

## THE PERFORMANCE AGREEMENT

*Entered into by and between  
the Ekurhuleni Metropolitan Municipality  
"the Employer"*

Duly represented by the City Manager of Ekurhuleni Metropolitan Municipality

and  
"the Employee"

HoD: Enterprise Projects Management Office

*for the Financial Year:  
1 July 2017 - 30 June 2018*

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Ekurhuleni Metropolitan Municipality herein represented by **Dr. Imogen Mashazi** in her capacity as City Manager (hereinafter referred to as the Employer)

And

**Mr. Andile Mahlalutye**, employee of the Ekurhuleni Metropolitan Municipality (hereinafter referred to as the Employee).

### 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 56 of the Local Government: Municipal Systems Act 32 of 2000 as amended ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 56 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 the relevant sections 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(2)(a),(3A) and (4c) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify national and local key performance areas (KPA's), key performance indicators (KPI's) and objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and

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- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **1 July 2017** and will remain in force until **30 June 2018**. Thereafter 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 July each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than 31 July 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 above-mentioned 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.

### 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 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.2.1 The KPA's describe the main tasks that need to be done.
- 4.2.2 The KPI's provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 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.
- 5.5 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.

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- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 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 (**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)
Municipal Infrastructure Development and Service Delivery
Municipal Institutional Development and Transformation
Local Economic Development (LED)
Municipal Financial Viability and Management
Good Governance and Public Participation

- 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 should be selected, as agreed to between the **Employer** and **Employee**. See Annexure A of this agreement for the Core Competency Requirements of the **Head of the Department**.

## 6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 The intervals for the 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 time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
- 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.
  - An indicative rating on the five-point scale should be provided for each KPA.

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### 6.5.2 Assessment of the CCRs

- (a) Each applicable CCR 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 CCR.
- (c) This rating is to be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

### 6.5.3 Overall rating

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

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

Terminology	Description	Rating
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.	5
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.	4
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.	3
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.	2
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.	1

6.7 For purposes of evaluating the annual performance of the HoD, an evaluation panel constituted of the following persons must be established:

6.7.1 Municipal Manager;

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- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 MMC for Infrastructure Services; and
- 6.7.4 Municipal manager from another municipality.
- 6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulation. (Regulation 27(4)(f) of Regulation 805).

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her 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:

<b>First quarter</b>	:	July – September 2017
<b>Second quarter</b>	:	October – December 2017
<b>Third quarter</b>	:	January – March 2018
<b>Fourth quarter</b>	:	April – June 2018

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

- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

- 7.4 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.

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

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps (will be provided when required) is attached as Annexure B.

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
  - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
  - 9.1.2 Provide access to skills development and capacity building opportunities;
  - 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
  - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and
  - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

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## 10. CONSULTATION

- 10.1 The Employer agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
  - 10.1.1 A direct effect on the performance of any of the **Employee's** functions;
  - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 10.1.3 A substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
  - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the **Employer** shall –
  - 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
  - 11.3.2 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 his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 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 –
  - 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
  - 12.1.2 Any other person appointed by the MEC, whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, relevant provisions of the Contract of Employment shall apply.

## 13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal 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.

Thus done and signed at ... GERMISTON on this the 13 day of JULY 2017

AS WITNESSES:

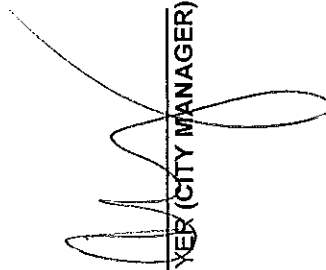
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EMPLOYEE

AS WITNESSES:

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EMPLOYER (CITY MANAGER)

# **ANNEXURE A**

## **PERFORMANCE PLAN**

**FOR**

**Mr. ANDILE MAHLALUTYE**

**HoD: ENTRPRISE PROJECTS MANAGEMENT OFFICE**

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## Content

1. Purpose of the Agreement
2. Responsibilities of the HoD: Enterprise Projects Management Office
3. Flagships
4. Appraisal Outcome Summary
5. Score Card
  - 5.1 Key Performance Areas
  - 5.2 Core Competency Requirements/Core Managerial Competencies
6. Declaration Statement for Measurement
7. Signatories

Source of information: Approved 2017/2018 SDBIP and other strategic documents.

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## 1. PURPOSE OF THE AGREEMENT

The performance plan defines the Council's expectations of the HOD: Enterprise Projects Management Office. The performance plan detailed in Section 4.1 is in response to Section 56) of the Municipal Systems Act, as amended, i.e. the performance plan is based on the municipality's Integrated Development Plan (IDP).

