PERFORMANCE AGREEMENT

AS REPRESENTED BY THE MUNICIPAL I JANAGER

MR V.C. MAKEDAMA

(Herein after referred to as Employer)

AND

DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND JUMAN SETTLEMENTS

MR DABULA NJILO

(Herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2021-30 JUNE 2022

A.W.

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 an ended. 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 paries, requires the Parties to conclude an annual performance agreement. The pirties hereby agree to have this contract developed in terms of the Local Government Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers.
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will promote Local Government goals.
- 1.4 The parties wish to ensure there is compliance with Section 57(4)(b) and 57(5) of the Systems Act.
- 1.5 This performance agreement is between Director: Infrastructure Development and Human Settlemen's and Municipal Manager. The performance agreement is for the 2020/2021 financial year only. The expected performance reflected in this agreement is based on the I tegrated Development Plan for 2120/2022 and the 2021/2022 Service Delivery and I Budget Implementation Plan and annual budget which have been adopted as the wooking 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" rean the Employer and Employee.

2. PURPOSE OF THIS AGREEN ENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee tile 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 masure 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

UC ?

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2021 ar 3 will remain in force until 30 June 2021 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 n ust 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 (Annex re 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 In plementation 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) ets 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.

1.1.

- 5.3 The Employer wil consult the Employee about the specific performance standards and targets that v ill be included in the performance management system applicable to the Employee.
- The Employee uncertakes 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.
- The criteria upon which the performance of the Employee shall be assessed shall consist of the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.
- 5.6 The Employee's ssessment will be based on his performance in terms of the outputs/outcome (performance indicators) identified as per attached Performance Plan, which are lir ked to the KPAs and will constitute 80% of the overall assessment result as per the v eightings agreed to between the Employer and the Employee:

KPA No	KEY PER FORMANCE AREAS	Weight
1	Basic Se vice Delivery and Infrastructure	60
2	Local Economic Development	10
3.	Municipal Transformation and Institutional Development	10
4	Good G vernance and Public Participation	10
5	Municip al Financial Viability and Management	10
	TOTAL	100%

5.7 The CCRs will mak a 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	CORE CO	MPETENCY REQUIREMENTS	Weight
No			
1	Strategi	Capability and Leadership	10
2	Program	me and Project Management	10
3	Financia	Management	10
4	Change	N anagement	10
5	Knowled	ge Management	10
6	Service	Delivery Innovation (SDI)	10
7	Problem	Solving and Analysis	5
8	People a	nd Diversity Management	10
9	Client O	ientation and Customer Focus	10
10	Commu	ication	10
11	Account	bility and Ethical Conduct	5
		TOTAL	100%

00

N.N.

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 erformance
- 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:
 - each KPI or group of KPIs shall be assessed ac ording 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 erform due to reasons outside the control of the Employer and Employee, the KF will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances;
 - 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the CCRs

- **6.7.1** Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
- 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;
- 6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to ler will assess her CCRs; and
- 6.7.4 An overall score will be calculated based or the total of the individual scores calculated above;

D.N.

- 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 abc /e; and
 - **6.8.2** Such overall 1 ating represents the outcome of the performance appraisal
- The assessment of the performance of the Employee will be based on the following rating scale for KI Is and CCRs.

Level	Termir	ology	Description
5	Outsta perfori	nance	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	Perfori signific expect	ntly above	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 et	ective	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 ful	, 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	Unacce perforr		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

J.N.

- 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
- 6.11 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 feet back to the Employee within five (5) working days after each quarterly and annual as sessment meetings

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to hi reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal and performance multible satisfactory with Portfolio of Evidence:

QUARTER	REVIEW PERIOD	LEVIEW TO BE COMPLETED BY
1	July – September: Qrt 1	October 2021
2	October – December: Qrt 2	anuary 2022
3	January – March Qrt 3	\pril 2022
4	April – June Qrt 4 (Year End)	uly 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
- The Employer may amend the provisions of the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be furthis performance agreement to ensure effective in plementation of reviewed service delivery and budget implementation plan where changes are made in terms of Section 54.

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.

OBLIGATIONS OF THE ENPLOYER

- 9.1 The Employer shall-
 - **9.1.1** create an ellabling environment to facilitate effective performance by the Employee;
 - 9.1.2 provide access to skills development and capacity building opportunities.
 - 9.1.3 work collabolatively 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 availab a to the Employee such resources as the Employee may reasonably require from time to time assisting her to meet the performance objectives and targets estab shed 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 imployee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial inancial 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.

J. N.

11.2 The performance ponus 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

The Performance Bonus will be paid as follows: 11.1

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

A score of 150% and above is awarded a performance bonus ranging from 10% and 14%

12MANAGEMENT OF EVALUATION OUTCOMES

- 12.5 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;
- 12.6 The Employee will have the opportunity at the me ting 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;
- 12.7 Where there is a dispute or difference as to the portormance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.8 In the case of unacceptable performance, the Emilloyer shall-
- 12.8.5 provide systematic remedial or developmental support to assist the Employee to improve her performance; and
- 12.8.6 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reas nable time for improvement in performance, the Employer may consider seps to terminate the contract of employment of the Employee on grounds of Infitness or incapacity to carry out her duties

13 DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the Performance objectives and targets established in terms of this Agreement, the Employee may, within seven (7) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within ten (10) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within thirty (30) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the contract of employment shall apply

£4. £	the Performar Nothing in this Employee in t	f this agreement and the outcome of any review conducted in terms of ce Plan may be made available to the public by the Employer; and Agreement diminishes the obligations, duties or accountabilities of the Irms of her contract of employment, or the effects of existing or new culars, policies, directives or other instruments.
THUS DONE AN	ND SIGNED AT _	CACABU ON THE OI DAY OF JULY 2021
AS WITNESSES		\mathcal{O}
1 mag co	240	SIGNATURE
SIGNATURE		AAA-
		DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENT
FOR AND ON I	BEHALF OF THE	EMALAHLENI MUNICIPALITY
THUS SIGNED	AT <u>CACA</u>	ON THE OI DAY OF JULY 2021
AS WITNESSE	S	

