

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

THE MUNICIPALITY OF EMALAHLENI

AS REPRESENTED BY THE MAYOR

MS NTOMBIZANELE KONI

(Herein after referred to as Employer)

AND

MUNICIPAL MANAGER

MR V.C. MAKEDAMA

(Herein after referred to as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2022 – 30 OCTOBER 2022

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

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

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2022 and will remain in force until 30 September 2022.
- 3.2 whereafter a new Performance Agreement shall be concluded between the Parties for the new financial year or any portion thereof.
- 3.3 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.
- 3.4 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.5 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan sets out:
 - 4.1.1 the performance objectives and targets that must be met by the Employee.
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
 - 4.1.3 the core competency requirements (Annexure B) as the management skills regarded as critical to the position held by the Employee.
 - 4.2 The performance objectives and targets reflected and targets in Annexure A are set by the Employer in consultation with the Employee and based on the integrated Development Plan, Service Delivery and Budget Implementation Plan and the Budget of the Employer and shall include:

- 4.2.1 key objectives that describe the main tasks that need to be done.
- 4.2.2 key performance indicators that provide details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of the contributions to the goals and strategies set out in the Employer's integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the Employees of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required.

- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee.
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the Employee's responsibilities) within the Local Government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of the two (2) components, Operational Performance and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and the Employee:

KPA	No	KEY PERFORMANCE AREAS	Weight
1		Basic Service Delivery and Infrastructure	50%
2		Local Economic Development	15%
3.		Municipal Transformation and Institutional Development	11%
4		Good Governance and Public Participation	10%
5		Municipal Financial Viability and Management	24%
TOTAL			100%

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

CCR	No	CORE COMPETENCY REQUIREMENTS		Weight
1	Strategic Capability and Leadership	15		
2	Programme and Project Management	10		
3	Financial Management	10		
4	Change Management	5		
5	Knowledge Management	10		
6	Service Delivery Innovation (SDI)	10		
7	Problem Solving and Analysis	10		
8	People and Diversity Management	10		
9	Client Orientation and Customer Focus	5		
10	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
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may, in addition, review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set timeframes.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below:
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes.
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI.
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score.
- 6.6.3 The Employee will submit her self-evaluation to the Employer prior to the formal assessment.
- 6.6.4 In the instance where the Employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs
- 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met.
- 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score.

6.7.3 Each CCR will be assessed in terms of the definitions provided (Annexure B) on a 360-degree basis during the mid-year and year-end reviews and will inform the final score awarded by the Evaluation Committee. 360 degree means that the Employee's peers and managers reporting to her will assess her CCRs; and An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall Rating
6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.4 above; and
6.8.2 Such overall rating represents the outcome of the performance appraisal

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs and CCRs.

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an Employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4	Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all 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** Mayor 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 mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the reviews in the first and third quarters be verbal, and performance must be satisfactory with Portfolio of Evidence:

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
1	July – September: Qtr. 1	October 2022
2	October – December: Qtr. 2	January 2023
3	January – March Qtr. 3	April 2023
4	April – June Qtr. 4	July 2023

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. In that case, the Employer 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 after each assessment. In that case, the Employer 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 Employer.
- 9.1.2 provide access to skills development and capacity building opportunities.
- 9.1.3 work collaboratively with the Employer to solve problems and generate solutions to common problems that may impact on the performance of the Employer.
- 9.1.4 on the request of the Employer, delegate such powers reasonably required by the Employer to enable her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the Employer such resources as the Employer may reasonably require from time to time assisting her to meet the performance objectives and targets established in terms of this Agreement

10. CONSULTATION

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

- 10.1.1 a direct effect on the performance of any of the Employer's functions.
- 10.1.2 Commit the Employer 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 Employer 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 Employer to take any necessary action without delay.

11. REWARD

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

- 11.2 The performance bonus will be rated as follows:

Performance rating:

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

- 11.3 The performance bonus will be paid as follows:

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

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

12 MANAGEMENT OF EVALUATION OUTCOMES

- 12.3 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:

- 12.4 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.

- 12.5 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

- 12.6 In the case of unacceptable performance, the Employer shall-

- 12.6.1 provide systematic remedial or developmental support to assist the Employee to improve her performance; and
- 12.6.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out her duties

13 DISPUTE RESOLUTION

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

14 GENERAL

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

THUS, DONE AND SIGNED AT Gaborone ON THE 07 DAY OF July 2022

AS WITNESSES

SIGNATURE

MR V.C. MAKEDAMA
MUNICIPAL MANAGER

SIGNATURE

THUS SIGNED AT Gaborone ON THE 01 DAY OF July 2022

AS WITNESSES

SIGNATURE

SIGNATURE

MS. N KONI

MAYOR

PERFORMANCE PLAN: 2022/2023

EMALAHLENI LOCAL MUNICIPALITY

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

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

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

STATEMENT ON PURPOSE OF POSITION

To perform all the duties and functions of the Accounting Officer as required by the relevant legislation or reasonably stipulated by the Mayor, 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 Municipality 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 Mayor and the Municipal Manager.