## 2. RESPONSIBILITIES OF THE HOD: ENTERPRISE PROJECTS MANAGEMENT OFFICE

**The Head of Department in his/her capacity as the head of the department is responsible for the following:**

- Effective management of the department which includes human resources management, strategy management, operations management and governance management as it relates to all delegations.
- Political support and advice to political structures and political office bearers.
- Development of monitoring and reporting system for the department.
- Development and implementation of measures to achieve departmental results management of the interface between political offices and department.
- Facilitating participation by the local community in the affairs of the municipality.
- Provide strategic support to the office of the City Manager.
- Law making as it relates to the department and implementation of the municipality's by-laws and other legislation.
- Development and implementation of departmental strategy.

**The Head of Department in his/her capacity as the head Accounting Officer of the department is responsible for the following:**

- Management of the financial administration of the department, and must for this purpose take all reasonable steps to ensure that the resources of the entity are used effectively, economically and transparently.
- Management of assets and liabilities on behalf of the municipality.
- Management of supply chain as relates to demand management, procurement of goods and services in line with relevant policies and legislation.
- Budget management which includes budget formulation and implementation in line with adopted priorities in the IDP.
- Development and implementation of departmental resource plan.
- Financial governance as related to financial report and accounting.

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### 3. FLAGSHIP PROJECTS

Not Applicable

### 4. APPRAISAL OUTCOME SUMMARY

Key Results	Key Performance Indicators	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
Percentage CAPEX spend on capital projects by EMM departments	1 Percentage CAPEX spend on capital projects by EMM departments.	95%	15%	40%	65%	95%
Improved project management capabilities of EMM	2 Project management maturity level (achieved)	3	0	0	0	3
Improved performance on capital expenditure against the budget for capital projects	3 Percentage expenditure on 2016/17 budget allocated to EMM Accelerated Project Delivery Intervention	95%	15%	40%	65%	95%
Improved performance on capital expenditure against the budget for capital projects	4 Number of new Interventions established to accelerate CAPEX delivery	2	0	0	1	2
Improved performance on capital expenditure against the budget for capital projects	5 Percentage of issues raised in the War Room addressed.	85%	85%	85%	85%	85%
Improved performance on capital expenditure against	6 Number of synthesized and analyzed CAPEX	12	3	3	3	3

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Key Results	Key Indicators	Performance	Annual Target	Quarter 1	Mid-Year Review/ Appraisal	Quarter 3	Year-End Appraisal
the budget for capital projects	reports submitted timeously						
Increased usage of innovative solutions to enhance efficiencies in EMM built environment.	7 Number of best practice engineering methodologies developed.		2	0	1	0	1
Improved project management capabilities of EMM	8 Number of Project Managers capacitated through focused project management training		40	0	20	0	20
PMO sustainability / go-steady state achievement	9 Number of PMO Functionality Assessments conducted		32	8	8	8	8
Project management system functional support	10 Percentage of formal queries on EPMS end-usage successfully resolved		85%	85%	85%	85%	85%

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## 5. SCORECARD

### 5.1 Key Performance Areas

Key Result Area	Key Outcomes	Weights	Activities	Key Performance Indicators	Baseline	Annual Target	5-Point Rating Scale	Source of Evidence	Means of Verification
<b>1. MUNICIPAL INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY</b>									
Improved quality, maintenance and equitable services throughout urban areas	Improved service delivery	50%	Submission of quarterly progress on implementation of activities and targets in the 2017/2018 IDP, SDBIP, budget and all other decisions and recommendations taken at Mayoral, Council and the relevant Technical Clusters <sup>1</sup>	1.1 % implementation of all direct outcomes, indicators and targets (10) in the SDBIP 2017-2018	TBD	100%	1 = 60% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Quarterly progress reports	Mayoral Committee and Council minutes
	Improved project management capabilities of EMM	5%	Management project management	1.2 % completion of projects implemented on behalf of other departments	TBD	100%	1 = 60% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	Quarterly progress reports	Capex War Room minutes
		5%		1.3 % of projects that are using EPMS	TBD	90%	1 = 70% 2 = 75% 3 = 80% 4 = 85% 5 = 90%	Utilisation reports from the MS Project Online	Capex War Room minutes

<sup>1</sup> This refers to the implementation of the activities, priorities and targets set for the HoD and department for the 2017-2018 performance period. The HoD will be required to submit quarterly progress reports that outline progress made towards the attainment performance measures.