THUS SIGNED AT __CACA >U ___ON THE _O1 _ DAY OF __TULY __ 2021

AS WITNESSES

SIGNATURE

SIGNATURE

MUNICIPAL MANAGER

PERFORMANCE PLAN: 2021/2022

DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS

EMALAHLENI MUNICIPALITY

This Plan defines the Council's expectations of the Director Infrastructure I evelopment and Human Settlements in accordance with the Performance Agreement to which this document is at ached. Section 57(5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805 provides that performance objectives and targets must be based on the Key Performance Indicators set out in the municipality's IDP and determined in agreement with the Municipal Manager (as representative of Council)

There are five (5) parts to this plan, which are:

- 1. A statement about the purpose of the position
- 2. Functional alignment of the individual performance scorecard to the IDP
- 3. Scorecard detailing IDP goals (KPAs) and their related performance indicators, weightings and target dates
- 4. Core Competency Requirements
- 5. Personal Development Plan

STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Director: Infrastructure Development and Human Settlements as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the resolutions of the Municipality, the coordination of all the activities of the municipality, to be accountable for the general supervision, control and efficiency of the lirectorate of Director Infrastructure Development and Human Settlements and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council, as represented by the Municipal Manager and the Director: Infrastructure Development and Human Settlements

PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that is view 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 a sking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are prople who are able to comment on the Director's performance since they have worked closely with her on some contact all aspects of her job.

The Director: Infrastructure Development and Human Settlements should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in the KPA scorecard below. Achievement should be reported on cumulatively

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

J.N.

The Director: Infrastructure Development and Human Settlement and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Infrastructure Development and Human Settlement scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say with regard to the final score that is given.

The Evaluation Panel should provide atings of the Director's performance against agreed objectives as a result of portfolio of evidence and/or comments and input.

Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

Any reason for non-compliance should be recorded during the review session by keeping of minutes of the review session.

The assessment of the performance of the Director: Infrastructure Development and Human Settlement will be based on the rating scale for KPAs a set out in the Performance Agreement.

Only those items relevant for the review period in question should be scored.

The assessment of the performance of the Director: Infrastructure Development and Human Settlements on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Municipal Manager and the Director: Infrastructure Development and Human Settlements should prepare and agree on a Personal Development Plan for addressing developmental gaps.

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

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

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Local Municipality for the 2021/2022 financial year is aligned to the prescribed Key Performance Areas:

- 1. Good Governance & Public Participation
- 2. Basic Service Delivery
- 3. Local Economic Developme t
- 4. Institutional Development and Transformation
- 5. Financial Viability and Mana ement

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs.

V.N. 2

KEY PERFORMANCE AREA SCORECARD

	1 P			
Cust odia n	DHS	IDHS		IDHS
Portf olio of Evid ence	Quart erly Repor ts	Quart erly Repor ts		Quart
Quarterly Target	Vegetation Control (Tree Cutting) Data Analysis and Purchase (Electricity Losses) Electrical Network Defects) Electrical Network Defects	100% Compliant building and approved	plans received, processed, and approved 100% Compliant building plans received, processed, and approved 100% Compliant building plans received, processed and approved	100% of received title deeds applications submitted to
Quarter	3 2 2 3 3	4 [1	2 8 4	1
Annual Target 2021/2022	kPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT=60 % aken R 0 Opex 1_5_5.1_ 3.3 4 actions undertaken to reduce electricity losses 4 actions undertaken to reduce electricity losses 2 (Vegetation Control, Data Analysis and Purchase, Electrical Section Release Rectains and Release Rectains and Release Rel	Inspection (MV and LV)) by 30 June 2022 100% Complaint building plans received, processed, and approved		100% of received title deeds applications
Weigh t%	3.3	3.3		3.3
Indicato r Code	1_5_5.1_ P021	1_8_8.1_ P025		1_9_9.1_ P026
Fundin g Source	Opex	Opex		Opex
Budget Allocati on	R 0	RO		RO
Baseline Indicator	KPA 1 4 actions undertaken to reduce electricity losses	100% Complaint building plans received, processed	2019/2020 FY	Title Deed Register 2019/2020
Key Performance Indicator	Number of actions undertaken to reduce electricity losses	Percentage of compliant building plans	processed and approved	Percentage of received title
egic ctive	provide, provide, prove and paintain posision of services to local nmunities and/or seholds by	ıne 2022		o provide raintained

9		
Repor ts		erly Reports
the Deeds Office for Approval 100% of received title deeds applications submitted to the Deeds Office for Approval 100% of received title deeds applications submitted to the Deeds Office for Approval 100% of received title deeds applications submitted to the Deeds Office for Approval	the Deeds Office for Approval	100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements 100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements 100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements
2 8		3 2 3
submitted to the Deeds Office for Approval by 30 June 2022		100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements by 30 June 2022
		83.3
		1_9_9.1_ P027
		Opex
		RO
		100% of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements
deeds applications submitted to the Deeds Office for Approval		Percentage of received housing applications captured onto the Housing Subsidy System for processing and approval by the Department of Human Settlements
basic infrastructure service for local communities by June 2022		

