

Dr. Beyers Naudé Local Municipality



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF DR. BEYERS NAUDE
AS REPRESENTED BY THE MAYOR**

Cllr. D. De Vos

AND

Dr. E.M. Rankwana

**THE EMPLOYEE OF THE MUNICIPALITY
AS MUNICIPAL MANAGER**

FOR THE

FINANCIAL YEAR: 01 SEPTEMBER 2017 - 30 JUNE 2018

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN

The Municipality of Dr. Beyers Naude herein represented by Cllr. D. De Vos in his capacity as Mayor (hereinafter referred to as the Employer)

and

Dr. E.M. Rankwana as Employee of the Dr. Beyer's Naude 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 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

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

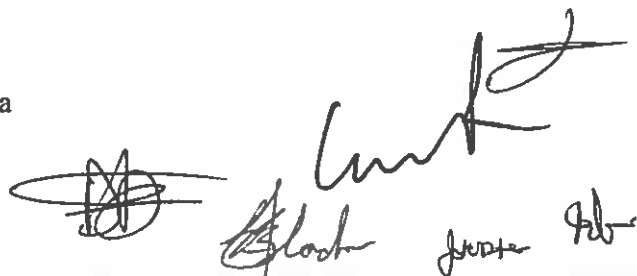
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- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability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

3. DELIVERY

- 3.1 This Agreement will commence on the 01 September 2017 and will remain in force until 30 June 2018 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June 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 the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the 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, 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.
- 4.3 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, 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 with the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.



Handwritten signatures of the parties involved in the agreement, including the Employer, Employee, and a witness.

6. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

- 6.1 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.
- 6.2 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 Core Managerial Competencies (CCRs) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 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 (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

KEY PERFORMANCE AREAS
Organizational Transformation & Institutional Development
Service Delivery & Infrastructure Planning
Local Economic Development
Financial Viability
Good Governance & Public Participation
Spatial Development Rationale

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

7. PERFORMANCE MANAGEMENT SYSTEM

- 7.1 The Performance Plan (Annexure A) to this Agreement sets out –

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

- 7.2 Despite the establishment of 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.

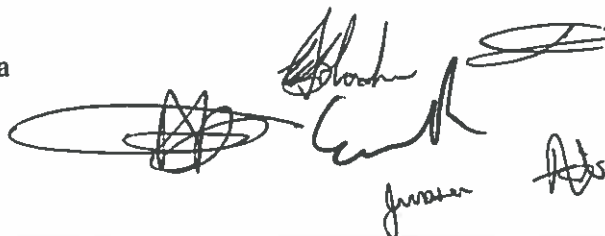
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

- 7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

- 7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

7.5.1.1. Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and



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with due regard to ad hoc tasks that had to be performed under the KPA.

7.5.1.2. An indicative rating on the five-point scale should be provided for each KPA.

7.5.1.3. The applicable assessment rating calculator (refer to paragraph 7.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CCRs

7.5.2.1. Each CCRs should be assessed according to the extent to which the specified standards have been met.

7.5.2.2. An indicative rating on the five-point scale should be provided for each CCRs.

7.5.2.3. The applicable assessment rating calculator (refer to paragraph 7.5.1) must then be used to add the score and calculate a final CCRs score.

7.5.3 Overall rating

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

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					

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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 they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

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- 7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted of the following persons will be established –
- 7.7.1 Municipal Manager;
 - 7.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;
 - 7.7.3 Member of a Ward committee as nominated by the Executive Mayor or Mayor;
 - 7.7.4 Member of the Mayoral Committee or Executive committee or in respect of a plenary type municipality, another member of council; and
 - 7.7.5 Mayor and/or Municipal Manager from another Municipality.

8. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1 The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates

Quarter	Review Period	Review to be completed by
1	July – September 2017	October 2017
2	October – December 2017	January 2018
3	January - March 2018	April 2018
4	April - June 2018	July 2018

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made.

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

9. DEVELOPMENTAL REQUIREMENTS

The Pro Forma Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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 assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

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

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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 clause 11.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

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

12.2 The employee must achieve 50% of his or her duties. Failure to do that, the Mayor may institute disciplinary hearings against the employee.

