

PERFORMANCE AGREEMENT

Made and entered into by and between:

Elundini Local Municipality

[AS REPRESENTED BY THE MUNICIPAL MANAGER]

Jack Thando Mdeni

AND

Lungiswa Kutwana-Gomana

Director: Community Services

for the

FINANCIAL YEAR: 01 JULY 2022 - 30 JUNE 2023

ENTERED INTO BY AND BETWEEN:

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The Municipality of **Elundini Local Municipality** herein represented by **Jack Thando Mdeni** in his capacity as **Municipal Manager** (hereinafter referred to as the Employer or Supervisor) and **Lungiswa Kutwana-Gomana** (Employee of Elundini Local Municipality) (hereinafter referred to as the **Community Services Director**)

WHEREBY IT IS AGREED AS FOLLOWS:

1. 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 of 2000 (hereinafter referred to as the "Systems Act"). The Employer and the Employee (are hereinafter referred to as "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.
- 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 secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4)(a), 57(4)(b) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to –

- 2.1 comply with the provisions of Section 57 (1)(b), (4)(a), (4)(b) and (5) of the Systems Act as well the Contract of Employment entered into between the parties;
- 2.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of Employee's performance expectations and accountabilities;

- 2.3 specify accountability as set out in the Performance Plan (Annexure A);
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6 appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This agreement will commence on **01 of July 2022** and will remain in force until **30 June 2023** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The parties will review the provisions of this Agreement at least once a year, during June each year, or as and when necessary. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the

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extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 the performance objectives and targets that must be met by the Employee; and

4.1.2 the quality requirements and time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates, quality requirements and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The quality requirements define the quality standards which the indicators must meet. The weightings show the relative importance of the key objectives to each other.

4.4 The Employee's performance will, in addition, be measured in terms of 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 adopts or introduces for the Employer, management and municipal staff 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 Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee on the specific performance standards that will be included in the performance management system as applicable to the Employee.

6 AGREEMENT TO COMPLY WITH EMPLOYER'S SYSTEM

- 6.1 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 6.2 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.3 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 6.3.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leadership Competencies respectively.
- 6.3.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3.3 KPAs covering the main areas of work will account for 80% and Leading Competency Requirements will account for 20% of the final assessment.

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

#	Key Performance Areas (KPA's)	Weighting
1.	Municipal Transformation and Organizational Development	15
2.	Basic Services & Infrastructure	40
3.	Local Economic Development	15
4.	Financial Management and Viability	15
5.	Good Governance and Public Participation	15
Total		100

6.5 The leading Competencies make up the other 20% of the Employee's assessment score. The table below depicts the leading competencies assigned to the senior manager as per the Local Government "Regulation" on the appointment and conditions of employment of senior manager

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#	Leadership Competencies	Generic Standards	Chief Financial Officer's standard	Weight
	Strategic direction and leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate	Actively define performance measures to monitor the progress and effectiveness of the department	10
1	People Management	Effectively manage , inspire , and encourage people respect diversity , optimise talent and build nurture relationship in order to achieve institutional objectives	Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the department	5
2	Program and Project Management	Able to understand program and project management methodology plan ,management , monitoring and evaluate specific activities in order to deliver set objectives	To ensure that departmental programs monitored to track progress and optimal resource utilisation and adjustments are made as needed	10
3	Financial Management	Able to compile plan and manage budget, control cash flow, institute financial risk management and administer procurement processes in accordance with the recognised financial practises. Further to ensure that all financial transactions are managed in an ethical manner	Identify and implement proper monitoring and evaluation practises to ensure appropriate spending against budget	10
4	Changed leadership	Able to direct and initiate transformation in departmental e employees in order to successfully drive and implement new initiatives and deliver professional and quality service to the communities.	Motivate and inspire others around change initiatives	5
5	Governance Leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practises and obligations. Further able to deliver to direct the conceptualisation of relevant policies and enhance co-operative governance relationship.	Demonstrate a high level of commitment in complying with governance requirements	10
Total 50				