10 JO

15 | Page

Number of km Number of km Service Page 144 Service Service Page 144 Service Service Page 144 Service Service Service Page 144 Service		_		_					-	
Planini constructed Provider						6 km of gravel road in	⋳			
R9 444 3.3 Provider Py 30 June 2022 C Km Road preparation Completed with progress Completed with progress Completed with progress Completed with progress report Completed with pr						Dlamini constructed		oŧ		
1,15,00 EPWP 1,10,10. 3.3 Cacadu Internal Street 1 Procurement of paving Quart (Nonesi street), 2,50m Completed with progress report						by 30 June 2022		Provider		
Section							2	6 Km Road preparation		ĺ
NIG 3.3 3.3 6 Km Sub-base 2.50								completed with progress		
MIG		R9 444			0			report		
MIG		250			Ç		ന	Km		
R			MIG							
R Opex 1_10_10. 3.3 9 km of maintenance 1 2,25 km of maintenance of a gravel road 10 (3 km) by 30 June 2,25 km of maintenance of a gravel road 10 (3 km) by 30 June 2,25 km of maintenance of a gravel road 10 (3 km) by 30 June 2,25 km of maintenance of a gravel road 10 (3 km) by 30 June 2,25 km of maintenance of a gravel road 10 (3 km) by 30 June 2,25 km of maintenance of a gravel road 1,10_10. 3.3 (acadu Internal Street 1 Procurement of paving Quart 1,10_10. 3.3 (acadu Internal Street 1 Procurement of paving Quart 1,10_10. 2,1031.2 2								with progress report		
R Opex 1_10_10. 3.3 9 km of maintenance 1 2,25 km of maintenance of of gravel road 10 (3 km), by 30 June 2 (2.25 km of maintenance of gravel road 10 (3 km), by 30 June 2 (2.25 km of maintenance of gravel road 10 (3 km), by 30 June 2 (2.25 km of maintenance of gravel road 10 (3 km), by 30 June 2 (2.25 km of maintenance of gravel road 1.0_10. 3.3 Cacadu Internal Street 1 Procurement of paving Quart (Nonesi street), 250m material and Recruitment Repor 2_P031.2 (Nonesi street), 250m material and Recruitment 15 base with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports 1 Procurement of paving 1 1 1 1 1 1 1 1 1							4	6 Km Base/weary course		
Note 1,10_10. 3.3 9 km of maintenance 1 2,25 km of maintenance of or gravel roads in ward 3 (3 km) by 30 June 2,25 km of maintenance of or gravel road 10 (3 km) by 30 June 2,25 km of maintenance of or gravel road 10 (3 km) by 30 June 2,25 km of maintenance of or gravel road 2,25 km of maintenance or gravel road 2,25 km of maintenance or gravel road 2,25 km of maintenance or grave										7000
1,155,00 3 9 km of maintenance 1 2,25 km of maintenance of gravel roads in ward 3 (3 km), 9 (3 km) and 2 2,25 km of maintenance of gravel road 10 (3 km) by 30 June 2 2,25 km of maintenance of gravel road 10 (3 km) by 30 June 2 2,25 km of maintenance of gravel road 2,25 km of maintenance of gravel road 4 2,25 km of maintenance of gravel road 4 2,25 km of maintenance of gravel road 4 2,25 km of maintenance of gravel road 2,25 km of maintenance of gravel road 4 2,25 km of maintenance of gravel road 4 2,25 km of maintenance of gravel road 2,25 km of maintenance of paving blocks with progress reports 2,250m of kerbs, V-drain, and paving blocks with progress reports 4 Line marking and completion certificate 2,25 km of markin	8 1							-		
1,155,00 3_P033 of gravel roads in ward 0.000				1_10_10.	3.3	9 km of maintenance	-	2,25 Km of maintenance of	Quart	₽
10 (3 km) by 30 June 2 (2.25 Km of maintenance of gravel road having street), 250m material and Recruitment erly paved by 30 June 2022 250m preparation of road base with progress report and paving blocks with progress report and paving blocks with progress report and paving blocks with completion certificate completion certificate		********	0	3_P033		of gravel roads in ward		gravel road	erly	
R 2 000 EPWP 1_10_10. 3.3 Cacadu Internal Street 1 Procurement of paving paved by 30 June 2022 2 250m preparation of road base with progress report and paving blocks with progress reports and paving and completion certificate 1 Completion certificate		0.00				3 (3 KM), 9 (3 KM) and 10 (3 km) hv 30 1 me	2	2,25 Km of maintenance of	Repor	
R2 000 EPWP 1_10_10. 3.3 Cacadu Internal Street 1 Procurement of paving 0uart (Nonesi street), 250m material and Recruitment paved by 30 June 2022 2 250m preparation of road base with progress report and paving blocks with progress report and paving blocks with progress report and paving blocks with progress report and paving and completion certificate						2022		gravel road	ts	
R2 000 EPWP 1_10_10. 3.3 Cacadu Internal Street 1 Procurement of paving Quart 000 2_P031.2 (Nonesi street), 250m material and Recruitment erly paved by 30 June 2022 2 50m preparation of road base with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports and paving blocks with progress reports 4 Line marking and completion certificate				****18455500		ı	3	2,25 Km of maintenance of		
R 2 000 EPWP 1_10_10. 3.3 Cacadu Internal Street 1 Procurement of paving Quart (Nonesi street), 250m material and Recruitment erly paved by 30 June 2022 2 50m preparation of road pase with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports and paving blocks with progress								gravel road		
R 2 000 EPWP 1_10_10. 3.3 Cacadu Internal Street 1 Procurement of paving Quart 000 2_P031.2 (Nonesi street), 250m material and Recruitment erly paved by 30 June 2022 250m preparation of road base with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports 2 250m of Kerbs, V-drain, and paving blocks with progress reports 4 Line marking and completion certificate							4	2,25 Km of maintenance of		
R 2 000 EPWP 1_10_10. 3.3 Cacadu Internal Street 1 Procurement of paving Quart 000 2_P031.2 (Nonesi street), 250m paved by 30 June 2022 2 50m preparation of road by 30 June 2022 2 50m preparation of road base with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports 4 Line marking and completion certificate			\dashv	***				gravel road		
2_P031.2 (Nonesi street), 250m material and Recruitment paved by 30 June 2022 250m preparation of road base with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports 4 Line marking and completion certificate		R 2 00(1_10_10.		Cacadu Internal Street	П	ō	Quart	₽
paved by 30 June 2022 2 250m preparation of road base with progress report 3 250m of Kerbs, V-drain, and paving blocks with progress reports 4 Line marking and completion certificate				2_P031.2		(Nonesi street), 250m		material and Recruitment	erly	
250m preparation of road base with progress report 250m of Kerbs, V-drain, and paving blocks with progress reports Line marking and completion certificate	*				***************************************	paved by 30 June 2022		of labourers	Repor	
base with progress reg 250m of Kerbs, V-dr and paving blocks v progress reports Line marking completion certificate			······································				2	250m preparation of road	ts	
250m of Kerbs, V-dr and paving blocks v progress reports Line marking completion certificate			*****					base with progress report		
and paving blocks v progress reports Line marking completion certificate							3	250m of Kerbs, V-drain,		
Line marking completion certificate								and paving blocks with		
Line marking completion certificate								progress reports		
completion certificate							4	marking		
								completion certificate		

