



## **DR NKOSAZANA DLAMINI-ZUMA MUNICIPALITY**

### **PERFORMANCE AGREEMENT**

Made and entered into by and between

#### **DR NKOSAZANA DLAMINI-ZUMA MUNICIPALITY**

(represented by Nkosiyezwe Cyprian Vezi in his duly-authorized capacity as Municipal Manager of the municipality, hereinafter referred to as the Employer)

and

#### **MISS ZINGISA MLATA**

(SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES DEPARTMENT)

(hereinafter referred to as the Employee)

NCV  
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Financial year 01 July 2020 to 30 June 2021

## INTRODUCTION

1. (1) The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) – managers' employment contracts to be in writing - of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".

(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 employer must conclude a Performance Agreement within 60 days of assumption of duty and renew it annually within one month of the commencement of the beginning of the financial year.

(3) The parties will 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 the local government policy goals as defined in the municipality's IDP.

(4) The parties will ensure that there is compliance with the Municipal Systems Act Sections 57(4A) – MFMA responsibilities of the accounting officer regarded as being included in this performance agreement, 57(4B) – payment of bonuses, and 57(5) – performance objectives and targets to be practical, measureable and based on the KPIs set out in the IDP.

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

2.1 comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the parties;

2.2 communicate to the Employee the Employer's performance expectations and accountabilities by specifying objectives and targets as defined in the IDP, SDBIP and budget of the municipality;

2.3 specify accountabilities as set out in the Performance Plan (in a format substantially compliant with Appendix "A");

2.4 monitor and measure performance against set targeted outputs;

2.5 appropriately reward the Employee 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 COMENCEMENT AND DURATION

3.1 This Agreement will commence on the **01 July 2020** and will remain in force in line with the Employment agreement until **30 June 2021** 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, if applicable.

3.2 The parties will review the provisions of this Agreement during June each year and will conclude a new Performance Agreement (and Performance Plan and Personal Development Plan) that replaces this Agreement at least once a year but not later than one month after the commencement of the new financial year, in line with the Employment Agreement.

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

3.6 Any significant amendments/ deviations referred to in 3.4 and 3.5 above must take cognisance of, where relevant, the requirements of sections 34 (annual review and amendment of the integrated development plan) and 42 (community to be involved in setting performance indicators and targets) of the Systems Act, and must be done in terms of regulation 4 (5) (submission of employment contracts and performance agreements to the provincial and national ministers responsible for local government) of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to the Municipal Manager, 2006 ("the Regulations");

#### 4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Appendix "A") sets out-

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

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

4.2 The performance objectives and targets reflected in Appendix "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 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 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 itself, 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 about the specific performance standards that will be included in the performance management system as applicable to the Employee.

6.1 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.

6.2 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.

6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Competency Framework Structure (CFS) respectively.

6.2.2 KPAs covering the main areas of work (KPAs) will account for 80% and CFSs will account for 20% of the final assessment.

6.2.3 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.3 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 (Appendix "A"- **objectives that are specific to the office of the Manager: Corporate Support Services**) 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) - FOR THE KPAs PER ANNEXURE A	Weighting
Basic Service Delivery	8.6%
Municipal Institutional Development and Transformation	0%
Social and Local Economic Development (LED)	60.86%
Municipal Financial Viability and Management	4.34%
Good Governance and Public Participation	8.6.%
Cross-cutting interventions	17.39%
<b>Total</b>	<b>100%</b>

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6.4 The Leading Competencies (LCs) and Core Competencies (CC's) set out in Annexure A of the Local Government : Competency Framework for Senior Managers (Government Gazette No. 37245 dated 17 January 2014), will make up the other 20% of the Employee's assessment score. There is no hierarchical connotation and all competencies are essential to the role of a senior manager. All competencies must therefore be included in the assessment and weighted equally as follows:

LEADING COMPETENCIES	Driving competency (of the leading competency)	WEIGHT
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>Impact and Influence</li> <li>Institutional Performance Management</li> <li>Strategic Planning and Management</li> <li>Organisational Awareness</li> </ul>	8.333%
People Management	<ul style="list-style-type: none"> <li>Human Capital Planning and Development</li> <li>Diversity Management</li> <li>Employee Relations Management</li> <li>Negotiation and Dispute Management</li> </ul>	8.333%
Programme and Project Management	<ul style="list-style-type: none"> <li>Program and Project Planning and Implementation</li> <li>Service Delivery Management</li> <li>Program and Project Monitoring and Evaluation</li> </ul>	8.333%
Financial Management	<ul style="list-style-type: none"> <li>Budget Planning and Execution</li> <li>Financial Strategy and Delivery</li> <li>Financial Reporting and Monitoring</li> </ul>	8.333%
Change Leadership	<ul style="list-style-type: none"> <li>Change Vision and Strategy</li> <li>Process Design and Improvement</li> <li>Change Impact Monitoring and Evaluation</li> </ul>	8.333%
Governance Leadership	<ul style="list-style-type: none"> <li>Policy Formulation</li> <li>Risk and Compliance Management</li> <li>Co-operative Governance</li> </ul>	8.333%
<b>CORE COMPETENCIES</b>		
Moral Competence		8.333%
Planning and Organising		8.333%
Analysis and Innovation		8.333%
Knowledge and Information Management		8.333%
Communication		8.333%
Results and Quality Focus		8.333%
<b>Total Percentage</b>		<b>100%</b>

6.4 The employee specifically acknowledges that, in addition to the leading and core competencies, focus must also be placed upon the eight *Batho Pele* principles:

- Consultation
- Setting service standards
- Increasing access
- Ensuring courtesy
- Providing information
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## 7. EVALUATING PERFORMANCE

7.1 The Performance Plan/scorecard (Appendix "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 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.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (in a format substantially compliant with Appendix "B") as well as the actions agreed to, and implementation must take place within set 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:

### 7.5.1 Assessment of the achievement of results as outlined in the performance plan (Annexure A):

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met 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 (including the KPA weighting factors) must then be used to add the scores and calculate a final KPA score.

(d) The outcome scores, arising from items 7.5.1 (a) to (c) above, for each national KPA on Annexure A, will then be weighted with the percentages agreed to in paragraph 6.3 above.

### 7.5.2 Assessment in terms of the Leading Competencies (LCs) and Core Competencies (CCs) as set out in the Competency Framework Structure for Senior Managers

(a) Each LC and CC should be assessed according to the extent to which the specified standards (achievement levels) have been met: **basic, competent, advanced and superior** (refer to Annexure A of the Local Government : Competency Framework for Senior Managers (Government Gazette No. 37245 dated 17 January 2014 for the standards set for each achievement level).

(b) An indicative rating on the five-point scale should be provided for each CMC (**basic = 2 points, competent = 3 points, advanced = 4 points and superior = 5 points**).

(c) The applicable assessment rating calculator must then be used to add the scores and calculate a final CFS 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.

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7.6 The assessment of the performance of the Employee will be based on the following rating scale for the KPA's (but not the CFSs):

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

7.7 For purposes of evaluating the performance an evaluation panel constituted in terms of **Regulation 27(4)(e)** will be established.

## 8. SCHEDULE FOR PERFORMANCE REPORTING, MONITORING, EVALUATION AND REVIEW

8.1 The performance of the Employee in relation to his performance agreement shall be monitored and evaluated on or about the following dates with the stipulation that the reviews for the second and fourth quarter will be recorded in writing. Quarterly evaluations will be subject to an internal audit process being concluded. The first and third quarter reviews may be verbal if performance is satisfactory:

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QUARTER	PERIOD	REVIEW TARGET DATE
First	July to September 2020	30 October 2020
Second	October to December 2020	30 January 2021 (as the basis for preparation of the 2020/21 mid-year budget and performance assessment report)
Third	January to March 2021	31 April 2021
Fourth /Annual	April to June 2021	31 July 2021 (as a basis for preparation of the 2020/21 Annual Performance Report)

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

8.3 The Employee is responsible for maintaining a Portfolio of Evidence, which must be made available at the informal and formal evaluation sessions, and for audit purposes

8.4 Performance scoring and feedback shall be based on the Employer's assessment of the Employee's performance against Actuals reported and evidence provided.

8.5 The Employer will be entitled to review and make reasonable changes to the provisions of Appendix "A" in line with Mid Year Assessment for operational reasons. The Employee will be fully consulted before any such change is made.

