

# **PERFORMANCE AGREEMENT**

entered into by and between

**Mbhashe Local Municipality, as represented by the  
Municipal Manager**

**SLULAMI VUSUMZI POSWA  
('the employer')**

**and**

**MZWANDILE PATRICK MINI  
('the employee')**

for the financial year :  
1 July 2016 — 30 June 2017

## **ACRONYMS**

<b>SDBIP</b>	Service Delivery and Budget implementation Plan
<b>BEE</b>	Black Economic Empowerment
<b>KPA</b>	Key Performance Area
<b>KPI</b>	Key Performance Indicator
<b>PDP</b>	Personal Development Plan
<b>PA</b>	Performance Agreement
<b>CCR</b>	Core Competency Requirements
<b>PMS</b>	Performance Management System
<b>PAC</b>	Performance Audit Committee

## **DEFINITIONS**

<b>Official Language</b>	Refers to the language parties to the contract choose to use as medium for formal communication between themselves.
<b>Financial Year</b>	Refers to the 12-month period which the organisation determines as its budget year.
<b>Employee</b>	means a person employed by a municipality as a municipal manager or as a manager directly accountable to a municipal manager.
<b>Employer</b>	means the municipality employing a person as a municipal manager or as a manager directly accountable to a municipal manager and as represented by the mayor, executive mayor or municipal manger as the case may be;
<b>Employment contract</b>	- means a contract as contemplated in Section 57 of the Act;

**Performance agreement -** means an agreement as contemplated in Section 57 of the Act; and

**the Act** means the Local Government: Municipal Systems Act, 2000.

## PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

Mbhashe Local Municipality, herein represented by **Slulami Vusumzi Poswa** in his capacity as Municipal Manager (hereinafter referred to as 'the Employer')

and

**Mzwandile Patrick Nini**, being a manager accountable to the Municipal Manager in terms of section 57 of the Local Government: Municipal Systems Act No. 32 of 2000, in his capacity as duly appointed Senior Manager: Corporate Services (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 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ('the Municipal Systems Act'). The Employer and the Employee are hereinafter referred to as 'the parties'.
- 1.2. Section 57(1) (b) of the Municipal Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement. That the parties hereby agree to have this contract developed in terms of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Senior Manager to a set of outcomes that will secure local government policy goals.

- 1.4. The parties wish to ensure that there is compliance with Section 57(4), 57(4B) and 57(5) of the Municipal Systems Act.

## **2. Purpose of this Agreement**

The purpose of this Performance Agreement is to —

- 2.1. comply with the provisions of Section 57(1)(b), (4B) and (5) of the Municipal Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2. specify 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 Plans, Service Delivery and Budget Implementation Plan ('SDBIP') and the Budget of the Employer;
- 2.3. specify accountabilities as set out in the Performance Plan as set out under paragraph 4;
- 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. 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. Commencement and Duration**

- 3.1. This Agreement will commence on 1 July 2016 and will remain in force until 30 June 2017, at the end of which the parties shall negotiate a new

Performance Agreement in terms of the Provisions of Section 57(2) (a) of the Act.

3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces the previous Agreement at least once a year within one month after the commencement of the new financial year.

3.3. This Agreement will terminate on the termination of the Employee's Contract of Employment for any reason.

3.4. If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must, by mutual agreement between the parties, immediately be revised.

#### 4. **Performance Plan**

4.1. By their signatures hereunder, the Parties hereby accept the Performance Plan as documented below, as the basis upon which performance will be monitored and measured.

4.2 The performance Plan consists of the following areas, forming separate Paragraphs to this Agreement:

4.2.1 Performance objectives — set out under paragraph 5;

4.2.2 Performance management systems — set out under paragraph 6;

4.2.3 Evaluation of performance — set out paragraph 7;

4.2.4 Annual performance appraisal — set out under paragraph 8;

4.2.5 Schedule of performance reviews — set out under paragraph 9;

4.2.6 Personal development requirements — set out under paragraph 10.

## 5. Performance objectives

5.1. The Parties hereto agree to set the performance objectives and targets, as reflected in the following attachments.

5.1.1 The Service Delivery and Budget Implementation Plan (SDBIP) (Departmental Scorecard) — **ANNEXURE A;**

And

5.1.2 The Personal Development Plan (PDP) — **ANNEXURE B.**

5.2. The performance objectives and targets agreed to are to be achieved within the specified time frames as set out in Annexure A.