IN UC

DHS		
Quart erly Repor ts		
Procurement and appointment of Service Provider (Contractor) Preparation of sub-base Earthworks and installations of sub-drains Preparation of base materials Grass planting, line markings and goal posts	Ripping of exist earthwork layers to sp Preparation of sub-b Earthworks installations of sub-dra Preparation of b materials Grass planting, markings and goal por	1 Procurement and appointment of Service Provider for the ablution blocks 3 Roofing and accessories utilities of the ablution block 4 Fencing of the Public Toilets and Completion
1 2 2 4	<u> </u>	1 6 8 4
Phase 1 - 1 Dordrecht Sports field constructed in (Ward 14) 30 June 2022	1 Indwe Sports field upgraded in Ward 16 by 30 June 2022	Public Toilet in (Cacadu) Ward 4 developed by 30 June 2022
e. E.	κ. κ.	e e
1_12_12. 5_P136	1_12_1 2.5_P13 1	
MIG	MIG	MIG
R7 372 739,06	R 1 740 140,92	R 3 000 000
Number of sportfields constructe d	Number of sportfields constructe d	Public toilets in Cacadu Developed

J.N. 17 | Page

	Nimborof				_	_				-
	Nullibel of						I Cemetery in (Indwe) Ward	н		
	cemeterie						16 developed by 30 June		appointment of Service	
							2022		Provider (Contractor)	
	developed		,							
	in Indwe -		K 1 300	MIG		3.3		7	Foundations for the	
	ward 16		000						ablution blocks	
								ო	Completion of the ablution	
									block	
								4	Fencing of the Cemetery	
	Percentage	100% compliant land	R250 000	Opex	1_20_20.	3.3	100% compliant land use	1	100% compliant land use	Quart
	of compliant	use applications			1_P047		applications received and	***************************************		
	applications	orocessed for					or CHDM by 30 lune 2022		PACIFIC PACIFICATION AND AND AND AND AND AND AND AND AND AN	- 12420
	received and	approximately AO or					of cripial by 30 Julie 2022.		יייייייייייייייייייייייייייייייייייייי	
	processed	CHOM CHOM						~	100% compliant land use	
	for popularia	2							applications received and	
	ioi appiovai								processed for approval by AO	
	DOY YOU							******	or CHDM	
To provide	Tribinal							ж	100% compliant land use	
improve and	3								applications received and	
maintain									processed for approval by AO	
provision of basic									or CHDM	
services to local								4	100% compliant land use	
communities									applications received and	
and/or									processed for approval by AO	
households by									or CHDM	
June 2022								н	Identification of Municipal	Quart
	Identificatio								Owned Land for disposal in	erly
	השחלות									Repor
	Subdivision	Non-Serviced					Identification and Subdivision of	2		ts
	of Municipal	Municipal Land		OPEX		3,3	Municipal Owned Land		Owned Land for disposal in	
	Owned Land						facilitated by 30 June 2021		Dordrecht facilitated	
	facilitated	2.1						m	Identification of Municipal	
									Owned Land for disposal in	
			******						Indwe facilitated	

D.N. (9-C

																				$\overline{}$								
	IDHS																				IDHS							
	Quart	Repor	ts		***		A	Quart	erly	Repor	t			****							Employme oyme nt Contracts							
Subdivision of Municipal Owned Land facilitated	Planning and designs	100 connections	100 connections	147connections and	completion			2 Community engagement	sessions facilitated during	project implementation	2 Community engagement	sessions facilitated during	project implementation	2 Community engagement	sessions facilitated during	project implementation	3 Community engagement	sessions facilitated during	project implementation		Recruitment Process	facilitated	100 Local People employed in	Projects and Reported on	EPWP MIS System	People employed	Projects and Reported on	EFWY WILD DYSLEIN
4	1	2	ო	4					Н			7			m			4			_	۲ .		7			<u>ო</u>	4
	347 households electrically	connections), 6 (8	connections), 7 (62	connections), 8 (13	connections), 9 (57	connections), 17 (44	connections), 10 (40), 14 (40) and 15 (40) by June 2022	9 Community engagement	sessions facilitated during	project implementation by 30	June 2022										240 Local People employed in	Projects and Reported on EPWP	MIS System by 30 June 2022				4600	
	3.3							3.3	3.3														****					
								1_19_19. 1_P046								2_30_30.	2_P068											
	INEP	-		-AH*				Opex													EPWP							
	R 10 140 0	00.00																			R2 091	000						,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
	202 households	connected in	ward 1, 5, 6, 7, 8,	9 and 17 by June	2021 financial	year		7 Community	engagement sessions	facilitated										2: LOCAL ECONOMIC DEVELOPMENT =10 %	220 Local People	employed in Projects	and Reported on	EPWP MIS System by	ozoz ajinc os			
	Number of	nousenoids						Number of	community	engagement	sessions	facilitated	during	project	implementat	ion				NOMIC DEVEL	Number of	jobs created	through,	Expanded	Morks			
*****					-44															2: LOCAL ECC	o promote,	cilitate and	improve	tainable local	economic	through	itification and	olementation