12.3 A performance bonus ranging between 5% to 14% of the employees inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.

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

12.5 In the case of unacceptable performance, the Employer shall –

12.5.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

12.5.2 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.

13. DISPUTE RESOLUTION

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

Whose decision shall be final and binding on both parties.

- 13.2 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding to both parties.

Any dispute about the employees performance evaluation, must be mediated by-

- 13.3 In the case 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), within thirty(30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding to both parties

14. GENERAL

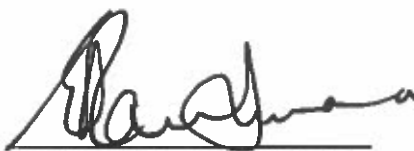
- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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Thus done and signed at Graaff-Reinet on the 30 day
October of 2017.

AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER

Thus done and signed at Graaff-Reinet on the 30 day of
October 2017.

AS WITNESSES:

1. 
2. 


MAYOR





PERFORMANCE PLAN

Entered into by and between

**THE MUNICIPALITY OF DR. BEYERS NAUDE
AS REPRESENTED BY THE MAYOR**

CLLR. D. DE VOS

AND

DR.E.M. RANKWANA

THE EMPLOYEE OF THE MUNICIPALITY

AS MUNICIPAL MANAGER

FOR THE PERIOD: 01 SEPTEMBER 2017 – 30 JUNE 2018

Performance Plan – Municipal Manager

1. PURPOSE

The performance plan defines the Council's expectations of the Municipal Manager Performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. KEY RESPONSIBILITIES

The following objectives of local government will inform the Municipal Manager performance against set performance indicators:

1. Service Delivery & Infrastructure Planning
2. Local Economic Development
3. Good Governance
4. Financial Viability
5. Institutional Arrangements



3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPA's) as, outlined in the Local Government: Municipal Planning and Performance Management Regulations (2006) and set in consultation with the employee, inform the strategic objectives listed in the table below:

KEY PERFORMANCE AREAS
Spatial Development Rationale
Service Delivery & Infrastructure Planning
Local Economic Development
Good Governance
Financial Viability
Institutional Arrangements

4. KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPIs) provide the details of the evidence that must be provided to show that a key objective has been obtained. 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

- SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS**

PERFORMANCE PLAN - DIRECTOR ENGINEERING & PLANNING 2017/2018						
Objective	Strategy	KPI	Weight %	Proof	Annual Target	Performance Milestones
INFRASTRUCTURE DEVELOPMENT – KPA – INFRASTRUCTURE AND SERVICE DELIVERY						
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	Ensure Percentage compliance with drinking water quality standards (micro-bacteriological) quarterly.	1	Quarterly reports on water compliance	80%	Quarter 1
						Quarter 2
						Quarter 3
						Quarter 4
						80%
COMMUNITY DEVELOPMENT – KPA – GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Number of Meetings held in terms of year planner by 30 June 2017. (4 Ordinary Council Meetings and 4 Standing Committee meetings)	2		8	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year
						Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year
						Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year
						Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year
						Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year

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To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communication systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Number of Interviews Held with the Mayor and submitted to the local Newspaper (The advertiser) by 30 th June 2018.	1			4	planner. Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)	planner. Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)	terms of the year planner. Quarterly interviews with the Mayor and submit to the Local Newspaper (The advertiser)
INSTITUTIONAL DEVELOPMENT - KPA – ORGANISATIONAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
To recruit staff with adequate qualifications, skills, training and experience.	Finalize the review of the Staff Establishment as a matter of urgency	Develop an organizational structure by 30 December 2017.	3	Staff Establishment and Council Minutes	1	Consultant to workshop proposed Organogram with Council.	Table before Council for adoption	n/a	n/a
To recruit staff with adequate qualifications, skills. Training and experience	Finalize the development of the staff establishment as a matter of urgency	Implement placement policy through development of action plan to implement placement by 30 th June 2018.	5	Action plan and progress reports. Council minutes	100% Implement action plan addressing placement	Establishment of a placement committee and develop an action plan to address placement.	Implementation of action plan and progress report to Council.	Implementation of action plan and progress report to Council.	n/a

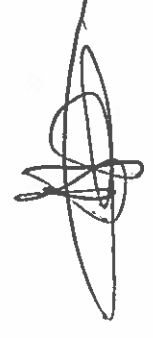
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To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Number of Delegation registers developed by 31 March 2018.	2	Delegation register and Council Minutes	1	Develop delegation register.	Workshop plan with all stakeholders.	Adoption and approval by Council.	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Develop or Review 2 plans/strategies/policies and table before Council for approval by 30 June 2018.	1	Reviewed PMS and Communication on policies and Council Minutes	2	n/a	n/a	Review PMS and Communication Policy and Workshop, consult with all stakeholders	Submission to Council.


