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

ACTING DIRECTOR - COMMUNITY SERVICES

MR M. GATYENI

(Herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 AUGUST 2022 - 30 JUNE 2023

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INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of Section 57(1)(a) of the Local Government Municipal Systems Act, 32 of 2000 (The Systems Act) as amended. The Employer and Employee are hereinafter referred as "the Parties".
- 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 Community Services and Municipal Manager. The performance agreement is for the 2022/2023 financial year only. The expected performance reflected in this agreement is based on the Integrated Development Plan for 2022/2023 and the 2022/2023 Service Delivery and Budget Implementation Plan and annual budget which have been adopted as the working documents of Emalahleni Municipality and therefore, shall be the basis of the performance assessment.
- 1.6 In this Agreement the following terms will have the meaning ascribed thereto:
 - **1.6.1** this "Agreement" means the performance agreement between the Employer and the Employee and the Annexure thereto.
 - 1.6.2 the "Employer" means Emalahleni Local Municipality.
 - 1.6.3 the "Employee" means the Municipal Manager appointed in terms of Section 82 of the Municipal Structures Act.
 - 1.6.4 the "Parties" mean the Employer and Employee

2. PURPOSE OF THIS AGREEMENT

- 2.1 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities.
- 2.2 To specify accountabilities set out in the Performance Plan (Annexure A)
- 2.3 To monitor and measure performance against set targeted outputs and outcomes.
- 2.4 To establish a transparent and accountable working relationship.

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- 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 August 2022 and will remain in force until 30 June 2023 where after a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof.
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

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

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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;
- 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;
- 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;
- 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;
- The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

KPA No	KEY PERFORMANCE AREAS	Weight
1	Basic Service Delivery and Infrastructure	60%
2	Local Economic Development	10%
3.	Municipal Transformation and Institutional Development	10%
4	Good Governance and Public Participation	10%
5	Municipal Financial Viability and Management	10%
	TOTAL	100%

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

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CCR No	CORE COMPETENCY REQUIREMENTS	Walnie
1	Strategic Capability and Leadership	Weight
2	Programme and Project Management	10
3	Financial Management	10
4	Change Management	10
5	Knowledge Management	7
6	Service Delivery Innovation (SDI)	8
7	Problem Solving and Analysis	10
8		10
9	People and Diversity Management	8
10	Client Orientation and Customer Focus	7
	Communication	10
11	Accountability and Ethical Conduct	10
	TOTAL	100%

6. PERFORMANCE ASSESSMENT

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

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- 6.6.4 In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
- **6.6.5** An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the CCRs

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

6.8 Overall Rating

- **6.8.1** An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs.

Lev el	Terminology	Description
5	Outstanding performanc e	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	Performanc e 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

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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	
1	Unacceptabl e performanc e	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: Qrt 1	October 2022
2	October – December: Qrt 2	January 2023
3	January – March Qrt 3	April 2023
4	April – June Qrt 4 (Year End)	July 2023

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- 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 my impact on the performance of the Employee;
- 9.1.4 on the request of the Employee, delegate such powers reasonably required by the Employee to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement

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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%-140% is awarded a performance bonus ranging from 5% to 9%.
 - A score of 150% and above is awarded a performance bonus ranging from 10% to 14%

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;

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- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference: and
- 12.4 In the case of unacceptable performance, the Employer shall-
 - **12.4.1** provide systematic remedial or developmental support to assist the Employee to improve her performance; and
 - 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

13. DISPUTE RESOLUTION

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

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of the Performance Plan may be made available to the public by the Employer; and
- 14.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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DIRECTOR: COMMUNITY SERVICES

EMALAHLENI MUNICIPALITY

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

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

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

The period for this plan is from 1 August 2022 to 30 June 2022.