. ح

19 | Раде

of local economic							and a second sec		70 Local People employed in		
development programmes by June 2022								4	Projects and Reported on EPWP MIS System		
KPA 3: GOOD GO\	VERNANCE AN	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION= 10%	ION= 10%						Angle in the second sec		
Legal Compliance	Number of by-laws,	5 Policies developed, 5 policies reviewed,	R0	Opex	3_34_34. 1_P074	2%	1 Policy developed 2 policies reviewed submitted to Council		1 Policy for development and 2 policies identified for review	Appr	
	policies, strategies,	and 5 by-laws reviewed based on			W-1		for approval by 30 June 2022	4	submitted to Corporate Service Directorate	Polici es,	
	and	Directorate submission						7	N/A	Coun	
Contact to the second of the contact	developed	Section (1) Change (1)							CONTRACTOR AND	Recol	
	based on							 	1 Policy for development and 2	ution	
	Directorate								policies review		
	subrillssions.							4	Policies to Council for		
To promote,	Directorate	Risk Management	RO	Opex	3_36_36.	5%	Directorate Risk Register	1	Directorate Risk Register	Upda	1
facilitate and	Risk Register	Strategy and Risk			1_P079		implemented and updated by		implemented and updated	ted	
Improve sustainable	implemente	Management					30 June 2022	2	Directorate Risk Register	direct	
development	d and	Committee							implemented and updated	orate	
through	updated							m	Directorate Risk Register	risk	
identification and									implemented and updated	regist	
implementation of								4	Directorate Risk Register	ers	
local economic development									implemented and updated		
programmes by June 2022											
KPA 4: MUNICIPA	AL TRANSFORM	KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPN	TONAL DEV	'ELOPIMEI	1ENT =10 %						
To ensure a	Number of	Accountability	RO	Opex	4_41_41.	10%	1 Performance and 2		1 Performance and 2	(
developmentally	Accountabili	Agreements for			1_P085		Accountability Agreements		Accountability Agreements	7	
oriented planning	ty	Managers					signed and implemented by 30	Н	signed; Quarter 4	accon	
institution in line	Agreements						June 2022		Performance Assessments	iit d	
with	signed and								facilitated	11.y	
requirements of	implemente							2	Quarter 1 Performance	nerfo nerfo	
local government	σ							ı	Assessments facilitated) j	



aws and ulations by une 2022
5% 100% expenditure on budget on received conditional
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Opex 5_57_5 2%
7.
3 for 2020/2021 audit by 30

<u></u> Ω	11
Quart erly Repor t	Regis ter of valid invoic es revie wed and subm itted to
fixed for for d and fixed fixed for	fixed for d and d and dittors s per ciditors s per
mpliant register develope mpliant register develope mpliant register develope	mpliant register develope ent of cre days as ent of cre days as ramework ent of cre days as days as ramework remework remework
compliant register register ned compliant register 722 develop ned compliant register registe	compliant register 722 develop ned ayment of c 30 days ed framewol ayment of c 30 days
GRAP compliant fixed assets register for 2021/2022 developed and maintained GRAP compliant fixed assets register for 2021/2022 developed and maintained GRAP compliant fixed assets register for 2021/2022 developed and assets	GRAP compliant fixed assets register for 2021/2022 developed and maintained 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 100% payment of creditors within 30 days as per legislated framework 100% payment of creditors within 30 days as per legislated framework
1 2 E	4 1 2 6 4
GRAP & mSCOA compliant fixed assets register for 2021/2022 developed and maintained by 30 June 2022.	100% expenditure compliant with Section 65 of the MFMA by June 2022
1%	2%
5_57_5 7.3_p11 4	5_58_5 8.2_P11 9
Opex Opex	хөфо
	RO
GRAP & mSCOA 2020/2021 Fixed Assets Register compiled and maintained.	100% expenditure compliant with Section 65 & 66 of the MFMA for 2020/2021
GRAP compliant fixed asset register for 2021/2022 compiled and maintained.	% of expenditur e in compliance with Section 65& 66 of the MFMA

1.N. GC

23 | Page J.V.

1. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: IDHS

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in the Personal Development Plan for addressing developmental gaps