5.3. The performance objectives and targets as reflected in Annexure A, are based on the Integrated Development Plan and the Budget of the Employer and include:

5.3.1 *Key objectives* — which describe the main tasks that need to be done;

5.3.2 *Key performance indicators* — which provide the details of the evidence that must be provided to show that a key objective has been met;

5.3.3 *Target dates* — within which the objective and targets must be met; and

5.3.4 *Weightings* — which show the relative importance of the key objectives to each other.



5.4 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.

## **6. Performance Management System**

6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer.

6.2 The Employee accepts that the purpose of the performance management system is to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standard required.

6.3 The Employer will consult the Employee in respect of any specific performance standards that will be included in the performance management system that are applicable to the Employee.

6.4 The Employee undertakes to actively focus towards the promotion and Implementation of the Key Performance Areas (KPAs) (including special projects relevant to the Employee's responsibilities) within the local government framework.

6.5 The criteria upon which the performance of the Employee is to be assessed consist of two components, namely KPAs and Core Competency Requirement (CCRs), with a weighting of 80:20 allocated to the KPAs and the CCRs respectively.

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

6.7 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

6.8 The Employee's assessment will be based on performance in terms of the outputs/outcomes (performance indicators), identified as per Annexure A, which are linked to the KPAs and which constitutes 80% of the overall assessment result as per the weightings agreed to be between the Employer and Employee as follows:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0%
Municipal Institutional Development and Transformation	85%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	5%
Good Governance and Public Participation	10%
Total	100%

- 6.9 The CCRs will make up the other 20% of the Employee's assessment score. CCRs which are competencies that cut across all levels of work in a municipality are agreed to between the Employer and Employee.

Below is a list of Leading and Core competencies as stipulated in the Local Government: Regulations on appointment and conditions of Employment of Senior Managers:

COMPETENCY FRAMEWORK FOR SENIOR MANAGERS		
Leading Competencies :		Weight
Strategic Direction and Leadership	• Impact and Influence	3.7
	• Institutional Performance Management	3.7
	• Strategic Planning and Management	3.7
	• Organisational Awareness	3.7
People Management	• Human Capital Planning and Development	5.0
	• Diversity Management	3.6
	• Employee Relations Management	5.0
	• Negotiation and Dispute Management	5.0
Programme and Project Management	• Program and Project Planning and Implementation	3.7
	• Service Delivery Management	3.7
	• Program and Project Monitoring and Evaluation	3.7
Financial Management	• Budget Planning and Execution	3.7
	• Financial Strategy and Delivery	3.7
	• Financial Reporting and Monitoring	3.7
Change Leadership	• Change Vision and Strategy	3.7
	• Process Design and Improvement	3.7
	• Change Impact Monitoring and Evaluation	3.7
Governance Leadership	• Policy Formulation	3.7
	• Risk and Compliance Management	3.7
	• Cooperative Governance	3.7
<b>Core Competencies:</b>		
Moral Competence		3.7
Planning and Organising		3.7

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Analysis and Innovation	m	3.7
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Knowledge and Information Management		3.7
Communication		3.7
Results and Quality focus		3.7
<b>Total</b>		<b>100%</b>