Signed and accepted by:

THUS DONE AND SIGNED AT ACADLI ON THE / 2 DAY OF August 2022

AS WITNESSES

SIGNATURE

SIGNATURE

DIRECTOR COMMUNITY SERVICES:

FOR AND ON BEHALF OF THE EMALAHLENI MUNICIPALITY

THUS SIGNED AT	ON THE	DAY OF	2022
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	MU	INICIPAL MANAGER	
STATEMENT ON PURPOSE OF POSIT	ION		

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

2. PERFORMANCE REVIEW PROCEDURE

A performance review will be held on a quarterly basis with a formal performance review in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.

The Municipal Manager may request input from agendas, minutes, and "customers" on the Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the Evaluation Panel for consideration. Customers are able to comment on the Director's performance since they have worked closely with her on some or all aspects of her job.

The Director: Community Services should prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the

relevant column in the KPA scorecard below. Achievement should be reported on cumulatively.

The Director: Community Services will provide a rating for herself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Director: Community Services and the Evaluation Panel should meet to conduct formal performance rating and agree on final score. It may be necessary to have two (2) meetings, that is, give the Director: Community

Services scores and allow her time to consider them before final agreement. In the event of disagreement, the Evaluation Panel has the final say about the final score that is given.

The Evaluation Panel should provide ratings of the Director's performance against agreed objectives because of portfolio of evidence and/or comments and input.

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

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

The assessment of the performance of the Director: Community Services will be based on the rating scale for KPAs as set out in the Performance Agreement.

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

The assessment of the performance of the Director: Community Services on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

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

The Municipal Manager and Director: Community Services should set new objectives, targets, performance indicators, weightings and dates for the following financial year.

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

3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Local Municipality for the 2022/2023 financial year is aligned to the prescribed Key Performance Areas:

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

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

The Director: Community Services is directly accountable for the following IDP programmes directly linked to the IDP for 2022/ 2023 as indicated in the IDP column of the scorecard.

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4. KEY PERFORMANCE AREA SCORECARD – DIRECTOR: COMMUNITY SERVICES

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Annual Target 2021/2022	RI ICTI IBE DEVELO	16 Community Safety Forum Meetings convened 4	LAC, 4 disaster Advisory,	4Community Safety and 4	Innitiation)by 30 June 2023			40 traffic law	enforcement	conducted by	30 June 2023							5040	Registering Authority	transactions	performed in the 3	registering	(Cacadu,	Indwe, and Dordrecht) by	30 June 2023												2000	120 Driving License tests and 150
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Outcome Indicator		Reduction in number of traffic related offenses						Reduction in	traffic related	offenses				Ī				Functional	Authorities																		Evantinani	Licensing Authorities
Baseline Indicator		8 Community Safety Forum (Justice Forum, Roads	and Transport Forum;	Safety Forum)	conducted			40 Law	operations	conducted								3 Registration and Licensine	Authorities	Functional																×	12 Drivine	
Key Performance Indicator		Number of community safety forum meetings	conducted					Number of traffic law	enforcement	operations								Number of Registering	Authority	transactions performed in	the 3	Authorities															Number of	Driving License and
Strategy		Conduct Community Safety forum meetings						Improve the visibility of	traffic officers	on the road								functionality	of 3	Registration and Licensing	Authorities																_	Learners and Driver's
Strategic Objective		To Facilitate and improve Social Services through	Safety & Security	Services by June 2027													To Encilitate	and improve	Social Services	36		Services by	June 2027															
Priority Area		Community Safety Programmes															Community Safety																					

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License tests conducted											Number of	Animal	Pounds	Tunctional													Number of	initiatives	supported						Number of	urban and	township	access to	refuse	removal	services						
Applications											Implement	Pound	Management	Operations													Promote	minimization	and recycling						Collect Refuse	in urban and	township										
											-	25 E	maintain provision of	basic services	to local	communities	and/or households by	June 2022																	To provide a	clean & healthy	by June 2027										
											Community Safety	Programmes																								Environmental	Management										