### MANAGEMENT DESCRIPTION ### GENERICS STANDARD TOR FULLY EFFECTIVE #### MANAGEMENT DESCRIPTION ### GENERICAL STANDARD FOR FULLY EFFECTIVE ##### Management			The state of the s	
Plans, manages, monitors and to ensure that policies are implemented and that Local government objectives are promptly with requirements for the municipality and deliver or the municipality and deliver or the municipality and deliver or the municipality in order to deliver or the municipality and deliver or municipality is manages, monitors and transformation and change in order to delivery commitments. Plans, manages, monitors and to ensure that policies are implemented and that Local goals. Comply with requirements for the municipality as prescribed in the municipality and deliver on service delivery commitments.	RE MANAGEMENT	DESCRIPTION/	GENERIC STANDARD FOR FULLY EFFECTIVE	WEIGHI
the municipality's mandate. In order to deliver on the caperines of the municipality's strategic, but weak in inspiring others to achieve the set objectives. In order to deliver on the caperines of the municipality's strategies, but municipality's mandate. In order to deliver on the caperines of the municipality's strategies, but municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperines of the municipality's mandate. In order to deliver on the caperine or described in the caperine or delivery committees the generation and change in order to implement new initiatives are delivery commitments. In order to enhance the collectives In order to ensure that policies are importance of stakeholder involvement. In order to ensure that policies are importance of stakeholder involvement. In order to ensure that policies are importance of stakeholder involvement. In order to ensure that policies are importance of the municipality. In order to ensure that policies are inspired in the minorance of the municipality. In order to ensure that to cape and take (e.g., performance budgeting and value for municipality as prescribed in the municipal processes and tasks (e.g., performance budgeting and value for municipality as prescribed in the formation and change in order to enhance the collectives. In order to e	MPETENCIES	DEFINITION	PERFORMANCE	
the municipality and inspire others in order to deliver on the municipality's mandate. • aligns and priorities own action plans to municipality's strategies, but has limited influence in determining the strategic direction; Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved Comply with requirements for the comply with requirements for the municipality as prescribed in the runnicipality as prescribed in the transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and sharing of knowledge and learning Promotes the generation and sharing of knowledge of the municipality. The formotes the generation and sharing of knowledge of the municipality. The formotes the generation and sharing of knowledge of the municipality. The formotes the generation and analyses and interprets information to draw conclusions. The describes how apport municipality is strategies, but experiences difficulty in putting the strategior to accounting or strategic activities in order The specific tasks information to draw conclusions. The specific tasks and project in relation to municipality is implications and the desired situation and value in the change in order The implement of the project in relation to municipality is information to draw conclusions. The implement of the project management, its implications and the desired situation and value in the change in order The implement of the project management information to draw conclusions. The implement of the project management is information to draw conclusions.	Strategic Capability		 Understands the municipality's strategic initiatives, but weak in 	10%
in order to deliver on the municipality's mandate. • describes how specific tasks link to municipality's strategies, but municipality's mandate. • aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the links into practice. • aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction; Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local comply with requirements for the monicipality as prescribed in the caccounting officer of the municipality as prescribed in the municipality as prescribed in the communicates status, benefits and issues relating to change. No 56 of 2003. No 56 of 2003. No 56 of 2003. Promotes the generation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and change in order to enhance the collective sharing of knowledge and learning in order to enhance the collective showledge of the municipality.	and Leadership	the municipality and inspire others	inspiring others to achieve the set objectives.	189
municipality's mandate. • aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction; Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local compensated and that Local dovernment objectives are accounting officer of the municipality with requirements for the municipality as prescribed in the municipality as prescribed in the municipality as prescribed in the removement to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and change in order to enhance the collective serval and solventing of knowledge and learning in order to enhance the collective serval and successfully. Promotes the generation and specific asks and interprets information to draw conclusions.			 describes how specific tasks link to municipality's strategies, but 	
 aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction; cavaluates specific activities in order to ensure that policies are implemented and that Local government objectives are accounting officer of the municipality as prescribed in the municipality as prescribed in order to implement new initiatives successfully and deliver on service delivery commitments. Comptement new initiatives and support municipal to implement new initiatives and successfully and deliver on service deliver contents the collective status, benefits and issues relating to change. Promotes the generation and sharing of knowledge and learning in order to enhance the collective. Complement new initiatives are successfully performs a supporting relating of knowledge and learning in order to enhance the collective. Collects, categorizes, and tracks relevant information required for specific tasks and interprets information to draw conclusions. Company with requirements for the avaluation and tracks and successfully performs a supporting required for accounting office of the municipality. Complement new initiatives and successfully performs a supporting role in the change effort. Collects, categorizes, and tracks relevant information required for specific tasks and interprets information to draw conclusions. Collects, categorizes, and tracks relevant information required for analyses and interprets information to draw conclusions. 		municipality's mandate.	experiences difficulty in putting the links into practice.	
Plans, manages, monitors and evaluates specific activities in order to ensure that policies are implemented and that Local godes. Comply with requirements for the municipality as prescribed in the accounting officer of the municipality and deliver on service to implement new initiatives successfully and deliver on service delivery commitments. Plans, manages, monitors and the control of the project management, its implications and the importance of stakeholder involvement. The importance of the project management, its implications and tracken project management, its implications and tracken relation to direction or service effort. The importance of the municipality or commitments. The importance of the more of the project management, its implications and interprets information required for specific tasks and projects.			 aligns and prioritises own action plans to municipality's strategies but 	
evaluates specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved accounting officer of the municipality as prescribed in the municipality as prescribed in the municipality as prescribed in the formoney); No 56 of 2003. No 56 of 2003. Initiate and support municipal companies and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and elaming in order to enhance the collective knowledge of the municipality.			has limited influence in determining the strategic direction;	
evaluates specific activities in order evaluates specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved Comply with requirements for the municipality as prescribed in the runniquality as prescribed in order Initiate and support municipal transformation and change in order promotes the generation and sharing of knowledge and learning in order to enhance the collective sharing of knowledge of the municipality.	Programs and	Plans, manages, monitors and	 Commences project after council approval. 	10%