## 7. Evaluating performance

7.1. The following standards and procedures shall apply in the evaluation of performance of the Employee:

- 7.1.1. The Employer shall, for every quarter of the financial year, on the basis of a self evaluation written report from the Employee, and his own assessment evaluate the Employee's performance. The reports may be subjected to further review by the Performance Audit Committee of Amathole District Municipality.
- 7.1.2. The said report from the Employee must be made available to the Employer within (5) five working days after the last day of the quarter (three month period).
- 7.1.3. The said report shall indicate any problems or impediments encountered by the Employee in meeting the targets provided for within the timeframes of the KPA and CCR's scorecards.
- 7.1.4. Should the problems or impediments not be the fault of the Employee, the report should propose new timeframes for the achievement of the said objectives.
- 7.1.5. The Employer shall within fourteen (14) days upon the receipt of a report indicating such impediments as described in paragraph 7.1.3. above , respond in writing to the Employee either the acceptance or rejection of the revised target timeframes.
- 7.1.6. The Employee must ensure any new time-frames or variances and corrective measures agreed to in terms of this paragraph, are where appropriate, correctly reflected in the monthly re7,s

submitted to the Employer so as to allow the Municipal Manager to comply with the reporting requirements under section 71(1) of the Municipal Finance Management Act 56 of 2003.

- 7.1.7 The Employer shall, in the event of substandard performance by the Employee convene a meeting with the Employee where he will:
- (a) give feedback in respect of the substandard performance;
  - (b) Explain the requirements, levels, skills and nature of the posts;
  - (c) Evaluate the Employees performance in relation to this Agreement;
  - (d) Afford the Employee an opportunity to respond to the substandard performance outcomes.
- 7.1.8 After considering the submissions made by the Employee in terms of subparagraph 7.1.7(e) above the Employee may, if necessary —
- (a) Initiate a formal programme of counselling and training to enable the Employee to reach the required standard of performance, which must include —
    - i. Assessing the time that it will take for the Employee to deal with the substandard performance;
    - ii. Establish realistic timeframes within which the municipality will expect the Employee to meet the required performance standard; and
    - iii. Identify and providing appropriate training for the Employee to reach the required standard of performance.
  - (b) Establish ways to address any factors that affected the Employee's performance that lay beyond the Employee's control.

  
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7.1.9 If, after the application of corrective measures as set out in paragraph 7.1.8 above, and after a reasonable time has been given for the Employee to improve his performance, the Employee continues to fail to meet the required performance standard for the post, or refuses to take part in any programme intended to correct the substandard performance, the Employer shall report the allegation of substandard performance of the Employee, to Council to commence formal disciplinary proceedings as stipulated in terms of the Local Government: Disciplinary Regulations for Senior Managers 2010, with a view of terminating the employment of the Employee in accordance with the provisions of the written Contract of Employment

7.2. The Employer may penalise the Employee by withholding any recognition of performance in the following circumstances :

7.2.1. The Employee fails to comply with this Agreement;

7.2.2. The Employee's leave record in respect of absenteeism and leave without pay shows a lack of commitment to his work.

7.2.3 The Employee has been found guilty of misconduct in a disciplinary hearing during the period of this Agreement.

7.3 Should the Employee fail to submit his self assessment for each or any quarter within the prescribed period as set out in paragraph 7.1 above, the Employer may disregard the self assessment for that quarter and give a score of zero to the Employee.

7.4 The Employer shall not be entitled to give a score of zero where the Employee has failed to submit a self assessment report, as provided for under paragraph 7.3 above, where the Employee's failure to submit the self assessment is a result of any of the following events which are beyond the control of the employee:

  
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- (a) the Employee is on sick leave, as per the conditions outlined in the applicable municipal policy, thus losing essential time that would allow the Employee to complete and submit the self assessment timeously;
- (b) the Employee is away from the office on official Council business for any period of time within which the self assessment is due;
- (c) the Employee is on approved annual or any other leave at the time which the self assessment is due.

- 7.5 In the event of any of the occurrences listed under paragraph 7.4 above, the Employee must advise the Employer in writing to the effect that the self assessment cannot be submitted timeously.
- 7.6 The Employer must immediately acknowledge receipt of the Employee's submission under paragraph 7.5 above and indicate his agreement that the self assessment cannot be submitted timeously, and to then provide the Employee with an alternative date on which the self assessment report may be submitted.
- 7.7 The Employer must give the Employee notice in writing that he is contemplating not evaluating the Employees quarterly performance for reasons listed under paragraphs 7.2 and 7.4, to allow the Employee to provide further submission in this regard.