					Community	Sei vices											Services								Community	Services											Community	Services									
					Drop-off	with pictures	(before and	atter)								Hannell	dumping	report with	pictures (before and after)					Waste	Awareness	report with	pictures and	attendance	registers							Quaterly	Reports									
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removal	3 Urban areas and 10	townships with	weekly refuse	removal	25 drop off	managed and	maintained	25 drop off	managed and	25 drop off	centres	managed and	25 drop off	centres	managed and	naintained 36 illegal	dumping sites	cleared	36 illegal	dumping sites cleared	36 illegal	dumping sites cleared	36 illegal	dumping sites	1 Waste	awareness	conducted	1 Waste	awareness	conducted	1 Waste	awareness	conducted	1 Waste	awareness	conducted	Environmental	Management	Annual Plan	developed	1	Managemental	Program	implemented.	1	Management	Program
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					25 drop off	managed and	maintained by	30 June 2023								1 A.A. Mount	dumping sites	cleared by 30	June 2023						4 Waste	awareness	conducted by	30 June 2022									3	Environmental	Management	Programmes	(World	Day	Biodiversity	Awareness and	Water Week)	by 30 June	2023
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					RO											0.0	N O								RO												R70,000										
					Well managed	maintained	drop-off	centres						Ī		Radingal and	controlled	illegal	guidunp						Improved,	safe and healthy	environment										Improved,	safe and	healthy	environment							
					25 drop-offs	managed and	maintained									84 illoan	dumping sites	cleared							8 waste	awareness	conducted										m	Environmental	Management	Programmes	implemented in 1 lady	Frere 1	Dordrecht and	1 Indwe			
					Number of	centres	managed and	шашкашед								Mumber of	Illegal	dumping sites	cleared						Number of	waste	programmes	conducted									Number of	Environmental	Management	Framework	Programs	natualla di li					
					Manage and	drop-off	centres									Clear illegal	dumping sites								Promote	awareness on the impact of	poor waste	management	Dy								Implement	Environmental	Management	Framework	(EIMIF)						
																									To provide a																						
																										Management																					

	Community Services				Contraction	Services					Community				Community
	Attendance register and photos				maintenance	reports					Utilisation and management				Library
Environmental Management Program	implemented . 1 Awareness Campaigns on Disaster Management and Fire Fighting	1 Awareness Campaigns on Disaster Management and Fire Fighting	1 Awareness Campaigns on Disaster Management and Fire Fighting	1 Awareness Campaigns on Disaster Management and Fire	conducted Repairs and	maintance of ablution block at Ngganda community	Plumbing and installation of	Sanitory fittings in the Cacadu Change Rooms	Repairs and maintanance of damaged roof in	Greyspan Phase 1: Construction of Indwe	32 Municipal facilities utilised and managed	32 Municipal facilities utilised and	32 Municipal facilities utilised and	managed 32 Municipal facilities utilised and	managed 5 libraries
d.	П	2	m	4	0 &	1	a. <u>.</u>	2 80 7 8	8 8 9 2 9	4	1 2 2 2 2	2 fa	3 12 12 13 13 14 14 15 15 15 15 15 15 15 15 15 15 15 15 15	32 4 ta	Ē
	4 Awareness Campaigns on Disaster Management and Fire Fighting conducted by	30 June 2023			4 municipal	facilities maintained (Phase 1 Indwe Stores, Plubing Gazadu Chanoe	Room, Grevspan	Community Hall repairs and maintanance,	Ngganda community Hall Roof Repair and	by 30 June 2023	32 Municipal facilities utilised and managed by 30	June 2023			5 libraries
	1_4_4.2_9020 4				1_12_12.1_P035 4						1_12_12.2_p036 4				1_15_15.2_9040 4
	Opex 1				Opex 1_1						Орех 1_12				Opex 1_15
	R 0										RO				
	Improved response on disaster management incidents				well	maintained municipal facilities		I			well managed public amenities				
	16 Disaster Management awareness campaigns conducted				4 municipal	facilities					Utilization				Functional
	Number of disaster awareness and Fire Fighting Campaigns conducted				Number of	municipal facilities maintained					Number of municipal facilities utilised and	managed			
					Maintain	existing municipal facilities (cemeteries, halls,	municipal buildings}				Manage existing municipal facilities				
					5	and clean environment for all people of Emalahleni Local	Municipality by June 2022								
						Recreational Facilities f									Libraries