to ensure that policies are implemented and that Local goals. • understands the outcome of the project in relation to municipality's goals. Comply with requirements for the accounting officer of the municipality as prescribed in the transformation and change in order to implement new initiatives successfully and deliver or service delivery commitments. Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	Projects	evaluates specific activities in order	 understands procedures of project management, its implications and 	
implemented and that Local Government objectives are achieved Government objectives are achieved Comply with requirements for the municipality as prescribed in the accounting officer of the municipality as prescribed in the transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and sharing of knowledge and learning in order to enhance the collective and worder to enhance the collective and interprets in order to enhance the collective and interprets information to draw conclusions.	Management	to ensure that policies are	the importance of stakeholder involvement.	
 Government objectives are achieved Comply with requirements for the municipality as prescribed in the transformation and change in order to enhance the generation and sharing of knowledge and learning in order to enhance the collective achieved Articulates basic project management skills; Articulates basic financial concepts and tasks (e.g., performance budgeting and value for money); Articulates basic financial concepts and tasks (e.g., performance budgeting and value for municipality as prescribed in the for municipality as prescribed in the formanicipality. Articulates basic financial concepts and tasks (e.g., performance budgeting and value for money); Mo 56 of 2003. Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Indentifies the need for change; <l< th=""><th></th><th>implemented and that Local</th><th> understands the outcome of the project in relation to municipality's </th><th></th></l<>		implemented and that Local	 understands the outcome of the project in relation to municipality's 	
achieved Comply with requirements for the accounting officer of the municipality as prescribed in the transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and Promotes the generation and Promotes the generation and sharing of knowledge of the municipality. Comply with requirements for the accounting officer of the municipal processes and tasks (e.g., performance budgeting and value for monicipality as prescribed in the formunicipal processes and tasks (e.g., performance budgeting and value for municipal processes and tasks (e.g., performance budgeting and value for monicipality as prescribed in the municipality as prescribed in the municipality. Articulates basic financial concepts and tasks (e.g., performance budgeting and value for municipality and tasks (e.g., performance budgeting and value for monicipality.) Articulates basic financial concepts and tasks (e.g., performance budgeting and value for municipality.) Articulates basic financial concepts and tasks (e.g., performance budgeting and value for monicipality.) Articulates basic financial concepts and tasks (e.g., performance budgeting and value for monicipality.) Articulates basic financial concepts and tasks (e.g., performance budgeting and value for monicipality.)		Government objectives are	goals.	
Comply with requirements for the accounting officer of the municipal processes and tasks (e.g., performance budgeting and value for money); Mo 56 of 2003. Initiate and support municipal transformation and change in order to enhance the collective sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.		achieved	 possesses basic project management skills; 	
accounting officer of the municipal processes and tasks (e.g., performance budgeting and value for money); No 56 of 2003. Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	Financial	Comply with requirements for the	 Articulates basic financial concepts and techniques as they relate to 	10%
municipality as prescribed in the for money); No 56 of 2003. Initiate and support municipal transformation and change in order to enhance the collective sharing of knowledge and learning in order to enhance the collective when the current and the desired situation and reasons for resistance to change. Communicates status, benefits and issues relating to change. identifies gaps between the current and the desired situation and reasons for resistance to change. accepts and successfully performs a supporting role in the change effort. identifies the need for change; order to enhance the collective analyses and interprets information to draw conclusions.	Management	accounting officer of the	municipal processes and tasks (e.g., performance budgeting and value	
No 56 of 2003. Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.		municipality as prescribed in the	for money);	
 No 56 of 2003. Initiate and support municipal transformation and change in order to implement new initiatives successfully and delivery commitments. Tromotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality. Initiate and support municipal transformation and transformation to draw conclusions. Communicates status, benefits and issues relating to change. Gommunicates status, benefits and issues relation and reasons for resistance to change. Gollects, categorizes, and tracks relevant information required for specific tasks and projects. Analyses and interprets information to draw conclusions. 			is Comilian with the able to make the common of the marial data many ating	
 Initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. delivery commitments. delivery commitments. dege bromotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality. communication states are identifies gaps between the current and the desired situation and reasons for resistance to change. accepts and successfully performs a supporting role in the change effort. identifies the need for change; identifies the need for change;<!--</th--><th></th><th></th><th>mechanisms and financial processes and systems;</th><th></th>			mechanisms and financial processes and systems;	
transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments. Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	Change	Initiate and support municipal	 Communicates status, benefits and issues relating to change. 	10%
to implement new initiatives successfully and deliver on service delivery commitments. The promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality. To implement new initiatives accepts and successfully performs a supporting role in the change accepts and successfully performs a supporting role in the change and effort. The succepts and successfully performs a supporting role in the change affort. The change are defined and learning specific tasks and projects. The change are change and learning accepts and successfully performs a supporting role in the change affort. The change are defined and earning accepts and successfully performs a supporting role in the change.	Management	transformation and change in order	 identifies gaps between the current and the desired situation and 	
successfully and deliver on service effort. delivery commitments. Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality. e accepts and successfully performs a supporting role in the change effort. identifies the need for change: identifies the need for		to implement new initiatives	reasons for resistance to change.	
delivery commitments. • identifies the need for change; Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality. • identifies the need for change; • collects, categorizes, and tracks relevant information required for specific tasks and projects. • collects, categorizes, and tracks relevant information required for analyses and interprets information to draw conclusions.		successfully and deliver on service	 accepts and successfully performs a supporting role in the change 	
 identifies the need for change; Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality. identifies the need for change; Collects, categorizes, and tracks relevant information required for specific tasks and projects. analyses and interprets information to draw conclusions. 		delivery commitments.	effort.	
 Promotes the generation and sharing of knowledge and learning of knowledge and learning in order to enhance the collective knowledge of the municipality. Collects, categorizes, and tracks relevant information required for specific tasks and projects. analyses and interprets information to draw conclusions. 			 identifies the need for change; 	A Committee of the Comm
sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.	Knowledge	Promotes the generation and	 Collects, categorizes, and tracks relevant information required for 	10%
•	Management	sharing of knowledge and learning	specific tasks and projects.	
knowledge of the municipality.		in order to enhance the collective	 analyses and interprets information to draw conclusions. 	
		knowledge of the municipality.	The state of the s	