## 8. Annual performance appraisals

- 8.1. The annual performance appraisal will involve:

8.1.1 Assessment of the achievement of results as outlined in the Annexure A, as follows:

8.1.1.1 Each KPA will be assessed according to the extent to which

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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;

8.1.1.2 An indicative rating on the five —point scale will be provided for each KPA;

8.1.1.3 The applicable assessment rating calculator will then be used to add the scores and calculate the final KPA score.

8.1.2 Assessment of the CCR as follows:

8.1.2.1. Each CCR will be assessed according to the extent to which the specified standards have been met;

8.1.2.2 An indicative rating on the five point scale will be provided for each CCR;

8.1.2.3 This rating will be multiplied by the weighting given to each CCR agreed to in this Agreement to provide a score;

8.1.2.4 The applicable assessment rating calculator must then be used to add the scores and calculate the final CCR score.

8.1.3 Overall rating as follows:

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

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

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					

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		performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year	
4	Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
2	Performance not fully effective	Performance is below the standard required for the job to 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.	

8.2 The evaluation of the annual performance of the Employee, shall be conducted by a panel consisting of the following:

- Municipal Manager;
- Chairperson of the Performance Audit Committee or Audit committee in the absence of a Performance Audit Committee
- A member of the Executive Committee, and
- The Municipal Manager from another Municipality.

## 9. **Schedule for performance reviews**

9.1. The performance of the Employee in relation to his Performance Agreement shall be reviewed on the following dates:

First quarter	July — September: 14	October 2016
Second quarter	October — December: 13	January 2017
Third quarter	January — March 14	April 2017
Fourth quarter	April — June: 21	July 2017

9.2. The performance panels will sit bi-annually as in line with the Performance Management Framework.

9.3. The Employer must keep a record of the mid-year review and quarterly assessment meetings.

9.4. Performance feedback must be based on the Employer's assessment of the Employee's performance.

9.5. The Employee will be entitled to review and make reasonable changes to the provisions of the Performance Plan from time to time fo

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operational reasons on agreement between both parties.

9.6. The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

9.7. 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.

## **10. Developmental requirements**

10.1 A Personal Development Plan (PDP) (Annexure **B**) for addressing developmental gaps must form part of the Performance Agreement.

10.2 Personal growth and development needs identified during any performance review discussion must be documented in the PDP as well as the actions agreed to as well as implementation time frames.

## **11. Obligations of the Employer**

11.1. The Employer must

11.1.1. create an enabling environment to facilitate effective performance by the Employee;

11.1.2. provide access to skills development and capacity building opportunities;

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

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11.1.4. 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

11 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.

## **12. Consultation**

12.1. The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -

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

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

11.1.3 have a substantial financial effect on the Employer.

12.2. 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.

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### 13. Management of evaluation outcomes

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

13.2. A performance bonus ranging from 5% to 14% of the all inclusive remuneration package may be paid to the Employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that —

13.2.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

13.2.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

13.3. Should the awarding of performance bonus be appropriate as provided for under paragraph 13.2 above, such performance bonus will be subject to the following conditions:


13.3.1. The Employee having completed 2 consecutive quarters in full for the applicable performance year.

13.3.2. Should the Employee have been appointed for less than 12 months, a pro rata performance bonus will apply.

13.4. In the case of unacceptable performance, the Employer shall:

13.4.1 provide systematic remedial or developmental support to assist the Employee to improve his/her performance in line with the provision of paragraph 7.1.8; and,

13.4.2 after appropriate performance counselling and having provided

  
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the necessary guidance or support and reasonable time for improvement in performance, and performance does not improve, the Employer may consider steps as provided for this Agreement to terminate the Contract of Employment of the Employee on ground of unfitness or incapacity to carry out his duties.