8.6 The Employer may amend the provisions of Appendix "A" whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

## 9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as **Appendix "B"**.

## 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

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

11.1.1 a direct effect on the performance of any of the Employee's functions;

11.1.2 commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 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

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

12.1.2 A performance bonus may be paid in terms of **section 32(2)** of the Local Government : Municipal Performance Regulations, 2006 and any other policy of Council,

12.2 In the case of unacceptable performance, the Employer must implement Procedures for dealing with substandard performance as prescribed in section 16 of the Local Government : Disciplinary Code and Procedures for Senior Managers which is attached hereto as Appendix C.

12.3.1 12.3.1 Negative audit outcomes i.e. disclaimed audit opinion, adverse audit opinion and qualified audit opinion shall be regarded as poor performance and the Municipal Council shall not authorise the payment of performance bonuses to an Employee (Senior Manager) in the event of a negative audit outcome.

12.3.1.2 As part of consequence management the Municipal Council shall not authorise the payment of performance bonuses to Senior Managers who will be found after an investigation by the Municipal Public Accounts Committee (MPAC) responsible for the Unauthorised, Irregular, Fruitless and Wasteful Expenditure.

## 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 salary increment in the agreement, must–

13.1.1 in the case of the Municipal Manager be mediated by the MEC for local government in the province, or any other person appointed by the MEC within thirty (30) days of receipt of a formal dispute from the employee; and

13.1.2 in the case of Managers directly accountable to the Municipal Manager, 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 disputes about the outcome of the employee's performance evaluation, must –

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13.2.1 In the case of the Municipal Manager be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

13.2.2. In the case of Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), 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 this agreement must be made available to the public by the Employer in terms of the MFMA - section 53 (3) (b).

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.

14.3 The performance assessment results of the manager must be submitted to the MEC responsible for local government in the relevant province as well as the National Minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

**CONFIRMATION:**

Signed and accepted: Miss Z Mlata	
Signed and accepted by Mr NC Vezi	
Date Performance Plan signed	
Witness Number One : Name and Signature	
Witness Number Two : Name and Signature	

**APPENDIX A**  
(TO THE PERFORMANCE AGREEMENT)

**2020/21 PERFORMANCE PLAN**

Refer attached SDBIP

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DR NDZ LM 2020/2021 SDBIP FOR COMMUNITY AND SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: SERVICE DELIVERY

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT & CROSS

STRATEGIC OBJECTIVES

IDP / WAR SDBIP D NO.	GENERAL KPI	PROJECT	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	QUARTER 1 BUDGET PROJECTIONS	QUARTER 2 BUDGET PROJECTIONS	QUARTER 3 BUDGET PROJECTIONS	QUARTER 4 BUDGET PROJECTIONS	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
CSS 1	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Vehicles Procured and delivered	1 x Fire Engine, 1 x Disaster Management Vehicle, 1 x Pound Truck, 5 x Traffic Vehicles.	Procurement of 2 vehicles Skid unit for fire services, and double cab for library services	Development of specification	N/A	N/A	2 Vehicles Delivered	CSS	R 1000 000	Q 1- Approved Specification Q 4- Delivery Note
CSS 2	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Disaster Management Advisory and Community Safety Forums Held	Forum was established and sustainable	Conduct 2 Disaster Management Advisory and Community Safety Forums	NIL	NIL	1 DMACSF	1 DMACSF	CSS	R 15, 000, 00	Q2 & Q4 Dated Photos, Register and Signed Minutes
CSS 3	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Disaster Management Sector Plans Reviewed	1 x Sector Plan in place and reviewed annually	1 x Reviewed Disaster Management Sector Plan	NIL	NIL	R 7,500	1 x Signed Draft Disaster Management Sector Plan by the Municipal Manager and Submitted to Council	CSS	NIL	Q 3- Disaster Management Sector Plan Signed by the MM and Council Resolution Q 4- Final Disaster Management Sector Plan and Council Resolution
CSS 4	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Disaster Relief Material Procured	Blankets, Plastic Sheeting, Spoons and other material were procured	Procurement of 1 disaster Relief kit	Development of Specification and delivery	NIL	Development of Specification and delivery	NIL	CSS	R 146,720	Q 1- Approved Specification and Delivery note Q 3 - Approved Specification and delivery Note
CSS 5	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Integrated Community Safety and Covid 19 Awareness Campaigns Conducted	4 ICSAC were conducted in the previous year	Conduct 4 Integrated Community Safety and 4 COVID 19 Awareness Campaigns	2 Covid 19 Awareness Campaigns	2 Covid 19 Awareness Campaigns	2 ICS Awareness Campaigns	2 ICS Awareness Campaigns	CSS	NIL	Q1 & Q2- close out reports and photos on Covid 19 awareness ,Q3 report on ICSAC, dated photos and Register. Q4 - ICSAC report, signed register and dated photos
CSS 6	4,5,6, 7,8 &12	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Lightning Conductors Procured and Installed	30 were procured and installed in the previous year	Procurement and Installation of 36 Lightning Conductors	Procurement and installation of 36 lightning conductors	NIL	NIL	NIL	CSS	R 200,000	Quarter -1 Dated Photos, Invoice, Delivery Note and Register of beneficiaries
CSS 7	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Fire Inspections Conducted	80 were conducted in the previous year	Conduct 80 Fire Safety Inspections	20 x Fire Safety Inspections	20 x Fire Safety Inspections	20 x Fire Safety Inspections	20 x Fire Safety Inspections	CSS	R 200,000	Q 1 - Q 4 Copies of issued compliance letters and Compliance Certificates issued
CSS 8	All	To Ensure Improved Institutional Capacity and Responses to Disaster Incidents Or Disasters by June 2022	Number of Public Buildings and Public Transport Facilities	New project	5 Taxi Ranks sanitized twenty times and 3 Public Buildings sanitized twelve times per annum	5 Taxi Ranks and 3 Public Buildings	5 Taxi Ranks and 3 Public Buildings	5 Taxi Ranks and 3 Public Buildings	5 Taxi Ranks and 3 Public Buildings	CSS	NIL	Q1,2,3 &4 - Dated Photos and signed Reports