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To develop a performance management culture within the Municipality.	Quarterly institutional performance reports to Council	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2018, to inform Council of Institutional Performance	3	Quarterly PM reports and Council Minutes	4	1 SDBIP Performance report submitted to Council By October 2016.	1 SDBIP Performance report submitted to Council By January 2017.	1 SDBIP Performance report submitted to Council By April 2017.	1 SDBIP Performance report submitted to Council By July 2017.
To develop a performance management culture within the Municipality.	Develop performance plans for Managers	Number of performance plans developed by Cascading performance management to management level by 31 December 2017.	2	Signed performance agreements and plans	20	n/a	10 performance plans developed	10 performance plans developed	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Implement Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	5	Resolution Register and quarterly implementation on reports	4	Updated resolution register and quarterly council resolution implementation report	Updated resolution register and quarterly council resolution implementation report	Updated resolution register and quarterly council resolution implementation report	Updated resolution register and quarterly council resolution implementation report



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To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Report on all disciplinary hearings and legal matters on a quarterly basis to EXCO.	4	Quarterly reports on all disciplinary hearings and legal matters	4	Report on all disciplinary hearing and legal matters	Report on all disciplinary hearing and legal matters	Report on all disciplinary hearing and legal matters
LOCAL ECONOMIC DEVELOPMENT								
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED &	Support, Encourage and Facilitate value-adding initiatives, programmes and projects.	Number of people employed through the EPWP Labour intensive programme to address high unemployment rate in Dr. Beyers Naudé Local Municipality by 30 th June 2018	3	Quarterly reports on amount of people employed	200	Quarterly reports to Council –with 25 people employed	Quarterly reports to Council – with 75 people employed	Quarterly reports to Council – with 75 people employed




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WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	Profiling and building capacity in SMMEs – 4 new SMMEs trained in (Export and Business Training) in Graaff-Reinet by 30 June 2017.	1	Training Programme and attendance registers	4	Train 1 SMME	Train 1 SMME	Train 1 SMME
SUSTAINABLE JOB CREATION • BEE & PARTNERSHIPS • SMME, INDUSTRIAL AND SECTOR DEVELOPMENT • SKILLS DEVELOPMENT • MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN								
SUSTAINABLE JOB CREATION • BEE & PARTNERSHIPS • SMME, INDUSTRIAL AND SECTOR DEVELOPMENT • SKILLS DEVELOPMENT • MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	Number of labourers employed for the project: Reconstruction of Lincom and Asherville schools In Graaff-Reinet by 30 June 2018.	1	List of people employed	100	n/a	n/a	Selection and screening processes Appointment of 50 labourers for Lincom reconstruction and 50 labourers for Asherville reconstruction




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SUSTAINABLE JOB CREATION • BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOP-MENT ♦ MAINSTREAMMIN G OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value- adding initiatives, programmes and projects	Number of SMME's employed for the project: Reconstruction of Lincom and Asherville schools In Graaff-Reinet by 30 June 2018	1	List of people employed	16	n/a	n/a	Selection and screening processes	Appointment of 16 SMME's for the reconstruction of of Lincom and Asherville schools.
SUSTAINABLE JOB CREATION • BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOP-MENT ♦ MAINSTREAMMIN G OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	Number of commonage plans developed by the 30 th June 2018.	2	Commonage plan and council minutes	1	n/a	Apply for funding from SBDM.	Supply chain processes commence: advertisement and appointment of service provider.	1 commonage plan developed and adopted by Council.
Creating an	Support, encourage and	Assistance and development of	2		5	Identify 5 potential SMME's to be	Assist and develop 3	Assist and develop 2 SMME's	Report to Council on the