6. Service Delivery Cxolores and implements new ways Imnovation (SDI) Orticluse to the improvement of municipal processes in order to and Analysis 7. Problem Solving Systematically identify, analyze and and Analysis 8. People and Management Management Management Order to achieve the municipality and Customer Focus 9. Client Orientation Caler order to achieve the municipality Analysis 10. Communication Exchange information and ideas in and Customer 11. Accountability and Display and build the highest Ethical Conduct 12. Service Delivery 13. Service Delivery 14. Accountability and 15. Service Delivery 16. Service Delivery 16. Service Delivery 17. Problem Solving 18. People and 18. People and 18. People and 19. Cilent Orientation 19. Communication 19. Service Delivery 19. Cilent Orientation 19. Communication 19. Service 19. Cilent Orientation 19. Communication 19. Communication 19. Service and improvement of elevises problems to solving problems solving 19. Cilent Orientation 19. Communication 19. C				•	cooke now courses of information to increase own browledge bases:	
Explores and implements new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals Systematically identify, analyze and resolve existing and anticipated problems in order to reach ontimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service				•	and	
Explores and implements new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals Systematically identify, analyze and resolve existing and anticipated problems in order to reach ontimium solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals In Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Ind Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service				•	shares information and knowledge with co-workers.	
of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals Systematically identify, analyze and resolve existing and anticipated problems in order to reach ontimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service	ဖ်		Explores and implements new ways	•	Recommends new ways of performing tasks within the municipality.	10%
contribute to the improvement of municipal processes in order to achieve municipal goals Systematically identify, analyze and resolve existing and anticipated problems in order to reach antimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service		Innovation (SDI)	of delivering services that	•	identifies and seeks potential sources of new ideas and approaches to	
municipal processes in order to achieve municipal goals Systematically identify, analyze and resolve existing and anticipated problems in order to reach antimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			contribute to the improvement of		enhance service delivery.	
achieve municipal goals Systematically identify, analyze and resolve existing and anticipated problems in order to reach antimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethicial and moral conduct to promote confidence and trust in the Public Service			municipal processes in order to	•	proposes simple remedial solutions to simple service delivery	
Systematically identify, analyze and resolve existing and anticipated problems in order to reach antimum solutions in a timely manner. Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			achieve municipal goals		orientated problems; and	
resolve existing and anticipated problems in order to reach ontimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service	7		Systematically identify, analyze and	•	Understands the basic steps in problem solving and analysis and	2%
problems in order to reach antimum solutions in a timely manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals n Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service		and Analysis	resolve existing and anticipated		solves basic problems using municipal guidelines.	
manner Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Indicense of ethical and moral conduct to promote confidence and trust in the Public Service				•	identifies when to solve problems independently and when to consult others for resolution beyond own authority	
People and Manage and encourage people, optimize their outputs, and effectively manage relationships in order to achieve the municipality's goals Client Orientation Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Communication Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. L. Accountability and Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			manner	•	participates actively and constructively in problem solving	
People and Manage and encourage people, Diversity Management Management Order to achieve the municipality's goals Client Orientation and Customer Focus Communication					discussions;	
Management effectively manage relationships in order to achieve the municipality's goals Client Orientation Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Communication Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. L. Accountability and Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service Order to achieve the municipality and effectively manage relationships and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service	œ		Manage and encourage people,	•	Participates in team goal setting and problem solving.	10%
Management effectively manage relationships in order to achieve the municipality's goals Client Orientation Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Communication Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Cacountability and Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service effectively manage relationships in order to promote confidence and trust in the Public Service		Diversity	optimize their outputs, and	•	interacts and collaborates with diverse groups of people.	
Client Orientation Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Communication Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Conduct to promote confidence and conduct to promote confidence and trust in the Public Service Client Orientality's efficiently to put the spirit of efficiently or and build the highest conduct to promote confidence and trust in the Public Service		Management	effectively manage relationships in	•	understands team strengths, weaknesses, and preferences; and	
Client Orientation and efficiently to put the spirit of efficiently to put the spirit of customer service (Batho Pele) into practice. Communication Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. L. Accountability and Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			order to achieve the municipality's	•	is aware of the appropriate steps and guidelines for employee	
Client Orientation Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice. Communication Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. L. Accountability and Display and build the highest Ethical Conduct Conduct to promote confidence and trust in the Public Service efficiently of customes and moral conduct to promote confidence and trust in the Public Service			goals		development and feedback, but not yet fully able to implement these.	
efficiently to put the spirit of customer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Indicate the public service outst in the Public Service Tust in the Public Service	6		Deliver services effectively and	•	Acknowledges customers rights.	10%
eustomer service (Batho Pele) into practice. Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Indicate the public the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service		and Customer	efficiently to put the spirit of	•	applies customer knowledge to improve own organization or	
Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service .		Focus	customer service (Batho Pele) into		department.	
Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			practice.	•	maintains good relationship with customers and understands their	
Exchange information and ideas in a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. nd Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service					priorities;	
a clear and concise manner appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service	ĭ). Communication		•	Shows understanding for communication tools appropriate for the	10%
appropriate for the audience to explain, persuade, convince and influence others to achieve the desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			a clear and concise manner		audience but needs assistance in utilizing them.	
explain, persuade, convince and influence others to achieve the desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			appropriate for the audience to	•	expresses ideas in a clear and coherent manner but not always	
influence others to achieve the desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service •			explain, persuade, convince and		considering the needs of the audience; and	
desired outcomes. Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service			influence others to achieve the	•	assimilates information reasonably well.	
Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service		A CONTRACTOR OF THE CONTRACTOR	desired outcomes.			
standards of ethical and moral conduct to promote confidence and trust in the Public Service	11	1. Accountability and	Display and build the highest	٠	Realizes the implications of not speaking and acting with integrity but	2%
• •		Ethical Conduct	standards of ethical and moral		needs guidance in implementing these principles.	
vice			conduct to promote confidence and	•	follows through on commitments under supervision; and	
			trust in the Public Service	•	follows the rules and regulations of the organization.	

D.W. 6.C

PERSONAL DEVELOPMENT PLAN

NAME: DABULA NIILO

EMPLOYEE NUMBER:

JOB TITLE: DIRECTOR INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS

DIRECTORATE: INFRASTRUCTURE DEVELOPMENT AND HUMAN SETTLEMENTS

DATE: 1 July 2021

SKILLS / PERFORMANCE	EXPECTED	SUGGESTED	SUGGESTED MODE OF SUGGESTED	SUGGESTED	WORK OPPORTUNITY	SUPPORT PERSON
GAPS	OUTCOMES	TRAINING AND/ OR DEVELOPMENT	DELIVERY	TIMEFRAMES	CREATED TO PRACTICE SKILL / DEVELOPMENT	
		ACTIVITY			AREA	
1. Project	Project	M.Sc. Project	Block Attendance	02 Years	Managerial	Municipal Manager
Management	Management and	Management				
	Knowledge					
	and the state of t	an an ann an			/	

SIGNATURE: V.C. MAKEDAMA MUNIÇIPAL MANAGER

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

	7	
3		
:		
- 1		