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DR HQZ LM 2020/2021 SBQIP FOR COMMUNITY AND SOCIAL SERVICES DEPARTMENT

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT & CROSS		PROJECT		BASELINE		ANNUAL TARGET		QUARTER 1		QUARTER 2		QUARTER 3		QUARTER 4		RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
IDP / WAR SDBIP ID NO.	GENERAL KPI	STRATEGIC OBJECTIVES	PERFORMANCE INDICATOR	PROJECT	BASELINE	ANNUAL TARGET	QUARTER 1 BUDGET PROJECTIONS	QUARTER 2 BUDGET PROJECTIONS	QUARTER 3 BUDGET PROJECTIONS	QUARTER 4 BUDGET PROJECTIONS	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE					
CSS 9	All	N/A	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2022	Conduct Library Outreach Programmes	16 Library Outreach Programmes Conducted in the previous year	8 Library Outreach Programmes Conducted (To consider the teaching and Learning Recovery plans by DOE)	NIL	NIL	4 x Library Outreach Programmes	4 x Library Outreach Programmes	CSS	R 36,500	Q3 & Q4 Attendances Register and Dated Photos					
CSS 10	All	N/A	To ensure improvement of literacy levels and encourage culture of reading by 30 June 2022	Conduct Basic Computer Training classes for communities	8 were conducted in the previous year	8 Computer Trainings classes Conducted for communities (To verify with DAC)	2 x Computer Trainings classes and handover of certificates	2 x Computer Trainings classes and handover of Certificate	2 x Computer Trainings classes and handover of Certificate	2 x Computer Trainings classes and handover of Certificate	CSS	NIL	Q 1 - Q 4 Register for handover of Certificates and Dated Photos					
CSS 11	All	N/A	To ensure improved community safety, road safety and reduce crime through integrated stakeholder coordination and awareness by 30 June 2022	Conduct Multi-stakeholder Road Blocks	8 Multi-Stakeholder Road Blocks Conducted in the previous year	8 Multi -Stakeholder Road Blocks Conducted	NIL	2 x Multi-stakeholder Roadblocks	NIL	2 x Multi-stakeholder Roadblocks	CSS	NIL	Q 1 - Q 4 Dated Photos, Copy of list for vehicles stopped, Register for multistakeholder officials					
CSS 12	All	N/A	To promote development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2022	Sports, Arts and Culture Training, Training of youth on driving skills	1. Training of 10 Jockeys 2. Training of 10 Coaches 3. Training of 6 Artists 4. Training of 30 Crafters June 2020	10 Jockeys Trained, 10 Coaches trained, 12 Artists and 30 Youth trained on Driving skills	NIL	Training of 10 sport Coaches (Chess, Netball, Soccer, Athletics)	NIL	Training of 30 Youth on Driving lessons	CSS	R 370,000	Q 1 - Q4 Signed close out reports and Attendance Registers					
CSS 13	All	N/A	To promote youth development through SMME development, Arts, Culture, Sports and Recreation by 30 June 2022	Coordination and Facilitation of Sports, arts and Culture Competition	9 Sports, Arts and Culture Competitions Coordinated by 30 June 2020	7 Sports, Arts and Culture Competitions Coordinated	R93,000	R180,000	R93,000	R83,000	CSS	R 1,145,947	Q1-Q4 Closeout reports and signed attendance register					
CSS 14	All	N/A	To promote a healthy lifestyle and self-sustainability for Youth, Children, Women Senior Citizens and Disabled Persons through events, awareness campaigns and competitions by June 2022	Coordination of Fora	9 Forums coordinated coordinated in 2019/20 Financial Year 1. Gender Forum (Women& Men) 2. Children's Forum 3. Senior Citizens Forum 4. Disability Forum 5. Local Arts Forum 6. Arts and Culture Forum 7. Sports Federation 8. Youth Council 9. OSS Task Team	9 Forums coordinated coordinated in 2019/20 Financial Year	5	9	5	9	NIL	R 1,145,947	Quarter 1-4 Attendance Registers and signed reports					