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		2.5%	1.4 % of projects that are executed in the planned time-frame	TBD	90%	1 = 70% 2 = 75% 3 = 80% 4 = 85% 5 = 90%	Quarterly progress reports	Capex War Room minutes
		2.5%	1.5 % of projects completed within the budget	TBD	90%	1 = 70% 2 = 75% 3 = 80% 4 = 85% 5 = 90%	Quarterly progress reports	Capex War Room minutes
		5.25%	1.6 % levels of satisfaction with management services offered	New indicator	100%	1 = 60% 2 = 65% 3 = 70% 4 = 75% 5 = 80%	Independent internal survey conducted Communications and Branding	SMT minutes
		5%	1.7 # of government-wide existing capex contracts database established <sup>i</sup> .	New indicator	1	1 = - 2 = - 3 = - 4 = - 5 = 1	MoU and Contract	SMT minutes
		5%	1.8 # of turnkey capex projects delivered on behalf of departments <sup>iii</sup> .	New indicator	5	1 = 1 2 = 2 3 = 3 4 = 4 5 = 5	Quarterly progress reports	Capex War Room minutes
<b>2. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>								
Implementation of procurement plans and accelerated capital relations	A compact, connected, multi-centered and well-networked city structure	5%	2.1 % of metro-wide capital budget, spent for the entire financial year f.	TBD	95%	1 = 60% 2 = 70% 3 = 80% 4 = 90% 5 = 95%	Audited Financial Statements.	A compliance certificate from the GCFO and/or Audited Financial Statements and Council minutes.

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	through accelerated capital expenditure.	4.75%		2.2 % of capex spent within the four quarters of the fiscal year <sup>2</sup>	TBD	25%	1 = - 2 = 25% achieved in Q.1 3 = 25% in Q.2 4 = 25% in Q.3 5 = 25% in Q.4	Capex Quarterly Progress Reports	Audited Annual Financial Statements, and Council minutes
<b>3. GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>									
Public Participation Strategy An ethical, clean political leadership and administration	A responsive, dependable service delivery regime.	2.5%	Rapid response to service delivery issues raised during public consultation processes.	3.1 % response to Petitions and service delivery issues raised during Siyaqhuba, Nthiriso, Mayoral Izimbizo, and etc. <sup>iv</sup>	New indicator	100%	1 = 80% 2 = 85% 3 = 90% 4 = 95% 5 = 100%	CRM/ Siyaqhuba Progress Reports	Mayoral Committee minutes
	Attainment of a clean audit report	2.5%	Implementation of the Operation Clean Audit interventions	3.2 implementation of the AG and Internal Audit recommendations specific to the Department	TBD	100%	1 = 60% 2 = 70% 3 = 80% 4 = 90% 5 = 100%	AG's Management Letter and Internal Audit Reports.	Audit Report approved by Council.
	Attainment of a clean audit report	2.5%	Management of s32 of the MFMA, 2003	3.3 % elimination of instances unauthorised, irregular, or fruitless and wasteful expenditure <sup>3</sup>	New indicator	100%	1 = - 2 = - 3 = - 4 = - 5 = 100%	AG's Management Letter and Internal Audit Reports.	Audit Report approved by Council.
	Promote a culture of ethical, clean	2.5%	Promote a culture of ethical, clean political	3.4 % declaration of financial interests by all levels 1-4	TBD	100%	1 = 60% 2 = 70% 3 = 80%	Declaration Register	Council minutes

<sup>2</sup> The City's administration has committed to go beyond spending the 25% in the first quarter and ensure that at least a minimum of 25% is expended throughout the four quarters of the municipal fiscal year notwithstanding the annual capex target in KPI: 4.1. This is aimed at reducing the hockey stick spending patterns as much as possible.

<sup>3</sup> The HoD is expected to proactively put measures aimed at enhancing the quality of SCM and prevent instances which give rise to section 32 of the MFMA, Act 56 of 2003.

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### 5.1 Core Competency Requirements / Core Managerial Competencies

CCR/CMC	Proficiency Statement	Weights
<b>1. Financial Management (compulsory)</b> <b>Definition:</b> Actively oversees all financial resources, facilities and assets to ensure maximum benefit, value for money and manageable risk within the municipality. *(Regulation 167, 7 March 2013)	1.1 Provides advice to senior managers on prudent management of budget and adherence to policies and procedures and prepares council justification.	20%
	1.2 Monitors and ensures the efficient and appropriate use of resources and assets.	
	1.3 Continuously looks for new opportunities to obtain and save municipal funds.	
<b>2. People Management and Empowerment (Compulsory)</b> <b>Definition:</b> Values all senior managers and staff and elected members, generates commitment to the municipality internally and externally. *(Regulation 167, 7 March 2013)	2.1 Values all staff and elected members by sharing the big picture with them, enable understanding and guides them on roles conceptualisation, encourages constructive and proper engagements and resources utilisation.	20%
	2.2 Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches.	
	2.3 Facilitates team goal-setting and problem-solving, recognises individual and team contributions and provides appropriate developmental feedback in accordance with the municipality's performance management system.	
	2.4 Identifies competence required, suitable resources for specific tasks and displays personal interests in the well-being of his team.	
	2.5 Manages conflict through a participatory and transparent approach and encourages personal accountability and role responsibility.	
<b>3. Client Orientation and Customer Focus (Compulsory)</b> <b>Definition:</b> Inculcates and promotes a customer-centric municipality where all employees serves both internal and	3.1 Creates and fosters value-based municipal culture and uncompromisingly upholds integrity and honest behaviour.	20%
	3.2 Sets shared ethical and integrity standards across the municipality inculcate adherence and accountable behavioural standards.	