				Community													Community	Services																						Community	Services												
				Security	report												Quarterly	Reports																						Approved	Council	Resolution											
5 libraries functional	5 libraries functional	S libraries	tunctions	10 Facilities with personnel	safeguarded	day and night	acilities	with personnel	sareguarded day and night	16 Facilities	with personnel	safeguarded day and plant	16 Facilities	with personnel	Saleguarded day and night		1 report on Job	Non	submitted to	icil	Structures for	200	I report on Job	tion	Projects	icel to	Structures for	401 100	L report on Job Creation	cts	submitted to	Structures for	20	1 report on Job	lion	Projects submitted to	Oll	Structures for noting		3 By -Laws and	review	identified and	submitted to	Corporate	Directorate	3 By-Laws and	1 Policy	Stakeholder	Engagement	on identified	policies and strategies	Policies,	
2 5	3	4 0 1	9.0	1 10 F	safe		2 16F	with	sare	3 16 F		safe	4 16F		day		1 reg	Drojecte	1 subn	Council	Stru	noting	1 reg	Creation	2 submitte		Struc	noting	Creation		3 subn	Structur	noting	1 rep	Creation	4 Projects				3 8 4	-	1 iden		8 *	Dir		2 2	Sta	1000	3 oni	str	4 Str	
(Cacadu, Indwe,	Dordrecht,	Tsembeyii) by 30 June 2023	16 minimized	facilities with	personnel	safeguarded	day and night	Dy 30 June	5707							OPMENT 10%	4 reports on	Projects	submitted to	Council	Structures for	noting by 30	June 2023																PARTICIPATION 109	3 By-Laws and	reviewed and	submitted to	Council for	approval by 30	2002 2007					2011			
			4	*												NOM	2_30_30.1_P067 10																						KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 10%	3_34_34.1_P074 S													
			1 200 Own	000,000 Funding													R 0 CoGTA																							R0 Opex 3													
	functionality	of libraries	improved R 4		services												Improved																							u.													
			16 facilities	safeguarded	by 34 day and	night security	including	alarm services									4 reports on Job Creation	Projects	submitted to	Council	Structures for	Simon																		5 Policies developed, 5	policies	reviewed, and	5 by-laws	based on	Directorate	submission							
Manufacture	Ilbraries	functional	No of	facilities,	personnel and	assets	000000000000000000000000000000000000000									Manual Control of	reports on Job	Creation	Projects	submitted to	Structures for	noting	gung																	Number of by- laws, policies,	strategies,	and	developed	based on	Directorate	submissions.							
Darrott on the	functionality	of libraries	Provision of	Safety and	Security	municipal	movable and	immovable	assets and	personnel						- Commenta	reports on job	creation																					1	Develop and review by-	12	procedures	and strategies across all	municipal	functions	directorate	submissions.			TX.			
			To ensure the	availability of	well-	repaired and	buildings,	amenities, and	recreational	facilities to	public has full	access by June	2022			Tanananaha	facilitate and	improve	sustainable	local eco-nomic	June 2027																																
	T		Security services													Joh Crastion	TOTAL CLEARING																							Legal compliance									T				