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 mayor may request input from agendas, minutes, and "customers" on the Municipality'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 can comment on the Municipal Manager's performance since they have worked closely with her on some or all aspects of her job.

The Municipal Manager 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 Municipal Manager will provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA Scorecard.

The Municipal Manager 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 Municipal Manager scores and allow him 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 Accounting Officer'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 Municipal Manager 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 Municipal Manager on the applicable CCRs will be based on the rating scale as reflected in Section 4 of the Performance Plan.

The Honourable Mayor should prepare and agree on a Personal Development Plan for addressing developmental gaps.

The Mayor and the Municipal Manager should set new objectives, targets, performance indicators, weights, and dates for the following financial year.

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

FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE IDP

The IDP of the Emalahleni Municipality for the 2022/23 financial year is aligned to the prescribed Key Performance Areas:

1. Good Governance and Public Participation

2. Basic Service Delivery

3. Local Economic Development

4. Institutional Development and Transformation

5. Financial Viability and Management

All Directorates within the organisation are accountable for the successful fulfilment of the IDP specific programmes listed under each of the above KPAs. The Municipal Manager is directly accountable for all the programmes directly linked to the IDP for 2022/23 as indicated in the IDP column of the scorecard.

Priority Area	Strategic Objective	Strategy	Key Performance Indicator	Baseline Indicator	Outcome Indicator	Weight	Budget Allocation	Funding Source	Indicator Code	Annual Target	Quarter	Quarterly Target	POE	Custodian
55 % KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT														
Community Safety Programmes	To Facilitate and improve Social Services through Provision of Safety & Security Services by June 2027	Monitor functionality of 3 Registration and Licensing Authorities	Number of Registering Authority transactions performed in the 3 registering Authorities	3 Registration and Licensing Authorities Functional	Functional Licensing Authorities	2%	R0	Opex	1_1_1_3_P003	5040 Registering Authority transactions performed in the 3 registering Authorities (Cacadu, Indwe, and Dordrecht) by 30 June 2023	1	1260 Registering Authority transactions performed in the 3 registering Authorities	E - Nais generated reports	Community Services
		Process Learners and Drivers License Applications received	Number of Vehicles Tested for Roadworthy	9 monthly Reports on VTS Functionality for 2021-2022	Functional VTS	2%	R 50 000.00	Opex	New	36 vehicles tested for Roadworthy at the Cacadu Vehicle Testing Station by 30 June 2023	1	9 vehicles tested for Roadworthy at the Cacadu Vehicle Testing Station	E - Nais generated reports	Community Services
		Process Driving License Drivers License Applications received	Number of Driving License Tests conducted	12 Driving License Testing Centre Reports	Functional Licensing Authorities	2%	R200 000.00	Opex	1_1_1_4_P004	120 Driving License tests and 150 Learners License tests conducted in Ward 4 by 30 June 2023	1	30 Driving License tests and 50 Learners License tests conducted	E - Nais generated reports	Community Services
		Implement Pound Management Operations	Number of Animal Pounds functional	12- reports on pound management operations	Reduction of stray animals	2%	R 210 000.00	Opex	1_1_1_5_P005	1 Animal Pound functional in Dordrecht at Ward 11 by 30 June 2022	1	1 Animal Pound functional in Dordrecht at Ward 11	Animal Pound Quarterly Reports	Community Services
			Number of Community Safety Forum Meetings Convened	16 Community Safety Forum Meetings convened	Community safety	2%	R 200 000.00	Opex	1_4_4_1_P019	16 Community Safety Forum Meetings convened 4 LAC, 4 disaster Advisory, 4 Community Safety and 4 Initiation by 30 June 2023	1	4 Community Safety Forum Meetings convened	Initiation signed Minutes and attendance register	Community Services
Waste and Environmental Management	To provide a clean & healthy environment by June 2027	Collect Refuse in urban and township areas with access to weekly refuse removal services	Number of urban and township areas with access to refuse removal services	3 Urban areas and 10 townships with access to refuse removal service	Improved, safe and healthy environment	2%	R 367 729.40	Opex	1_2_2_11_P016	3 Urban areas and 10 townships with access to weekly refuse removal services by 30 June 2023	1	3 Urban areas and 10 townships with excess to weekly refuse removal service	Collect on schedule and confirm registration	Community Services
											2	3 Urban areas and 10 townships with excess to weekly refuse removal service	Environmental Management Annual Plan developed	Community Services
											3	3 Urban areas and 10 townships with excess to weekly refuse removal service	1 Environmental Management Program implemented.	Community Services
											4	3 Urban areas and 10 townships with excess to weekly refuse removal service	1 Environmental Management Program implemented.	Community Services
			Number of Environmental Management Programmes Implemented	3 Environmental Management Programmes Implemented in Dordrecht and 1 Indwe	Improved, safe and healthy environment	2%	R 200 000.00	Opex	1_2_2_11_P016	3 Environmental Management Programmes (World Environmental Day, Biodiversity Awareness and Water Week)	1	Environmental Management Program implemented.	Community Services	Community Services