#### **14. Dispute resolution**

14.1. 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 be mediated by the Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

14.2. Any disputes about the outcome of the Employee's performance evaluation, must be mediated by a member of the Municipal Council, provided that such member was not part of the evaluation panel provided for in 7.5, within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both parties.

#### **15. General**

15.1 The contents of the Performance Agreement will 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.

15.2. 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.

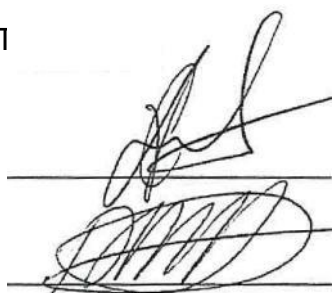
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Thus done and signed at Dutywa on this 27 day of JLv \_\_\_\_\_ 2016.

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MUNICIPAL MANAGER

AS WITNESSES :

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2. A<sup>1</sup>A<sup>11111111°</sup>

SENIOR MANAGER:  
CORPORATE SERVICES

## APPENDIX 1

### Commitment of Managers directly reporting to the Head of Department (Sec 56 Manager reporting directly to the Municipal Manager)

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This appendix serves as a commitment from managers reporting directly to the HOD (Section 56 Manager reporting directly to the Municipal Manager) in support of achieving targets as set in the SDBIP Scorecard attached hereto as Annexure A. This is to fulfil the support and co-operation on responsibilities allocated towards the attainment of the set targets for the units in the department contributing to the departmental overall performance. This is done according to the adopted establishment plan.

The following are the signatories for HEADS OF SECTIONS (Managers and Officers reporting to HOD)

**Unit Title** HUMAN RESOURCES MANAGEMENT \_\_\_\_\_  
**Name & Surname :** M s \_\_\_\_\_  
**Signature** Nonzwakazi Hanise \_\_\_\_\_  
Date : 24, 4F // b

**Unit Title** ADMINISTRATION \_\_\_\_\_  
**Name & Surname :** Xolisa \_\_\_\_\_  
**Signature** Mr \_\_\_\_\_  
Date : 29 / 46'

**Unit Title** INFORMATION AND COMMUNICATION TECHNOLOGY \_\_\_\_\_  
**Name & Surname :** Azile wu \_\_\_\_\_  
**Signature** Date : 2V / -4

## MBHASHE LOCAL MUNICIPALITY

### PERSONAL DEVELOPMENT PLAN

*(to be completed by Section 56*

*Managers)* **Surname and Name (s)** Nini Mzwandile Patrick

**Position** Senior Manager: Corporate Services

**Date:** 01 July 2016

**Period in current position (years & months)** 1 (one) year 1 (one) Month **Manager/**

**Superior's Details:** Surname and Name (s) **Mr. S.V. Poswa** **Position:** Municipal

Manager

#### SECTION A: Career Plan

##### Personal Mission Statement

To contribute my energy, strength, knowledge and wisdom to the attainment of Mbhashe Municipality's Vision,

##### Short-term Career Goals (1-2 years)

Area of interest/ Desired position title	Competencies/ Skills/ Knowledge needed (areas I will need to develop)
To continue in this current position	Financial Management, Project Management,

##### Long-term Career Goals (3-5 years)

Area of interest/ Desired position title	Competencies/ Skills/ Knowledge needed (areas I will need to develop)
To be a Municipal Manager	Municipal Financial Management, Project Management, Strategic Planning,

SECTION B: Developmental Plan				
Bi: Strength to leverage — select at least 1 strength to continue to build upon		AREA OF FOCUS: Planning		
Critical behaviour/ Goal	Developmental Activities/	Manager/ Superior's Role	Target Dates/ Milestones	Results/ Outcomes
<i>(What specific behaviour do I need to model or exhibit in this competency or skill)</i>	Action steps	<i>(what is the involvement of your superior or others if applicable)</i>		<i>(how have I succeeded in adapting my behaviour or learning new skills?) Give examples</i>
	<i>(assignments, coaching, formal training)</i> Remember to apply the <b>SMART</b> principle			
<ul style="list-style-type: none"> <li>Leadership</li> <li>Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>Attend short courses</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring and Coaching</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>	By being prepared to learn and avail myself