	Services Services										Community	Services						Community			ALL		
	Updated Risk Register									Ф		Signed	Quarterly Reports					Quarterly (Quarterly		
Council for Approval	Directorate Risk Register and Operational Plan Implemented and updated Directorate Directorate	New Register and Operational Plan Implemented	Directorate Risk Register and	Operational Plan Implemented	Directorate Risk Register	and Operational Plan	10%	1 Performance Agreement	and 4 Accountability	Agreements	Quarter 1 Performance Assessments	Convened Quarter 2	Performance Assessments	Quarter 3 Performance	Assessments	1 LAC Meeting conducted	1 LAC Meeting conducted	1 LAC Meeting conducted	1 LAC Meeting conducted		100% expenditure of	capital budget allocated for	per business plan/cash
	2		m		4		LOPMENT		1		2		т		4	-	2		4		+4		
	Directorate Risk Register and Operational Plan Implemented and updated by 30 June 2003	0.77					ITUTIONAL DEVE	1 Performance Agreement	Managers	Accountability	signed and implemented by 30 June	2023				4 LAC Meetings	conducted by 30 June 2022			ANAGEMENT 10%	100% expenditure on	received conditional	grants.
	in.						AND INST									5				LY AND M	2.5		
	3_36_36.1_p079						KPA 4: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT 10%	4_41_41.1_P085 5								4_51_512_P138				KPA 5: FINANCIAL VIABILITY AND MANAGEMENT 10%	2		
	Орех						UNICIPAL	Opex								Opex 4				KPA 5:			
	08						KPA 4: N	RO															
	Acceptable risk levels							Culture of Derformance															
	Risk Management Strategy and Risk Management Committee							Accountability Agreements for Managers	100							4 LAC Meetings					100% expenditure of capital	budget on received	conditional
	Directorate Risk Register and Operational Plan Implemented and updated						2 1 14	Accountability Agreements	signed and implemented							Number of LAC Meetings	conducted				% Expenditure on capital budget on	received	grants
	Implement and update Directorate Risk Register and Operational Plan						Investment and	PMS Framework	Policy and Procedure	Manual						Implement the South	National Strategic Plan	on HIV, TB, and STIs			expenditure on capital budget on	received	grants
																					To maintain and improve financial	viability of the municipality by	June 2027
	Risk Management						Individual	Performance Management	System							HIV/AIDS					Project Management		

	Community	Services							Community	services																					Services					
	2019/2020	2020/2021	RFI register					Outstank	Quarterly	neport																					_	submitted to	вто			
100% capanditure of capital budget allocated for the quarter as per business plan/cash flows 100% conditioned conditional Grants by 30 June 2021 100% expenditure of budget on received conditional Grants by 30 June 2021 100% conditional Grants by 30 June 2021 100% conditional districtional forms and the budget on received conditional forms budget on received conditional forms by 30 June 2021 Ju	Not Applicable	100% submission of	Information	requested by AG for	2021/2022	Not Applicable	Not Applicable	GRAP	compliant	fixed assets	register for	2022/23	developed and	maintained	Compliant	fixed assets	register for	developed and	maintained	GRAP	fixed assets	register for 2022/23	developed and	GRAP	compliant	fixed assets	2022/23	developed and	maintained	Compliance	with Supply	Chain	Management	Policy	100%	compliance with Supply Chain
N E 4		2		-		3	T			100			de	+	y	_	75.	de	7	m	4		de	4				de	-		3		N +	_	2	8 ≥
	100% submission of	Information	requested by AG for	2021/2022	audit by 30 June 2023	audit by 30	7707 auni	GRAP &	mSCOA	compliant	fixed assets	register for	2022/2023	developed and	30 June 2023														100%	compliance	with Supply	Chain	Management Turn Around	Policy by June	2023	
	2.5							2.5																					2.5							
	5_57_57.2_P113 2.5							Opex																					5 58 58.2 P119							
	Opex							RO																					Орек							
																													RO							
	Clean							GRAP &	mSCOA	2019/2020	Fixed Assets	Register	compiled and																Improved	Compliance	with MFMA	Legislation	Expenditure			
	2019/2020 RFI Register							GRAP	compliant	fixed asset	register for	2020/2021	maintained																12 Creditors	Age Analysis	and Unpaid	reports for	2020/2021			til
	m w	Directorate	requested by	AG for 2019/2020	and react	audit audit		verify	Directorate	GRAP	fixed accerte	register	register																Process	creditor's	invoices and submit to RTO	within 10 days	of receipt			
Respond to all	Respond to all request for	information by Auditor-	General																										Process	creditor's	submit to BTO	within 10 days	of receipt	i		
To archieve	To achieve clean	administration by June 2027																																		
Budget and	Budget and Reporting																												Expenditure	Management						