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CCR/CMC	Proficiency Statement	Weights
<p>external customers with passion and willingness; while putting the spirit of customer services (Batho Pele) into practice.</p> <p>*(Regulation 167, 7 March 2013)</p>	<p>3.3 Leads by example as he acts with fidelity, honesty and typifies integrity behaviour by taking full responsibility for own actions even if it reflects negatively, on self or organisation.</p> <p>3.4 Puts measures and controls that fights fraud, corruption and other acts of dishonesty, thus widely recognised in local government for being ingenuous and prudent.</p>	
<p><b>4. Strategic Leadership (example)</b></p> <p><b>Definition:</b> Sets organisation's overall strategic direction, leads transformation issues for organisational change and improvement.</p> <p>*(Regulation 167, 7 March 2013)</p>	<p>4.1 Co-formulates with the mayor a clear vision, mission, strategies and goals for the municipality so as to align with the municipal strategic priorities.</p> <p>4.2 Directs the translation of institutional vision, mission and goals into Corporate SDBIP objectives, facilitates and gains commitment and back from council for implementation</p> <p>4.3 Provides all senior managers with clear sense of purpose and focus on successful completion and attainment of strategic objectives and cascading into respective directorates. Take senior managers through goal setting exercises.</p> <p>4.3 Leads organisation's transformation and change to align into municipal priorities and contribute to service delivery goals that incorporates credible integrated developmental plan (IDP) and corporate SDBIP.</p>	20%
<p><b>5. Knowledge and Information Management (example)</b></p> <p><b>Definition:</b> Promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.</p> <p>*(Regulation 167, 7 March 2013)</p>	<p>5.1 Creates and fosters the culture of researching and information sharing on expert knowledge so as to inculcate continual learning within the municipality and raises competence with various areas of expertise.</p> <p>5.2 Recognises and exploits knowledge nodes in interactions with other experts, strives to ensure that there is a correlation between the municipality and the knowledge strategies.</p> <p>5.3 Shares critical and up to date information with the Council members so as to empower the for critical and informed decision making processes.</p> <p>5.4 Encourages across departments' information sharing to enhance interdependence and cooperative functioning of colleagues.</p>	20%

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\* Regulation 167, dd 7 March 2013, to the Systems Act, Act 32 of 2000. – REGULATIONS OF APPOINTMENT AND CONDITIONS OF EMPLOYMENT OF SENIOR MANAGERS (Annexure C)

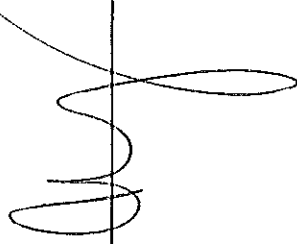
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**6 Declaration Statement for Measurement**

The Head of Department hereby declares to be aware of the contents of this performance agreement and to do all that is legally possible to achieve the intended results and to be held accountable for work done in the municipality. Where baselines do not exist the second quarter results will be used as a baseline. You will also be held responsible for work done in the departments and in other inter departmental enterprise teams that you form part thereof.

**7 Signatories**

Signature of the Employer:



Signed and accepted by (full names) DR. FIROZA MASAZI (position) CITY MANAGER, duly representing the Ekurhuleni Metropolitan Municipality "the Employer".

Date: 13/07/2017

MA-  
A.M.B.  
D.S.B.

Signature of the Employee: A. Mahlatse

Signed and accepted by (full names) ANDILE MAHLATSE (position) HOD: EPMO, the employee of the Ekurhuleni Metropolitan Municipality.

Date: 13 July 2017

Note: Please initial every page.

- <sup>i</sup> EPMO, through, CPU, will conduct a survey to assess the satisfaction levels of internal departments on accessibility, quality, etc., of services offered by the department.
- <sup>ii</sup> The HoD will be creating a database of existing (valid) government-wide service delivery infrastructure contracts to benefit a speedy procurement process for the organisation.
- <sup>iii</sup> EPMO will act as an internal capital projects delivery agency for the municipality. This will include provision of the project initiation to implementation of a major service delivery infrastructure projects in the municipality. In essence, EPMO will be expected to identify key service delivery interventions and act on behalf of an internal department which may not have the requisite project management capacity.
- <sup>iv</sup> The department is committing to respond to issues which are not necessary included in the SDBIP but are raised during public consultation with residents, communities and citizens through Siyaqhuba, Nthrisano, Izimbizo and other engagement platforms.

OSB MH