SECTION B: Developmental Plan				
B2: Area to develop — focus		AREA OF FOCUS: Financial Management and Planning		
on areas to develop that are critical for your performance, select 1 or 2 areas to work on at a time				
Critical behaviour/ Goal	Developmental Activities/	Manager/ Superior's Role	Target Dates/ Milestones	Results/ Outcomes
<i>(What specific behaviour do I need to model or exhibit in this competency or skill)</i>	Action steps <i>(assignments, coaching, formal training)</i> Remember to apply the <b>SMART</b> principle	<i>(what is the involvement of your superior or others if applicable)</i>		<i>(how have I succeeded in adapting my behaviour or learning new skills?) Give examples</i>
Good leadership	<ul style="list-style-type: none"> <li>Formal Training</li> <li>Attend workshops</li> <li>Attend Conferences</li> </ul>	<ul style="list-style-type: none"> <li>Mentoring and Coaching</li> <li>Providing funding for formal training</li> </ul>	<ul style="list-style-type: none"> <li>monthly</li> </ul>	Being prepared to learn and make myself available

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## **Section C: Acknowledgement**

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### **C1: What will be the impact of meeting my development goals on me and my career?**

- Responding well to my annual development and performance targets
- Good leadership that will also motivate subordinates

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### **C2: How will my organization benefit from the changes/improvements I have identified?**

- The organisation will benefit through improved service delivery
- The efficiency and effective targets are met at a required time

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### **C3: How will I celebrate when I meet my goals?**

- By continuous pledging my loyalty to the organisation
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<b>Section D: Developmental Review</b>	
<b>Manager and/ Employee Comments</b>	<b>Date of review:</b>
Di: Superior's Comments	
D2: Employee's Comments	
<ul style="list-style-type: none"> <li>• The employer must continue to look at the structure and see if it will continue to assist in implementing ever changing mandate of local government</li> <li>• That the municipality continue to make employees happy so as to reduce turn over</li> </ul>	

**Signatures:**

**Employee** \_\_\_\_\_ **Date:** 22 July 2016

**Superior/ Manager:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Next Development Plan Review Date:** 01 July 2018

*(dates should be aligned to the quarterly PMS reviews)*

ORGANISATION	WORKING TO	STRATEGIC OBJECTIVE	STRATEGY	PROJECT	COORDINATOR	INDICATOR (INPUT, OUTPUT, OUTCOMES)	BOB	BASIS	ANNUAL BUDGET	ANNUAL TARGET	
KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT											Current
R S	MII	To capacitate employees in order to enhance service delivery by 2017	Capacity building of employees as per approved WSP	Human Resource Development	MI11	No. of Skills Audit Questionnaires returned and analyzed	It n n a i s t a p t i l a y i o C	1	R000	100	U
					MI12	No. of Service Delivery Personnel trained		10	R 1 000 000.00	100 Officials	40
					MI13	No of employees capacitated		10		10	50
					MI14	No of employees acquire a formal qualification		5		20	5
					MI15	No of employees achieving AET Levels		0		10	N/A
		To capacitate Councilors in order to enhance service delivery by 2017	Capacity building of Councilors and Tradi. Leaders as per approved WSP	Councillor Development	MI16	Number of councilors and Traditional Leaders Capacitated	Institutional Capacity	5	R 5 000 000.00	15	5
					MI17	No of Councilors acquire structured education		1		10	5
			To ensure MLM performs optimally in all its assigned powers and functions		MI18	No of Ward Committees capacitated		30	R 500 000.00	30	10
			To enhance public participation		MI19	Confirmation of receipt by LG SETA		1	R000		0
			Development and submission of WSP by April 2016		MI110	No of Interns employed (Internship, WIL)		3	R 2 000 000.00	40	40
			To ensure efficient and effective implementation of WSP		MI111	No of training Committee meetings held		4	R000	4	
			To give guidance to Grade 11 L 12 Learners to be able to choose career path through career expo		MI112	No of Gr 116.12 Learners attended career expo		0	R 500 000.00		