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enabling environment for LED (e.g. resources, services and infrastructure).	facilitate value-adding initiatives, programmes and projects	SMME's by 30 June 2016					supported.	SMME's		assistance and development of SMME's
SUSTAINABLE JOB CREATION • BEE & PARTNERSHIPS • SMME, INDUSTRIAL AND SECTOR DEVELOPMENT • SKILLS DEVELOPMENT • MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	Develop Tourism policy by 30 June 2018	3	Tourism policy and council minutes	1		Develop Tourism policy	Workshop Tourism policy with Council and stakeholders. Tabled before Council for adoption	n/a	n/a
Creating an enabling environment for LED (e.g. resources, services and infrastructure).	Develop LED Strategic Plan with an economic Vision for the Municipality.	Develop LED Policy by 30 June 2017	3	LED policy and Council minutes	1		Develop LED policy	Workshop LED Policy with Council and stakeholders. Tabled before Council for adoption	n/a	n/a



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Creating and enabling environment to attract investment that generates economic growth and job creation	Implement strategic LED Action and Interventions with the aim of creating networks, linkages, referral & support systems, appropriate policies, by-laws, incentives, services and infrastructure that will stimulate and facilitate LED, attract investment, encourage establishment and growth of business and industry in the	Dr. Beyers Naudé LM.	Implement 2 initiatives identified by the Mohair summit by 30 th June 2018.	3			2	n/a	1. Planning and Marketing for SMME Imbizo to be held in March 2018. 2. Planning for Mohair empowerment trust.	1. SMME Mohair Imbizo - March 2017	2. Ceremony for handover of contribution towards Mohair empowerment trust.
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BACK TO BASICS – KPA – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

To become the best performing Municipality, in all respects.	Developing a credible Integrated Development Plan that will address the developmental needs of our Community.	A reviewed and credible IDP for 2018/19	5	Reviewed IDP, notices, minutes of meetings and advertisements	1	(a) Prepare 2018/19 IDP & Budget Process Plan, (b) 14 x Ward Committee consultation meetings, (c) 1 x IDP RF meeting (launch), (d) Adopted IDP & Budget Process Plan.	(a) 14 x Ward-based Planning Public Participation Meetings (b) 1 x reviewed CBP Report (inclusive of Ward Development Priorities), (c) 2 x IDP SC meetings, (d) 1 x IDP RF meeting, (e) 1 st Draft IDP Project Register.	(a) 2 nd Draft IDP Project Register, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Draft 2 nd Edition: 2018/19 IDP adopted by Council.	(a) 14 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x first review of 2017 - 2022 IDP approved by Council.
To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward	CDW's deployed at ward level with monthly report submission.	1	Monthly reports	12	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communication systems and other	Implement Communication Action Plans by providing quarterly progress reports by 30 th June 2018.	2	Communication plan, and implementation on checklist	4	Improve internal communication by executing communication action plan and report progress to	Improve internal communication by executing communication action plan and report progress to	Improve internal communication by executing communication action plan and report progress to	Improve internal communication by executing communication action plan and report progress to



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Dr. Beyers Naudé Local Municipality

	systems that will improve information-sharing, enhance public participation and promote socio-economic development.								the Municipal Manager	the Municipal Manager	report progress to the Municipal Manager
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communication systems that will improve information-sharing, enhance public participation and promote socio-economic development.	Number of quarterly External Newsletters distributed to stakeholders by 30 th June 2018	1	Quarterly newsletters	60 000	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.	15000 Quarterly External Newsletters distributed.	
To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and	Quarterly Ward Committee meetings until 30 June 2018	1		4	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings	Ensure quarterly ward committee meetings.	