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DR NDZ LM 2020/2021 SDBIP FOR COMMUNITY AND SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: SERVICE DELIVERY													
KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT & CROSS													
IDP / WAR SDBIP D NO.	GENERAL KPI	STRATEGIC OBJECTIVES	PROJECT	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	QUARTER 1 BUDGET PROJECTIONS	QUARTER 2 BUDGET PROJECTIONS	QUARTER 3 BUDGET PROJECTIONS	QUARTER 4 BUDGET PROJECTIONS	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
CSS 15	All	To promote a healthy lifestyle and self sustainability for Youth, Children, Women Senior Citizens and Disabled Persons through events, awareness campaigns and competitions by June 2022	Coordination of events	Number of events coordinated (on commemoration)	Coordination of Scampaigns/ events by 30 June 2020	Coordination of 14 Events by 30 June 2021	1. Commemoration of Nelson Mandela Day, 2. Mens day, 3. Women's day, 4. Youth Camp	Commemoration of day, 2. Disability day, 3. 16 Days of activism, 4. World Aids day.	1. Human Rights Day, 2. TB day, 3. Back to School and Matric awards and 4. Youth Summit	Commemoration of 1. Youth day, 2. Child Protection Week Programme	CSS	R 1,830,000	Q1-Q4 & Signed Close out Report and attendance Registers
CSS 16	All	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2022	Training and Skills Empowerment of Emerging Enterprises in the Agriculture, Block Manufacturing, Fashion Design, Informal Trade and Tourism And Support Youth Projects	Number of Emerging Enterprises trained on various skills	60 Emerging Farmers Trained, 60 SMMEs trained and empowered, 1 fashion design and modeling training conducted	60 Agricultural Enterprises (Coops & Individually) Block Manufacturing, 30 Co-operation SMMEs Fashion Design & Modelling, 30 Informal Traders, 40 Tourism & Hospitality Skills Training, 20 bricklayers by June 2021	1. 30 x Informal Traders trained on Hygiene & Food Safety, Customer Care and Growing your Informal Enterprise. 2. 20 members trained on Tourism & Hospitality Skills	1. 20 SMMEs trained in Block Manufacturing. 2. Train 20 Bricklayers	1. 30 Fashion Designers trained on (Interpretation of Fabric Garments, Facial Make ups and Hair Dressing and Model Casting) 2. 30 Construction SMMEs trained on Health and Safety.	1. 30 Livestock Farmers trained on Artificial Insemination and Genetic Improvement	CSS	R1,830,000 R1,033,000	Q1-Q4, Attendance Register 2. Signed Closeout Report
CSS 17	All	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments	Material and Equipment Support to Emerging Enterprises: Coops, Crafters, & SMMEs.	Number of SMMEs and Coops supported with material and equipment	17 SMMEs and Coops Supported with material and equipment	30 SMMEs and Cooperatives supported with material/ Equipment	Invite Formal Proposals for Material and Equipment Support.	N/A	Delivery of Material and/ or Equipment to 15 beneficiaries	Delivery of Material and/ or Equipment to 15 beneficiaries	CSS	R1,598,000	Q3-Q4, Delivery Note and beneficiaries register
CSS 18	All	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2021	Coordination of LED and Tourism Structures or Stakeholders	Number of LED and Tourism Stakeholder Forums Coordinated	2 LED Forum and 2 Tourism Forums Conducted	4 LED Forum & 4 Tourism Forum	NIL	2x LED Forum 2x Tourism Forum	1x LED Forum 1x Tourism Forum	1x LED Forum 1x Tourism Forum	CSS	R1,588,000 R16,000	Q2,3 & 4- attendance Registers, Signed Minutes of the meetings