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#	CORE COMPETENCY	Institutional Standard	Chief Financial Officer's Standard	Weight
1.	Communication	Able to share information, knowledge and ideas in a clear focused and concise manner appropriate for the audience in order to effectively convey, persuade, and influence stakeholders to achieve the desired outcome	Disseminate and convey information and knowledge adequately	10
2.	Result and Quality Focus	Able to maintain the high-quality standard focus on achieving results and objectives while consistently striving to exceed expectation and encourage others to meet the quality standard, further to actively monitor and measure results and quality against identified objectives	Monitors progress, quality of work, and use of resource, provides status updates and make adjustments as needed	10
3.	Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	Schedule tasks in order to ensure that they are performed within budget and with efficient use of time and resources	5
4.	Knowledge and Information management	Able to promote the generation and sharing of knowledge and information through various processes and media in order to enhance the collective knowledge base of local government	Regularly share information and knowledge with stakeholders and team members	5
5.	Analysis and Innovation	Able to analyse information, challenges, and trends to establish and implement facts –based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	Identify solutions on various areas in the department	10
6.	Moral Competencies	Able to identify moral trigger, apply reasoning that promotes honesty and integrity consistently, display behaviour that reflects moral competence	Identify, develop and apply measures of self-correction	10
Total		50		

7. EVALUATING PERFORMANCE

- 7.1 The Performance Plan (Annexure A) to this Agreement sets out:
- 7.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 7.1.2 the intervals for the evaluation of the Employee's performance.
- 7.2 Despite the establishment of the agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage (*e.g. quarterly – highly recommended*) while the contract of employment remains in force.
- 7.3 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 implemented within the agreed upon time frames.
- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 7.5 The annual performance appraisal will involve the following:
- 7.5.1 Assessment of the achievement of results as outlined in the performance plan:
- (a) Each KPA shall be assessed according to the extent to which the specified standards or performance indicators have been met or exceeded and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.
 - (c) The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

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7.5.2 Assessment of the leading and Core Competency Requirements:

- (a) Each Assessment of the leading and Core Competency Requirements should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each Assessment of the leading and Core Competency Requirements.
- (c) The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the scores and calculate a final Assessment of the leading and Core Competency Requirements score.

7.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 Assessment of the performance of the employee

The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
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 expectations	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					

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LEVEL	TERMINOLOGY	DESCRIPTION	RATING				
			1	2	3	4	5
		half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Full effective	Fully effective Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established –

7.7.1 Municipal Manager;

7.7.2 Member of the Audit Committee;

7.7.3 Member of the Executive Committee; and

7.7.4 Municipal Manager from another municipality

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

INTERVAL	PERIOD	EVALUATION DEADLINE
First quarter	(July – September)	Before end October 2022
*Second quarter	(October – December)	Before end January 2023
Third quarter	(January – March)	Before end April 2023
*Fourth quarter	(April – June)	Before end December 2023

* These performance reviews **must** be formal and documented

8.2 The Employer **shall** keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

8.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be.

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In that case the Employee will be fully consulted before any such change is made.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is included in Annexure A.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall:

10.1.1 create an enabling environment to facilitate effective performance by the employee;

10.1.2 provide access to skills development and capacity building opportunities;

10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

10.1.4 on the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:

- a) a direct effect on the performance of any of the Employee's functions;
- b) commit the Employee to implement or to give effect to a decision made by the Employer; and

c) a substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.2 A discretionary performance bonus of up to 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall:

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) 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 his or her duties.

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by the Mayor within thirty (30)

days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.


13.2 Any dispute about the outcome of the employee's performance evaluation shall be mediated by a member of the municipal council, appointed by the mayor, provided that such a member was not part of the evaluation panel provided for in paragraph 7.7 above, within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of the performance agreement shall be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and section 46 of the Municipal Systems Act, 2000.

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

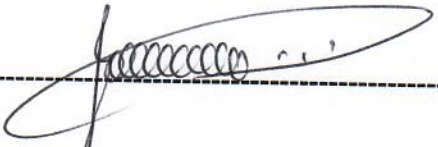
Thus done and signed at Nqanqarhu on this the 01st day of July 2022

Between:  (Signature)

LUNGISWA RUTWANA-GOMANA (Full Name)

(EMPLOYEE)

AND

 (Signature)

JACK MBEMI (Full Name)

(REPRESENTING EMPLOYER)

AS WITNESSES:

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PERFORMANCE PLAN

**Entered into
by and between**

**Jack Thando Mdeni
in his capacity as**

Municipal Manager

of the Elundini Local Municipality

(hereinafter referred to as the Representative of the Municipality, the Employer)

and

Lungiswa Kutwana-Gomana

in his capacity as

Director: Community Services

of

Elundini Local Municipality

(hereinafter referred to as the Employee)

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FINANCIAL YEAR: 01 JULY 2022 - 30 JUNE 2023

1. Introduction

A Performance Plan is a strategic management tool that enables the performance of the employee to be assessed in an objective and fair manner. It defines the Council's expectations of the Infrastructure Planning and Development Director's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

This Performance Plan is composed of three distinct plans:

a. Output Plan

The output plan is a plan of what outputs the employee is expected to deliver on. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

b. Competency Plan

The competency plan is a plan of what competencies (skills, knowledge, and attitude) the employee must acquire to be able to perform and deliver on the set objectives effectively. It entails the determination of the gap between the required level of competence and the employee's actual level of competence.

c. Development Plan

The development plan is a plan of what development interventions will be undertaken to bridge the gap between the required level of competence and the employee's actual level of competence and thus bring the employee to the desired competency level.

2. Output Plan

2.1 Introduction

The output plan is a plan of what outputs the employee is expected to deliver on. It consists of the key performance areas (KPA's), weighting, outputs, performance indicator, baseline information and a target. A key performance area is a defined or demarcated area of performance. The outputs are defined in terms of the tangible deliverables (product or service). The quality requirements include the standard of the product or service and the time frame within which it must be delivered. The quality requirements are the standards which measure the quality of the service or product.

The baseline information is the current information which is used as a starting point from which performance will be measured. Finally, the indicator must reflect what evidence must be produced to demonstrate the delivery.

2.2 Key Performance Areas

The following are Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and the Municipality's IDP:

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3. OUTPUT PLAN

1.1. Community Services

Key Performance Area (KPA) 1 : Basic Service Delivery

Goal-1: Accelerate delivery of reliable basic services and resilient infrastructure

Strategic Objective	Project	Indicator	Indicator Type	Budget Allocation 2022/23	Baseline	Spatial Reference	Annual Target 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian	Weight
Promote environmental health and safety of local communities	Landfill site management	Number of assessment reports for insourcing of landfill sites	KPI	0	New Indicator	Ward 2, 9, & 17	1	0	1	0	0	Assessment report approved by Council	Director Community Services	5
Promote environmental health and safety of local communities	Waste management	Number of reviewal of IWMP	KPI	R250 000	New indicator	2,3,9 and parts of 17 & 4	1	0	0	0	1	Council approved IWMP	Director Community Services	10
Promote environmental health and safety of local communities	Waste recycling	Number of SMME recyclers supported	KPI	R0	New indicator	2,3,9 and parts of 17 & 4	4	1	1	1	1	Quarterly report signed by Director	Director Community Services	10
Promote environmental health and safety of local communities	Waste management education & awareness	Number of community awareness on waste management	KPI		2,3,9, and parts 17 & 4		20	5	5	5	5	Quarterly reports signed by the Director and attendance registers	Director Community Services	10
Promote environmental health and safety of local communities	Illegal dumping sites	Number of illegal dumping strategies developed	KPI	R 150 000	New indicator	2,3,9 and parts of 17 & 4	1	0	1	0	0	Developed illegal dumping strategy, signed by Director and MM	Director Community Services	5

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Promote environmental health and safety of local communities	Refuse collection	% Implementation of the approved refuse collection schedule for households and commercial properties	NKPI				100%	2,3,9 and parts of 17 & 4	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Report signed by Director Community Services, collection schedule, quarterly Smarter report	Director Community Services	10
Promote environmental health and safety of local communities	Management of open spaces	Number of existing open spaces beautified	KPI				New indicator	Ward 2,3,9	3	3	0	0	0	0	0	0	0	0	Quarterly report signed by the Director	Director Community Services	10
Promote environmental health and safety of local communities	Pound management	100% impounding of stray livestock	KPI				New indicator	Ward 2,3,9	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Quarterly report signed by the Director	Director Community Services	5
Promote environmental health and safety of local communities	Provision of library services	Number of functional libraries managed through the SLA with Department of Sports, Recreation, Arts and Culture.	KPI				6		6	6	6	6	6	6	6	6	6	6	Quarterly report signed by the director	Director Community Services	5
Promote environmental health and safety of local communities	Road safety awareness campaign	Number of road safety awareness campaigns conducted during Easter and festive seasons	KPI				New indicator	Ward 2,3,9	12	0	6	0	6	0	6	6	6	6	Quarterly report signed by the director	Director Community Services	5
Promote environmental health and safety of local communities	Road blocks	Number of road blocks conducted	KPI				New indicator		20	5	5	5	5	5	5	5	5	5	Quarterly report signed by the Director	Director Community Services	5
Promote environmental health and safety of local communities	Registration and licensing	Revenue generated from vehicle's	KPI				5M	Whole of municipality	5,1M	1,050	1,5	1,5	1,5	1,5	1,5	1,5	1,5	1,5	Quarterly report signed	Director Community Services	5