Security services	To maintain a viable Public Facilities to the Community of movable and immovable assets and Local Municipality by June 2027	Provision of Safety and Security Services for municipal day and night	Number of municipal facilities with personnel safeguarded day and night	16 facilities with personnel safeguarded day and night	improved security services	1%	3 600 000.00	Opex		Implemented by 30 June 2023	1	16 Facilities with personnel safeguarded day and night	Security service report	Comm Services
		Promote waste minimization initiatives and recycling	Number of recycling initiatives supported	4 recycling initiatives supported	Improved, safe and healthy environment	1%	R120 000.00	Opex	1_2_2_2_P007	4 recycling initiatives (Cacadu Recycling coop, Abelusi nabavuni, Dordrecht Youth Coop, Indwe Waste pickers) supported by 30 June 2023	4	16 Facilities with personnel safeguarded day and night		
											1	Cacadu Recycling Coop supported	Confirmation of Support by entity / individual and recycling report	Community Services
											2	Abelusi nabavuni supported		
Facilities	Maintain existing municipal facilities (cornerstones, halls, municipal buildings)										3	Dordrecht Youth Coop supported		
											Indwe Waste Pickers supported			
											4	Repairs and maintenance of abutment block at Ngqanda Community Hall		
											2	Plumbing and installation of Sanitary fittings in the Cacadu Change Rooms		
Environment	Manage existing municipal facilities utilised and managed										3	Repairs and maintenance of damaged roof in Greyspan		
											4	Phase 1: Construction of Indwe stores		
											32 Municipal facilities utilised and managed by 30 June 2023	32 Municipal facilities utilised and managed	Utilisation and management report	Comm Services
											2	32 Municipal facilities utilised and managed		
Roads and Storm Water	To provide maintained basic infrastructure service for local communities by June 2027										3	32 Municipal facilities utilised and managed		
											4	32 Municipal facilities utilised and managed		
											1	1 Landfill site and 2 transfer Stations	Landfill site management report	Comm Services
											2	1 Landfill site and 2 transfer Stations		
Roads and Storm Water	To provide maintained basic infrastructure service for local communities by June 2027										3	1 Landfill site and 2 transfer Stations		
											4	1 Landfill site and 2 transfer Stations		
											1	1 Landfill site and 2 transfer Stations		
											2	1 Landfill site and 2 transfer Stations		

Road Maintenance	To provide maintained basic infrastructure service for local communities		Number of km of gravel road maintained	9 km of gravel road in Ward 3, 9, 10, 12 and 5 maintained	Improved access roads	3%	R8 574 398	MIG		1, 10, 10.3, P033	15 km of gravel road in ward 3, 5, 10, 13 & 16 maintained by June 2023	1	11.5 Km of road preparation completed with progress report	Quarterly progress reports	IDHS
												2	Installation and construction of Culvert bridges with progress report		
												3	11.5 Km Sub-base preparation completed with progress report		
												4	Practical Completion Certificate		
Building facilities/ Amenities and Recreational Facilities	To ensure the availability of well-maintained and repaired buildings, amenities and recreational facilities to which the public has full access by June 2027	Construction of Facilities	Number of km of roads paved	250m of roads paved in Cacadu (Nonesi street and)	Improved roads infrastructure	3%	1 692 000.00	EPWP		1, 10, 10.2, P031	200 m paved in Cacadu internal streets, (Nonesi Street, Makoma Street, and link line to DR08567) by June 2023	1	Procurement for Paving Material	Quarterly reports	IDHS
												2	Earth works (Pavement Layers) completed		
												3	100 meters paved		
												4	100 meters paved		
			Number of Sportsfield upgraded	Indwe Sportsfield	Upgraded Sportsfield	2%	10 000 000.00	MIG		1, 12, 12.5, P131	1 Sportsfield at Indwe in Ward 16 upgraded by 30 June 2023	1	N/A	Quarterly reports	IDHS
												2	Procurement of service provider facilitated.		
												3	Preparation of sub-base Earthworks and installations of sub-drains with progress report		
												4	Preparation of base materials with progress report		
		Construction of Facilities	construction of Public Toilets		Improved public infrastructure	2%	R3 610 624	MIG			Public Toilet in (Dordrecht) Ward 14 constructed by 30 June 2023	1	Procurement of Service Provider and Foundations and brickwork for the ablation blocks	Quarterly reports	IDHS
												2	Roofing and accessories utilities of the ablation block		
												3	Fencing of the Public Toilets and Completion with Practical Certificate		
												4	Not Applicable		
	To promote an orderly built	construction of Public Toilets			Improved public infrastructure	2%	R3 610 624	MIG			Public Toilet in (Indwe) Ward 16 constructed by 30 June 2023	1	Procurement of Service Provider and Foundations and brickwork for the ablation blocks	Quarterly reports	IDHS
												2	Roofing and accessories utilities of the ablation block		
												3	Fencing of the Public Toilets and Completion with Practical Certificate		
												4	Not Applicable		
						2%	R3 000 000	MIG			Public Toilet in (Cacadu) Ward 4 constructed	1	Preparations of foundation and construction of foundation walls with progress report	Quarterly reports	IDHS

	environment by June 2027									By 30 June 2023	2	Construction of brick wall to wall plates with progress report		
Land Use Management											3	Roofing and accessories utilities of the ablution block with progress report		
											4	Completion with Practical Certificate		
	Implement Spatial Planning and Land Use Management (SP/LUMA)	Percentage of compliant land use applications received and processed for approval by AO or CHDM Tribunal	100%	Compliance with SP/LUMA	1%		Opex	1_20_20_1_P047	100% compliant land use applications received and processed by Authorised Official or CHDM tribunal by 30 June 2023.	1	100% compliant land use applications received and processed by Authorised Official or CHDM tribunal	Quarterly reports	IDHS	
										2	100% compliant land use applications received and processed by Authorised Official or CHDM tribunal			
											3	100% compliant land use applications received and processed by Authorised Official or CHDM tribunal		
											4	100% compliant land use applications received and processed by Authorised Official or CHDM tribunal		
	To maintain and improve financial viability of the municipality by June 2027	Electricity connectors	Number of households electrically connected	322 households electrically connected in 2022		3%		INEP		1360 households electrically connected in ward 1 (142 connections), ward 5 (178 connections), ward 6 (61 connections), ward 7 (284 Connections), ward 8 (187 Connections) ward 9 (311 connections), ward 17 (103 connections), by June 2023	1	Finalisation and approval of designs	Quarterly reports	IDHS
											2	400 excavation, Pole Planting and Slinging		
											3	400 excavation, Pole Planting and Slinging		
											4	1360 households electrically connected in the given wards		
Provision of Electricity		Perform annual audits on technical and non-technical losses of electricity to ensure minimum electricity losses	% of annual electrical loss reduction	22 % electrical reduced to 19 % in 2020-2021	Generation of revenue through electricity services	1%		Opex	1_5_5_1_P021	Reduction of Electrical Losses to required Nersa Standards of 10 % by June 2023	1	Awareness Campaign on Electricity losses for Businesses and Domestic customers		IDHS
											2	Upgrading of the metering infrastructure		
											3	Tariff Alignment and meter inspection		
											4	Reduction of Electricity Lossess by 9%		
Indigent Support	To maintain and improve financial viability of the municipality by June 2027	Provide free basic services to qualifying households	Number of reports developed on the implementation of indigent support programme	4 quarterly reports on implementation of the indigent support programme	Improved Service Delivery	1%	R8 800 000.00	Opex	1_21_21_1_P048	4 quarterly reports on implementation of the indigent support programme	1	1 quarterly report on implementation of the indigent support programme	Quarterly reports	BTO
											2	1 quarterly report on implementation of the indigent support programme		
											3	1 quarterly report on implementation of the indigent support programme		
											4	1 quarterly report on implementation of the indigent support programme		
15 % KPA 2 : LOCAL ECONOMIC DEVELOPMENT														
	To promote, facilitate and improve sustainable local economic development by June 2027	Formalize businesses	Number of SMMEs supported with production inputs	1 SMMEs supported (Mphahlele Youth Project)	Sustainable SMMEs	1%	R300 000.00	Opex	2_22_22_2_P050	2 SMMEs (Sisonke Pigery and Toilet Paper Project) supported with production inputs in ward 2 of ELM by 30 June 2023	1	Procurement Process facilitation	Requestion, Delivery notes & Attendance registers	PEDTA
											2	Delivery of Production Inputs		
											3	Site visit and facilitate meeting		
											4	Site visit and facilitate meeting		
Agricultural Development (Livestock)		Provide agricultural development services	Number of SMMEs facilitated for subcontracting	7 SMMEs subcontracted in capital projects	Business growth	1%	R0	CAPEX		6 SMMEs facilitated for subcontracting projects in ELM	1	1 subcontracting	Appoint ment letter	PEDTA
											2	1 subcontracting		
											3	2 subcontracting		

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Institutional Performance Management	Implement PMS Framework Policy and Procedure Manual	Percentage of Performance and Accountability Agreements signed and implemented in line with the requirements of the reviewed PMS Framework and Policy	performance and Accountability Agreements - 2021/2022	Improved Service Delivery	1%	50 000.00	4_41_41.1_P085	100% of Performance and Accountability Agreements signed and implemented in line with the reviewed PMS Framework and policy by 30 June 2023	2	1 HRD Strategy programme implemented (Internal Skills Audit)	CORPORATE SERVICES
									3	1 HRD Strategy programme implemented (Internal bursaries awarded)	
									4	1 HRD Strategy programme implemented (Cortil 5 and TIL Foundation i.e Examiner of Driving Licence from the WSP)	
									1	100% of Performance and Accountability Agreements signed and implemented	
Human Resource Plan	Implement the Human Resources Plan	Human Resources Plan implemented	Approved Organisational structure that is responding to the needs of the institution.	Improved Service Delivery	1%	R 100 000.00	4_43_43.1_P087	Human Resources Plan implemented (Implementation of Person to Post Plan) by 30 June 2023	1	Consultation process on the vacant/merged positions and placement processes implemented	CORPORATE SERVICES
									2	Coordination of internal job description writing and submitted for evaluation to the DJEC.	
									3	Coordination of departmental inputs on the review of the organisational structure and related policies	
									4	Coordination of approval of organisational structure and related policies	
ICT	To provide an integrated ICT environment to ensure safety of information by 2027	Implementation of ICT Projects	Number of ICT projects implemented	2 ICT projects implemented	Improved Network Environment	1	R 2 950 000.00	OPEX	1	5 Information and Communication Technology (ICT) projects implemented (Multi-Protocol Layered System (MPLS), Security systems, licencing of software, Telephone Management System (TMS) and backup solution) by 30 June 2023	CORPORATE SERVICES
									2	Coordinate implementation of Multi-Protocol Layered System (MPLS) network solution to link all 8 sites.	
									3	Administer and monitor TMS	
									4	Coordinate Licencing of Software (office 385, Cbex, Hosting of website solution), Administer and monitor TMS Monitoring and maintenance of backup solution.	
Occupational Health and Safety	Implement OHS Strategy Programmes	Number of OHS Strategy Programmes implemented	05 OHS Strategy Programmes implemented	Healthy and Safe environment	1	1 100 000.00	4_44_44.1_P088	3 OHS Strategy programs implemented by 30 June 2027 (Medical Examinations, Personal Protective Equipment and Ensuring Compliance with COVID-19 regulations)	1	Consultation processes on the review of the OHS Strategy.	OFFICE OF THE MUNICIPAL MANAGER
									2	Coordinating the issuing of PPE and ensuring compliance with COVID-19 protocols.	
									3	1 OHS Strategy Programme implemented (Medical Examinations and compliance with COVID-19 protocols)	
									4	1 OHS Strategy Programme implemented (Awareness on OHS and COVID-19)	
Special Programmes	Implement the approved Special Programmes Strategy	Number of SPU strategy programs implemented	Approved SPU Strategy	Social Cohesion	1	R 280 000.00	Opex	4_52_52.1_P100	1	2 SPU Strategy Programmes implemented (Nelson Mandela Day and Women's Day)	CORPORATE SERVICES
									2	1 SPU Strategy Programmes implemented (Disability Day)	
									3	Back to School Program Implemented (children)	

Employee Wellness		Implement Employee Wellness Programs	Number of employee wellness programs implemented	4 Employee Wellness programs implemented	Improved Institutional Performance	1	R 400 000.00	Opex	4_52_52.1_P102	programs) by 30 June 2023 4 Wellness programs implemented (Life Skills/Welfare Programme for both Councilors and Officials, Team building programme, Wellness Day) by 30 June 2023	4	1 SPU Strategy Programmes implemented (Youth Day)	Quarterly reports	PEDTA
IDP		Develop and implement a responsive institutional plan	IDP reviewed and submitted to Council for adoption	2022-2027 developed IDP	Development Planning	1	R350 000	Opex	4_54_54.2_P106	IDP reviewed and submitted to Council structures for approval by 30 June 2023	1	Draft Reviewed Situational Analysis Report developed and presented to Council Structures for noting	agenda attendance register advertisement for IDP meeting	PEDTA
Strategic Planning		Strategic Planning Session Conducted	Institutional Strategic Planning Session	Coordinated Planning	1	R400 000.00	OPEX			Institutional Strategic Planning Session Conducted by end March 2023	3	Draft Reviewed IDP submitted to Council Structures for noting	Agenda and Council resolution	PEDTA
											4	Final Draft Reviewed IDP submitted to Council Structures for noting and Council for adoption	Agenda and Council resolution	
											2	N/A	Attendence Registers	
											1	n/a	Concessions	
											3	Institutional Strategic planning Session Conducted		
											4	n/a		
		Annual reports developed, submitted to Council for adoption	2020-2021 Annual report	Improved service Delivery	1	R0	Opex	4_55_55.1_P107		Annual Report for 2021/2022 developed, submitted to Council for approval	1	1st Draft Annual Report 2020/2021 developed and submitted to Council Structures and AG for compliance	Council Resolutions	PEDTA
											2	Draft Annual Report 2021/2022 submitted to Council Structures and Council for approval		
											3	not Applicable		
											4	Schedule on the Preparation of Annual Report prepared and circulated to relevant stakeholders		
Institutional Performance Management		Implementation of Performance Management Framework, Policy and Procedure Manual	Reviewed Performance Management Framework, Policy and Procedure Manual	Improved service Delivery	1	R0	Opex	4_55_55.2_P108		Reviewed Performance Management Framework, Policy and Procedure Manual implemented by 30 June 2023	1	4th Quarter Performance Report prepared and submitted to Council Structures for noting	Review ed PMF and PPM, Performace Reports and Council Resolu	BTO
											2	1st Quarter Performance Report prepared and submitted to Council Structures for noting		
											3	2022/2023 Mid-Year Performance Report prepared and submitted to Council for noting, Draft SDBIP 2023/2024 developed and submitted to Council for noting		
											4	3rd Quarter Performance Report prepared and submitted to Council Structures for noting, SDBIP 2023/2024 developed and		

24 % KPA 5 : FINANCIAL VIABILITY											submitted to Council Structures for approval		Draft SDEIP	
Supply Chain Management	To maintain and improve financial viability of the municipality by June 2027	Compliance with Supply Chain Regulation and National Treasury Guidelines on Procurement Processes	Percentage of irregular Expenditure on new procurement	0% of irregular new procurement	Improved compliance with SCM legislation	2%	R0	Opex	5_56_56_1_P109	0% of irregular new procurement submitted to Council by 30 June 2023	1 2 3 4	0% of irregular Expenditure on new procurement submitted to Council 0% of irregular Expenditure on new procurement submitted to Council 0% of irregular Expenditure on new procurement submitted to Council 0% of irregular Expenditure on new procurement submitted to Council	Quarterly reports	BTO, IDHS
Grant Management	To maintain and improve financial viability of the municipality by June 2027	100% Expenditure on budget on received conditional grants Annual Financial Statements	% expenditure of budget on received conditional grants	100% expenditure of budget on received conditional grants		2%	3 100 000,00	FMG		100% expenditure of received conditional grants by 30 June 2023	1 2 3 4	100% expenditure of conditional grant budget allocated for the quarter as per business plan/cash flows 100% expenditure of conditional grant budget allocated for the quarter as per business plan/cash flows 100% expenditure of conditional grant budget allocated for the quarter as per business plan/cash flows 100% expenditure of conditional grant budget allocated for the quarter as per business plan/cash flows	Quarterly reports	BTO
Budget and Reporting	To achieve clean administration by June 2027	Comply AFS that fairly present the financial position, performance and cash flows.	Number of recurring material audit queries raised by AG on the 2020/21 Annual Financial Statements	2020/21 GRAP compliant Annual Financial Statements	Improved compliance with MFMA legislation	2%		Opex	5_57_57_1_P112	Zero recurring material audit queries raised by AG on the 2021/22 Annual Financial Statements.	1 2 3 4	2021/2022 GRAP compliant Annual Financial Statements developed and submitted to AG Not Applicable Not Applicable Not Applicable	Quarterly reports	BTO
Budget and Reporting	To achieve clean administration by June 2027	Respond to all request for information by Auditor-General	Percentage of submission of information requested by AG for 2021/2022 audit 2020/2021 audit	2020/2021 RFI Register	Clean Administration	2%	4 500 000,00	Opex	5_57_57_2_P113	100% submission of information requested by AG for 2021/2022 audit by 30 June 2023 audit by 30 June 2022	1 2 3 4	Not Applicable 100% submission of information requested by AG for 2021/2022 audit Not Applicable Not Applicable	Quarterly reports	BTO
Budget and Reporting	To achieve clean administration by June 2027	By budgeting according to IDP Priorities	% alignment of 2022/23 adopted Budget aligned to adopted IDP	2021/2022 mSCOA Compliant Adjusted Budget	Improved compliance with the MFMA and Budget reporting regulations	1	R0	Opex	5_57_57_4_P115	100% alignment of 2022/23 adopted Budget to the adopted IDP by 30 June 2023	1 2 3 4	Approved 2022/23 budget implemented Approved 2022/23 budget implemented mSCOA Compliant Adjusted Budget for the 2022/23 financial year compiled and submitted to Council for approval Approved mSCOA Compliant Adjusted 2022/23 budget implemented.	Quarterly reports	BTO
Budget and reporting	To achieve clean administration by June 2027	By budgeting according to IDP Priorities	mSCOA compliant budget adopted	2021/2022 mSCOA Compliant Adjusted Budget	Improved compliance with the MFMA and reporting regulations	1	R0	Opex	5_57_57_1_P116	2023/2024 mSCOA compliant budget adopted by Council by 31 May 2023	1 2 3 4	Not Applicable 2023/24 Draft mSCOA Compliant Budget compiled and submitted to Council & National Treasury as legislated by MFMA 2023/24 mSCOA Compliant Final Budget compiled and submitted to Council & National Treasury as legislated by MFMA 3 Monthly (June 2022, July 2022, Aug 2022), 1 Quarterly (Quarter 4 2021/22) MFMA Report developed and submitted to Treasury for compliance	Quarterly reports	BTO
	To achieve clean administration by June 2027	Prepare MFMA reports as required by the MFMA legislation	Number of Monthly financial reports (Sec 71 reports) & Quarterly (Sec 52d) submitted to Mayor and Treasury on the 10th working day of each month.	2020/2021 mSCOA reports		2	1 700 000,00	Opex	5_57_57_6_P117	12 Monthly, 1 half year and 4 Quarterly mSCOA reports developed and submitted to Treasury for compliance by 30 June 2023	1		Quarterly reports	BTO