Turn Around Policy	100%	compliance	with Supply	Chain	Management	Turn Around	Policy	100%	compliance	with Supply	Chain	Management	Turn Around	Policy
	8							4						

5. CORE COMPETENCY REQUIREMENTS FOR THE DIRECTOR: COMMUNITY SERVICES
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

ones are a managed by a second process of the second process of th	Commences project after council approval; understands procedures of project management, its implications and the importance of stakeholder involvement; understands the outcome of the project in relation to municipality's goals.	Articulates basic financial concepts and techniques as they relate to municipal processes and tasks (e.g. performance budgeting and value for money); families of families with the different sources of financial data, reporting mechanisms and financial processes and systems;	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 accepts and successfully performs a supporting role in the change	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; and shares information and knowledge with co-workers.	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 proposes simple remedial solutions to simple service delivery indicientated problems; and	Understands the basic steps in problem solving and analysis and solves basic problems using municipal guidelines; densifies when to solve problems independently and when to consult others for resolution beyond own authority; participates actively and constructively in problem solving discussions;	Participates in team goal setting and problem solving; interacts and collaborates with diverse groups of people; inderstands 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.	Acknowledges customers rights; applies customer knowledge to improve own organization or department; department; maintains good relationship with customers and understands their maintains good relationship with customers
• de in	Comm under and th under goals	Articula municip value fo is famil mechar	Communi identifies reasons for accepts are effort	Collects, cal specific tash analyses an seeks new s and shares infor	Recommend identifies and to enhance s proposes sim orientated pr	Understands to solves basic processions in dentifies whe consult others participates and discussions;	Participates in interacts and c understands te is aware of the development a these.	Acknowledges or applies custome department; maintains good
municipality and inspire others in order to deliver on the municipality's mandate.	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 accounting officer of the municipality as prescribed in the Municipal Finance Management Act No S6 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.	Explores and implements new ways of deflivering 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 optimum solutions in a timely 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 in order to put the spirit of customer service (Batho Pele) into practice.
Capability and Leadership	Programs and Projects Management	Financial Management	Change Management	Knowledge Management	Service Delivery Innovation (SDI)	Problem Solving and Analysis	People and Diversity Management	Client Orientation and Customer Focus
and			Leadership Programs and Projects Management Financial Management	Leadership Programs and Projects Management Financial Management Management Management	Leadership Programs and Projects Management Management Management Management Management	Leadership Programs and Projects Management Financial Management Management Management Management Innovation (SDI)	Leadership Programs and Projects Management Financial Management Management Management Management Management Provice Delivery Innovation (\$01) Problem Solving and Analysis	Leadership Programs and Projects Management Financial Management Management Management Innovation (501) Innovation (501) Problem Solving and Analysis People and Management Management

). Communication	10. Communication Exchange Information and ideas in a	- 61		
	clear and concise manner appropriate	andiance	Shows understanding for communication tools appropriate for the	10%
	for the audience in order to explain, persuade, convince and influence	• expresse	expresses ideas in a clear and coherent manner but not always	
	others to achieve the desired outcomes.	Taking in. assimilate	taking into account the needs of the audience; and	
11. Accountability	Display and hulld the blokest stand at	1	as mornification reasonably well.	
and Ethical	of ethical and moral conduct in order to	Realizes	 Realizes the implications of not speaking and acting with integrity, 	2%
Conduct	promote confidence and trust in the	 follows th 	but needs guidance in implementing these principles; follows through on commitments under supervisions and	
	Public Service	* follows th	Falls and a second seco	

PERSONAL DEVELOPMENT PLAN

EMPLOYEE NUMBER:

DIRECTORATE: Community Services NAME: JOB TITLE: DATE: 1 July 2022

ment	PERFORMANCE OUTCOMES GAPS		SUGGESTED MODE OF DELIVERY	SUGGESTED V	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
	hange Janagement	Change Management		2022-2023	1	

MUNICIPAL MANAGER - MRV.C. MAKEDAMA SIGNATURE:

