Programme) 1 Wellness programs implemented (Team Programme) 1 Wellness programs implemented (Wellness Day)		
	Number of Reports on ELM COVID-19 Status Quo submitted to JOC for noting	N/A	R0	Opex					4 Reports on ELM COVID-19 Status Quo submitted to JOC for noting by 30 June 2022		1 Report on ELM COVID-19 Status Quo submitted to JOC for noting 1 Report on ELM COVID-19 Status Quo submitted to JOC for noting 1 Report on ELM COVID-19 Status Quo submitted to JOC for noting 1 Report on ELM COVID-19 Status Quo submitted to JOC for noting	Quarterly Reports	CORPORATE SERVICES
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	4_50_50.1_P097				200 paper-based file documents converted to EDMS by 30 June 2022	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	Corporate Services

ernment by June 2022	Number of destruction certificates issued by Provincial Archives for disposal of boxes old records facilitated	1	0	Opex	4_50_50_2_P098			1 destruction certificate issued by Provincial Archives for disposal of 100 boxes of old records facilitated by 30 June 2022	4	50 paper-based file documents converted to EDMS			Destruction Certificate	Corporate Services	
										1	Identification of 100 old records to dispose conducted. Submission of identified records to Internal Audit for assessment				
										2	Submission of identified records to Internal Audit for assessment and monitor progress				
										3	Request disposal authority from Provincial Archives facilitated				
										4	100 boxes old records disposed				
	Number of quarterly reports on implementation of fleet management policy submitted to Council Structures for noting	4 quarterly reports submitted to Council Structures	R 330 000	Opex	4_51_51_1_P099			4 Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting by 30 June 2022	1	4th Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting			Quarterly Reports	Corporate Services	
										2	1st Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting				
										3	2nd Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting				

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[illegible]

by AG for 2019/2020 and 2020/2021 audit	verify Directorat e GRAP compliant fixed assets register	GRAP compliant fixed asset register for 2020/2021 compiled and maintained	R0	Opex	5_57_5 7.3_P1 14	GRAP & mSCOA compliant fixed assets register for 2021/2022 developed and maintained by 30 June 2022	3	100% submission of Information requested by AG for 2020/2021 and 2021/2022 audit	Quarterly Report	Corporate Services
							4	Not Applicable		
							1	GRAP compliant fixed assets register for 2020/21 developed and maintained		
							2	GRAP compliant fixed assets register for 2020/21 developed and maintained		
Process creditor's invoices and submit to BTO within 10 days of receipt	12 Creditors Age Analysis and Unpaid creditors reports for 2020/2021	R0	Opex	5_58_58. 2_P119	100% expenditure compliant with Section 65 & 66 of the MFMA by June 2022	100% payment of creditors within 30 days as per legislated framework	1	100% payment of creditors within 30 days as per legislated framework	Register of valid invoices reviewed and submitted to BTO	Corporate Services
							2	100% payment of creditors within 30 days as per legislated framework		
							3	100% payment of creditors within 30 days as per legislated framework		
							4	GRAP compliant fixed assets register for 2020/21 developed and maintained		

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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, categorizes 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; 	10%
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; 	10%
Problem Solving and Analysis	Systematically identify, analyze 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; 	5%
People and Diversity Management	Manage and encourage people, optimize 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. 	10%
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 relationships with customers and stakeholders. 	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"> 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%
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. 	5%

PERSONAL DEVELOPMENT PLAN

NAME: MR. TT JAVU

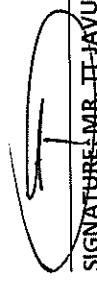
JOB TITLE: DIRECTOR

DATE: 1 July 2021

EMPLOYEE NUMBER:

DIRECTORATE: CORPORATE SERVICES

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
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SIGNATURE: MR. TT-JAVU

DIRECTOR: CORPORATE SERVICES


SIGNATURE: MR V.C. MAKEDAMA
MUNICIPAL MANAGER