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DR NDZ LW 2020/2021 SDBIP FOR COMMUNITY AND SOCIAL SERVICES DEPARTMENT													
BACK TO BASICS PILLAR 2: SERVICE DELIVERY													
KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT & CROSS													
IDP / WAR SDBIP ID NO.	GENERAL KPI	STRATEGIC OBJECTIVES	PROJECT	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	QUARTER 1 BUDGET PROJECTIONS	QUARTER 2 BUDGET PROJECTIONS	QUARTER 3 BUDGET PROJECTIONS	QUARTER 4 BUDGET PROJECTIONS	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE
CSS 19	All	To promote and support Local Economic Development through capacity building, forming of partnerships, co-operatives support with Materials and Equipments by 30 June 2022	Host a Local Economic Development and Tourism Summit	Number of LED and Tourism Summit Held in the previous years	No LED and Tourism Summit Held in the previous years	1x LED and Tourism Summit to be held	N/A	N/A	1 LED and Tourism Summit held	N/A	CSS	R401,000	Q3: attendances Registrars, Resolutions
CSS 20	All	To develop, transform and promote tourism through engagement of local communities in the tourism value chain by 30 June 2021	Provide support to community tourism organizations and individuals.	Number of tourism awareness campaigns conducted	No Tourism awareness campaigns in the previous year	4 x Tourism Awareness Campaigns conducted	N/A	NIL	2x Tourism Awareness	2x Tourism Awareness	CSS	R401,000	Q2, 3 & 4- Attendance Register, Report, photos
CSS 21	All	To promote Bulwer CSC to increase its functionality	Conduct awareness campaigns for Bulwer CSC	Number of awareness campaigns to promote Bulwer CSC	No awareness campaigns conducted on previous year	4 x Awareness campaign	1 x awareness campaign	1 x awareness campaign	1 x awareness campaign	1 x awareness campaign	CSS	R60,000	Quarter 1-4 Signed report and attendance Register
CSS 22	All	To improve operational performance for effective service delivery by June 2022	Submission of Back to Basics reports	Number of Back to Basics reports submitted to COGTA	12 monthly B2B reports & 4 Quarterly reports	12 monthly & 4 quarterly back to basics reports submitted to COGTA	3 monthly reports & 1 quarterly report	3 monthly report & 1 quarterly report	3 monthly & 1 quarterly report	3 monthly & 1 quarterly report	CSS	R60,000	Quarter 1-Quarter 4 Progress Reports on Back to Basics Proof of Submission to COGTA
CSS 23	All	To facilitate a culture of good governance compliance and effective internal controls by 30 June 2022	Capital budget expenditure	Percentage of a municipality's annual capital budget actually spent on capital projects	100% of capital budget expenditure on 2018/20	100% of a municipality's annual capital budget actually spent on capital projects	NIL	NIL	75%	100%	CSS	NIL	Quarter 1-4 Council Resolution noting the Quarterly Expenditure Report

NEW  
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DR NDZ LW 2020/2021 SDBIP FOR COMMUNITY AND SOCIAL SERVICES DEPARTMENT

BACK TO BASICS PILLAR 2: SERVICE DELIVERY

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT & CROSS

IDP / WAR SDBIP D KPI NO.	GENERAL STRATEGIC OBJECTIVES	PROJECT	KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	QUARTER 1 BUDGET PROJECTIONS	QUARTER 2 BUDGET PROJECTIONS	QUARTER 3 BUDGET PROJECTIONS	QUARTER 4 BUDGET PROJECTIONS	RESPONSIBLE DEPARTMENT	ANNUAL BUDGET	PORTFOLIO OF EVIDENCE