Expenditure Management	To implement proper expenditure management in compliance with legislation by June 2027	Pay Creditors within 30 days	% of expenditure in compliance with Section 65 & 66 of the MFMA	100% expenditure compliant with Section 65 & 66 of the MFMA for 2021/2022	Improved Compliance with MFMA Legislation and Expenditure	1	R0	Opex	5_58_58.2_P119	100% expenditure compliant with Section 65 & 66 of the MFMA by June 2023	1 2 3 4	100% payment of creditors and employees within 30 days as per legislated framework 100% payment of creditors and employees within 30 days as per legislated framework 100% payment of creditors and employees within 30 days as per legislated framework 100% payment of creditors and employees within 30 days as per legislated framework	1. Creditors age analysis 2. 3 months M&CO A compliance payroll reconciliations Quarterly reports	BTO
Revenue Management	To increase the amount of revenue collected annually by June 2027	By ensuring that all valued properties are billed timeously	% of billable properties included in the municipal billing system as per the supplementary Valuation Roll	2020/2021 Supplementary Valuation Roll	Improved correctness of debtor's information on the billing system	1	160 000.00	Opex	5_59_59.1_P120	100% billable properties included in the municipal billing system as per the latest supplementary Valuation Roll by June 2023	1 2 3 4	100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll 100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll 100% Billable Properties included in the Municipal Billing System as per the Supplementary Valuation Roll 100% revenue collection rate achieved	BTO Quarterly reports	
Revenue Management	To increase the amount of revenue collected annually by June 2027	By fully implementing the credit control and debt collection policy	% of billed income collected	121% Collection rate	Improve the financial viability of the Municipality.	2	18 453 210.00	Opex	5_59_59.2_P121	95% of billed income collected by 30 June 2023.	1 2 3 4	45% revenue collection rate achieved 60% revenue collection rate achieved 75% billable revenue collection rate achieved 95% billable revenue collection rate achieved	BTO Quarterly reports	
Revenue Management	To increase the amount of revenue collected annually by June 2027	Percentage collection of all budgeted revenue sources	% of billed income collected	42% Collection rate		2	24 108 474.72		5_59_59.3_P122	95% of non-billed income collected by 30 June 2023.	1 2 3 4	45% non-billable revenue collection rate achieved 60% non-billable revenue collection rate achieved 75% non-billable revenue collection rate achieved 95% non-billable revenue collection rate achieved	BTO, PEDTA, Community Service, IDHS,	
Asset Management	To achieve clean administration by June 2027	Comply and maintain a GRAP compliant fixed assets register	GRAP compliant fixed asset register for 2021/2022 compiled and maintained	GRAP & mSCOA 2020/2021 Fixed Assets Register compiled and maintained	Clean Administration	1	1 600 000.00	Opex	5_60_60.1_P123	Cost -coverage ratio exceeding 2 Cost by 30 June 2023	1 2 3 4	Cost -coverage ratio exceeding 2 per quarter Cost -coverage ratio exceeding 2 per quarter Cost -coverage ratio exceeding 2 per quarter Cost -coverage ratio exceeding 2 per quarter	BTO Quarterly Report on cost coverage ratio	
			% of compliance with SCM Turn Policy	2021-2022 Procurement Plan	Timeous Procurement	2	R0	n/a	new	100% compliance with Supply Chain Management Turn Around Policy by June 2023	1 2 3 4	100% compliance with Supply Chain Management Turn Around Policy 100% compliance with Supply Chain Management Turn Around Policy 100% compliance with Supply Chain Management Turn Around Policy 100% compliance with Supply Chain Management Turn Around Policy	BTO, PEDTA, Community Service, IDHS, Office of MM	
Fleet Management		Fleet functionality	2021-2022 Asset register	Improved Service delivery	1	3 670 000.00	Opex			4 Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for	1 2 3	4th Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting 1st Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting 2nd Quarterly Reports on Implementation of Fleet Management Policy submitted to Council Structures for noting	Quarterly reports Corporate 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