				MTI 1.13	Evaluation report and feedback from the supervisors		0	R 0 00	Annually	Ma	n/a
	to maintain a personnel structure that will ensure effective and efficient service delivery in the next 4 years	Impact of training conducted and evaluation of performance									
		Facilitate filling of prioritized funded posts	Recruitment and selection	MTI 1.14	Number of filled budgeted posts	Institutional Capacity	213	R 0.00	50	20	Ma
		TO ensure employees' Qualification credibility		MTI 1.15	No of verified qualifications		70	R 200 000.00	100	25	
		Reviewed organogram		MTI 1.16	Submitted reviewed organogram to Sara		1	Ma	reviewed organogram	reviewal of the organogram	Ma
		Develop Job Description for each post		MTI 1.7	No of Signed job descriptions as per organogram		21	R 0.00	All posts I number of posts)	45	
		Develop and submit a report to Dot		MTI 1.18	Acknowledgement of receipt by DaL		1		1	Ma	Ma
		Establish functioning EE Committee		MTI 1.19	No of meetings held		2		4		
									1		
	Policy Development and Review	Develop institutional policies	Policy Development and Review	MTI 1.20	Total no of developed policies		22	R 0 00	7	first draft submitted to Standing	Ma
		Review institutional policies		MTI 1.21	Total no of reviewed policies		34	R 0.00	17	first draft submitted to standing	N/A
		Develop institutional procedure manuals		MTI 1.22	Number of institutional procedure manuals developed		15	N/A	1	first draft submitted to standing	N/A
	To ensure a health oriented behaviour in the workplace	Promote wellness campaigns and programmes for municipal employees	Employee wellness programme	MTI 1.23	Number of wellness campaigns or programmes organized	Institutional Capacity	6	R 600 000.00	4	1	R 150 000
		Ensure functional sport and wellness committees		MTI 1.24	Number of sport and wellness committee established	Institutional Capacity	0	n/a	1	1	via
				MTI 1.25	Number of employees participating in sport		29	R 100 000.00	40	40	R 50 000
	Initialing developing, promoting, maintaining and reviewing measures to ensure the health and safety of	Compliance with OHS and COIDA requirements	Occupational Health & Safety and COIDA	MTI 1.26	Number of assessment reports presented	Institutional Capacity	2 Reports submitted	R 0.00	4	1	
				MTI 1.27	No of OHS Meetings held	Institutional Capacity	2	R 246 401.00	4	1	R 1
				MTI 1.28	Number of formal OHS trainings and workshops conducted	Institutional Capacity	7	ma	1	2	
				MTI 1.29	No of employees receiving and utilizing Personnel Protective Clothing	Institutional Capacity	All	R 873 000.00	AI	Personnel Protective Clothing	21
				PATI 1.30	No of Serviceable Fire Extinguishers	Institutional Capacity	36	R 200 669.00	50	20	R