Community and Social Services Department: 2020/21 SDBIP/Operational Plan

Name of HoD : Miss Z Mlata

No. of Targets : 23

MIM'S Signature



Mayor's Signature

26 June 2020




**APPENDIX B  
(TO THE PERFORMANCE AGREEMENT)**

**PERSONAL DEVELOPMENT PLAN**

**MUNICIPALITY:** Dr Nkosazana Dlamini-Zuma Municipality

**INCUMBENT:** MISS Z MLATA  
**JOB TITLE:** SENIOR MANAGER: COMMUNITY AND SOCIAL SERVICES

**REPORT TO:** MUNICIPAL MANAGER

1. What are the competencies required for this job (refer to competency profile of job description)?

LEADING COMPETENCIES	Driving competency (of the leading competency)
<b>Strategic Direction and Leadership</b>	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
<b>Programme and Project Management</b>	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
<b>Financial Management</b>	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
<b>Change Leadership</b>	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>
<b>Governance Leadership</b>	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Co-operative Governance</li> </ul>
<b>CORE COMPETENCIES</b>	
<b>Moral Competence</b>	20%
<b>Planning and Organising</b>	20%
<b>Analysis and Innovation</b>	15%
<b>Knowledge and Information Management</b>	15%
<b>Communication</b>	10%
<b>Results and Quality Focus</b>	20%
<b>Total Percentage</b>	<b>100%</b>

*NZM*

2. What competencies from the above list, does the job holder already possess? <b>a.</b>
3. What then are the competency gaps? (If the job holder possesses all the necessary competencies, complete No's 5 and 6.) <b>a.</b>
4. Actions/Training interventions to address the gaps/needs <b>a.</b>
5. Indicate the competencies required for future career progression/development <b>a.</b>
6. Actions/Training interventions to address future progression <b>a.</b>
7. Comments/Remarks of the Incumbent CONTENTS OF THE DOCUMENT WERE DISCUSSED & AGREED UPON BY MYSELF & MY SUPERVISOR
8. Comments/Remarks of the supervisor _____ _____ _____

Agreed upon:

Signature:

Supervisor: MR NC VEZI



Signature:

Employee: MISS Z MLATA



**CONFIDENTIAL**  
**2020/21 FINANCIAL DISCLOSURE FORM**

Appendix D (to the performance agreement)

I, the undersigned (surname and initials) MLATA Z.

(Postal Address) DLAMINI RESIDENCE, C/O FLATON FARM

ITXOPO 3276

(Residential Address) P.O. BOX 05, SARINIA 3615

(Position held) SENIOR MANAGER: COMMUNITY SERVICES

Tel: 039-8331038 Fax: N/A

Hereby certify that the following is complete and correct to the best of my knowledge:

**1. Shares and other financial interests (Not bank accounts with financial institutions.)**

See information sheet: note (1)

Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity
N/A			

**2. Directorships and partnerships**

See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration / Income
N/A		

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**3. Remunerated work outside the Municipality**

Must be sanctioned by Council, See information sheet: note (3)

Name of Employer	Type of Work	Amount of Remuneration / Income
<del>N/A</del>		

Council resolution and date \_\_\_\_\_

**4. Consultancies and retainerships**

See information sheet: note (4)

Name of client	Nature	Type of business activity	Value of any benefits received
<del>N/A</del>			

**5. Sponsorships**

See information sheet: note (5)

Source of assistance/sponsorship	Description of assistance / sponsorship	Value of assistance / sponsorship
IRANSNET BURSARY	BURSARY FOR MY DAUGHTER	R150 000 p.a

**6. Gifts and hospitality from a source other than a family member**

See information sheet: note (6)

Description	Value	Source
<del>N/A</del>		

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**7. Land and property**

See information sheet: note (7)

Description	Extent	Area	Value
FREE STANDING HOUSE		1600M <sup>2</sup>	R995-000



SIGNATURE OF EMPLOYEE

DATE: 2020/7/9

PLACE: CREIGHTON

**OATH / AFFIRMATION**

1. I certify before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer yes

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer no

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

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*Imisoobafu Muzwandile*  
Commissioner of Oath / Justice of the Peace

Full first names and surname

*Muzwandile Gifford Muzanya*

(Block letters)

Designation (rank)

*Sergeant*

Ex Officio Republic of South Africa

Street address of institution

*07 waton street, Creighton*

Date

*2020.07.10*

Place

*Creighton*

*[Signature]*

CONTENTS NOTED : MUNICIPAL MANAGER



DATE:



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