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CODE MANAGEMENT COMPETENCIES	DESCRIPTION/ DEFINITION	GENERIC STANDARD FOR FULLY EFFECTIVE PERFORMANCE	CHOICE	OBSERVATION COMMENTS	WEIGHT
1. Strategic Capability and Leadership	Provide vision, sets direction for the municipality, and inspire others to deliver on the municipality's mandate.	<ul style="list-style-type: none"> Understands the municipality's strategic initiatives, but weak in inspiring others to achieve the set objectives. describes how specific tasks link to municipality's strategies but has trouble in putting the links into practice. aligns and prioritises own action plans to municipality's strategies but has limited influence in determining the strategic direction 	Compulsory		10
2. Programme and Project Management	Plan, manage, monitor, and evaluates specific activities, ensure that policies are implemented and that local Government objectives are achieved	<ul style="list-style-type: none"> Commences projects 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; 			10
3. Financial Management	Comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.	<ul style="list-style-type: none"> Articulate basic financial concepts and techniques as they relate to municipal processes and tasks (e.g., performance budgeting and value for money). Familiar with the different sources of financial data, reporting mechanisms and financial processes and systems. understands the role of an audit function. Communicates the status, benefits and issues relating to the audit. 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; 			10
4. Change Management	Initiate and support municipal transformation and change to implement new initiatives successfully and deliver on service delivery commitments.	<ul style="list-style-type: none"> 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; Collects, categorizes, and ranks 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 			5
5. Knowledge Management	Promote the generation and sharing of knowledge and learning to enhance the collective knowledge of the municipality.	<ul style="list-style-type: none"> Recommends new ways of performing tasks within the municipality. identifies and seeks potential sources of new ideas and approaches to enhance service delivery. proposes simple remedial solutions to simple service delivery orientated problems 			10
6. Service Delivery Innovation (50%)	Explores and implements new ways of delivering services that contribute to the improvement of municipal processes to achieve municipal goals	<ul style="list-style-type: none"> Recommends new ways of performing tasks within the municipality. identifies and seeks potential sources of new ideas and approaches to enhance service delivery. proposes simple remedial solutions to simple service delivery orientated problems 			10
7. Problem Solving and Analysis	Systematically identify, analyse and resolve existing and anticipated problems to reach optimum solutions in a timely manner.	<ul style="list-style-type: none"> Understands the basic steps in problem solving and analysis and solve basic problems using municipal guidelines. identifies when to solve problems independently and when to consult others for resolution beyond own authority. Participates in team goal setting and problem solving. interacts and collaborates with diverse groups of people. understands team strengths, weaknesses, and preferences 			10
8. People and Diversity Management	Manage and encourage people, optimize their outcomes and effectively manage relationships to achieve the municipality's goals	<ul style="list-style-type: none"> Participates in team goal setting and problem solving. interacts and collaborates with diverse groups of people. understands team strengths, weaknesses, and preferences 			10
9. Client Orientation and Customer Focus	Deliver services effectively and efficiently to put the spirit of customer service (Batho Pele) into practice.	<ul style="list-style-type: none"> Acknowledges customers' rights. applies customer knowledge to improve own organization or department. maintains good relationship with priorities customers and understands their priorities 			5

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10. 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.	<ul style="list-style-type: none"> Shows understanding for communication tools appropriate for the audience but needs assistance in utilizing them. expresses ideas in a clear and coherent manner but not always considering the needs of the audience; and assimilates information reasonably well. Realizes the implications of not speaking and acting with integrity but needs guidance in implementing these principles. Follows through on commitments under supervision; and follows the rules and regulations of the organization. 				10
11. Accountability and Ethical Conduct	Display and build the highest standards of ethical and moral conduct to promote confidence and trust in the Public Service					10

PERSONAL DEVELOPMENT PLAN

NAME: V.C. MAKEDAMA
JOB TITLE: MUNICIPAL MANAGER
DATE: 1 JULY 2022

EMPLOYEE NUMBER:
MUNICIPAL MANAGER OFFICE

SKILLS / PERFORMANCE GAPS	EXPECTED OUTCOMES	SUGGESTED TRAINING AND/ OR DEVELOPMENT ACTIVITY	SUGGESTED MODE OF DELIVERY	SUGGESTED TIMEFRAMES	WORK OPPORTUNITY CREATED TO PRACTICE SKILL / DEVELOPMENT AREA	SUPPORT PERSON
LABOUR LAW	Ability to deal with employee related matters	Informal training, e.g., Attendance of conferences, workshops, and seminar	Labour Conference	Annual	Update and acquire new skill	Labour Law Conference
MASTERS in Public Administration	Ability to Interpret and Manage in the Public Sector	Formal Training	Block Session	2 Years	Update and acquire new skill	

SIGNATURE: Mr V.C. Makedama
Municipal Manager

SIGNATURE: Ms. N. Koni
Honourable Mayor