				MTI 1.31	No of lot Aid Kil Boxes acquired	institutional Capacity	20	R 100 000.00	30	10	25
		Develop and submit Return on Earnings to Department of V 0100, if		M111.32	Confirmation of receipt and assessment	Institutional Capacity	1	R 10 000.00	Annually	NIA	
	To ensure the good working relations between the Employer and the Employees	Improve workplace relations through partnership with unions and Management	Labour Relations	MTI 1.33	Number of Local Labour Forum meetings held	Institutional Capacity	10	N 0.00	12	3	
		To conduct induction for all employees in relation to benefits, Collective Agreements, code of conduct etc.		MTI 1.34	No of induction sessions held	Institutional Capacity	4	R 0.00	4	1	
		Assessment of employee satisfaction survey		MTI 1.35	No of assessment surveys conducted		1	R 52 400.00	1	rtia	ile
		Management & maintenance of personnel Ides		MTI 1.36	An employee file checklist approved by HOD		0	R 50 000.09	for All employees	0	ilia
Mn 2		To develop institutional file plan	Enhancemen tot Document Management	MTI 2,1	Approved file plan by Provincial Archives	Institutional Capacity	1	Na	1	1	nia
		Reviewal of institutional file plan		MTI 2 2	Reviewed and amended file plan	Institutional Capacity	1	nia	1	ilia	via
		Disposal of ephemeral records		MTI2.3	Number of approved disposal requests	Institutional Capacity	2	ilia	4	1	Na
	To ensure maximum use of Registry in document management	Transfer of documents with specified retention periods		MTI2.4	Number of filled access and accession forms	Institutional Capacity	2	Na	All documents with specified retention period	all	Na
		Conduct training and workshops for records champions		MTI 2.5	No of trainings and workshops conducted	Institutional Capacity	2	via	4	1	via
On	MTI 3	To ensure effective and efficient ICT by 2017	Develop IT Master Systems Plan	MTI 3.1	Functional and responsive equipment	Institutional Capacity	Existing equipment	R 450 000.00	4	1	
			Upgrading and maintainance of Municipal Website	Mil 3.2	Functional website	Institutional Capacity	1	R 200 000.00	4	1	R 200 000
			Migration from analogue to digital telephone system	MTI 3.3	Efficient and effective digital telephone system	Institutional Capacity	Analogue telephone system	R 501 010.00	1	via	rkfa
			Develop wireless network infrastructure	MTI 3.4	Installed wireless equipment	Institutional Capacity	LAN cable connection	R 300 000.00	3	Dutywa	R 200 000

			Establishment of functioning la Steering Committee	Appointment of ICT steering members	Mr 3.5	Number of meetings held	committeeR	None	0.00	4	1	N/A
			Ensuring business continuity	Development of IT Disaster Recovery Plan	MTI 3.8	Submitted IT Disaster Recovery Plan	Institutional Capacity	None	R 200 000.00	1	1	R 20i
F M C N I A L G I E T M E N S T	MTI 4	To provide and utilise sale	Provision of Office space	Purchase and renovations	MTI 4.1	Number of offices made available	Institutional Capacity	80	R 2 500 000.00	20	10	0 1 .2t
			Provision of safe parking areas	Installation of car ramps	MTI 4.2	Number of car ports	Institutional Capacity	None	R 1 000 000 00	55	56	R 1 000
			Provision of safe residential areas	Municipal facilities	MTI 4.4	Number of rental houses	Institutional Capacity	3		1	3	n/a
			Provision of cleaning and maintenance for municipal facilities	Purchase of cleaning material	MTI 4.5	Number of neat municipal facilities	Institutional Capacity	All municipal facilities	R 345 555.00	All	An	086388.75
M A N A G E M E N T	MTI 5	To ensure effective utilization of available fleet	Development and Improving monitoring controls in managing fleet	Acquiring additional fleet	MTI 5.1	Number of vehicles available	Institutional Capacity	52	R 3 139 000.00	15	10	R I 5
				Acquiring duplicate trip authority log book	WI 5.2	Completed duplicate trip authority logbook	Institutional Capacity	Log sheet	nia	Logbook trip authority for each vehicle	Logbook trip authority for each vehicle	n/a
				Installation of vehicle tracking devices	MTI 5.3	Number of vehicles With tracking device	Institutional Capacity	Nore	nla	All	All	n/a

#### KPA 2: SERVICE DELIVERY

			Monitoring and implementation of resolutions	Implementation of resolutions	GGP 5.2	No. of Resolutions Implemented	Governance	Existing resolution register	N/A	100%	Implementation of resolutions	0
			To co-ordinate community based projects steering committee meetings	Establishment of PSCS	GGP 7.2	Project steering committee minutes	Governance	0	N/A	ALL	Establishing of all PSCS	N/A