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Promote environmental health and safety of local communities	Reviewal of bylaws	Number of bylaws reviewed	KPI		8	Whole of municipality	8	0	0	0	8	by the Director	Director Community Services	2
	Provision of fire services	% of fire incidents responded to	KPI	R 0	100 %	Whole of municipality	100%	100%	100%	100%	100%	Quarterly report signed by the Director Community Services, time response sheets	Director Community Services	2
Promote environmental health and safety of local communities	Provision of fire services	Number of fire safety awareness campaigns conducted	KPI	R0	New indicator		4	1	1	1	1	Quarterly report signed by the Director Community Services, attendance registers	Director Community Services	5

KEY PERFORMANCE AREA (KPA) 3: LOCAL ECONOMIC DEVELOPMENT

Goal 2: Promote Economic Growth, environmental sustainability through job absorbing sectors

Strategic Objective	Project	Indicator	Indicator Type	Budget Allocation 2022/2023	Baseline	Spatial Reference	Annual Target 2022/2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian	
To promote creation of employment opportunities and decent jobs	EPWP Employment	Number of Expanded Public Works Programme (EPWP) job opportunities created	KPI	2 569 000	460	Whole of municipality	418	209	-	209	-	Report signed by the Director Community Services, signed incentive grant agreement, recruited participant's list, sample	Director Community Services	5

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KEY PERFORMANCE AREA (KPA) 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION														
Goal(s) 3: To improve the effectiveness of governance administrative and financial systems														
Strategic Objective	Project	Indicator	Indicator Type	Budget Allocation 2022/2023	Baseline	Spatial Reference	Annual Target 2022/2023	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Means of Verification	Custodian	
To improve the effectiveness of governance administrative and financial systems	Develop Circular 88 reports	Number of Circular 88 reports developed and submitted	KPI	R0	New indicator	Whole Municipality	4	1	1	1	1	Circular 88 quarterly reports	Director: Community Services	1

Personal Development Plan

The Personal Development Plan that pertains to what development interventions are envisaged and planned to bridge the gap between the required level of competence and the employee's actual (current) level of competence and thus bring the employee to the desired competency level.

#	Course stream	Course name	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1	Masters	Master's in Public Administration				Annual
2						
3						
4						

Scoring Key

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COMPETENCY LEVEL		SCORE
Fully Competent	Mastered the Competency	5
Partially Competent	Has sufficient competence to operate at the required level	3
Significant Development Required	Competence falls short of the required level	1

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4. Proficiency Key:

○ **Basic**

The proficiency level required to successfully perform at the level of “new entrant” or a person who can only handle the competency in its “basic format” and requires regular supervision and direction. The purpose of training and development is to move the proficiency level from that of “basic” to at least “competent” for all middle managers.

○ **Competent**

This proficiency level indicates that the person can perform the competency at the minimum required level, i.e., able to display the competency at the required level, without supervision. This is the standard that any performance improvement programme and training or coaching effort seeks to achieve.

○ **Advanced**

This proficiency level indicates that the performer has fully mastered the competency, works without supervision, is capable of instructing others on the competency and capable of solving or applying the competency to a wide range of new or different situations.

Thus done and signed at Ngqanqarhu on this **31** day of July 2022

Between: _____ (Signature)

Lungiswa Kutwana-Gomana
(EMPLOYEE)

AND

_____ (Signature)

Jack Thando Mdeni (Full Name)
(REPRESENTING EMPLOYER)

AS WITNESSES:

1. _____

2. _____