- 14 -

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ask

Dr. Beyers Naudé Local Municipality

				S72 report									
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	100% implementation of AG action plan on findings by 30 th June 2018	5	Audit action plan, Internal audit action plan	100% implementation of audit action plan	Address audit finding continuously	Address audit finding continuously	Address audit finding continuously	Address audit finding continuously				
To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	2018/2019 Budget approved by Council by 31 May 2018.	3		1	Process Plan adopted	Budget priorities developed	Draft by 30 March 2018.	Approved by Council on the 31 st May 2018.				
To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Improve collection rate on service debtors to address cash flow constraints by 30 th June 2018 (Service debtors/service debt collected)	4		80%	25%	50%	70%	80%				
To become a financially viable and sustainable	Implementation and execution of the Financial	Number of financial recovery plans	3		1	Ensure compliance with Financial recovery plan	Ensure compliance with Financial	Ensure compliance with Financial recovery plan	Ensure compliance with Financial				



Dr. Beyers Naudé Local Municipality

Municipality.	Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	implemented and monitored quarterly by submissions to EXCO by 30 th June 2018.				deadlines.	recovery plan deadlines.	deadlines.	recovery plan deadlines.
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's Credit Control & Debt Collection Policy.	Effective control over collection of property rates by 30 June 2018.	4		Ensure average 80% recovery rate of property rates billed by 30 June 2018.	Ensure effective recovery of property rates 5%	Ensure effective recovery of property rates 40%	Ensure effective recovery of property rates 60%	Ensure effective recovery of property rates 80%
To become a financially viable and sustainable Municipality.	The adoption and application of stringent cost containment measures that will be reflected in the Operating Expenditure Budget.	Reduce allocated overtime budget by 5% by 30 th June 2018.	3	Reports	5%	n/a	1%	2%	2%




CCR No	Core Competency Requirement		Weight
	Core Managerial Competencies		
1	Strategic Capability		20
2	Programme and Project Management		
3	Financial Management		10
4	Change Management		
5	Knowledge Management		
6	Service Delivery Innovation		10
7	Problem Solving and Analytical Thinking		
8	People and Diversity Management		10
9	Client Orientation and Customer Focus		10
10	Communication		
11	Accountability and Ethical Conduct		10
12	Policy Conceptualisation and implementation		20
13	Mediation skills		10
14	Advanced negotiation skills		
15	Advanced influencing skills		
16	Partnership and Stakeholder Relations		
17	Supply Chain Management		
	Total (Cannot exceed 100%)		100

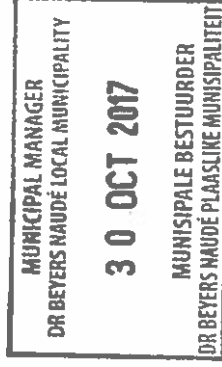
 

Signed and accepted by the Municipal Manager



Signed and accepted by the Mayor







**PRO FORMA
PERSONAL DEVELOPMENT PLAN (PDP)**

Entered into by and between

**THE DR. BEYER'S NAUDE MUNICIPALITY
AS REPRESENTED BY THE MAYOR**

**CLLR. D. DE VOS
[THE EMPLOYER]**

AND

**DR. E. M. RANKWANA
AS MUNICIPAL MANAGER
[THE EMPLOYEE]**

PERIOD: 01 SEPTEMBER 2017 – 30 JUNE 2018

1 PERSONAL DEVELOPMENT PLAN

1.1.1 A Municipality should be committed to:

- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees and
- (b) Managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career-pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on

progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan attached at Appendix.

(a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Appendix 1, entitled Skills/Performance Gap. The following should be carefully determined during such a process:

i. Organisational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

ii. Individual training needs that are job/career related.

(c) Next, the prioritisation of the training needs [1 to...] should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans and Workplace Skills Plan.

- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (e) An appropriate intervention should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 2 of Appendix 1, entitled: Suggested training and/or development activity in line with the National Qualifications Framework which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training/Human Resource Development/Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (g) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study. [The official takes it upon him/her to read e.g. legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.
- (h) The suggested time frames (column 5 Appendix 1) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (i) Work opportunity created to practice skill/development areas, in column 6 of Appendix 1, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (j) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regards to the area of learning.

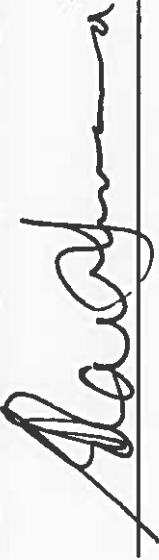
APPENDIX 1

Personal Development Plan of: Dr. E. M. Rankwana

Compiled on: 25/10/2017

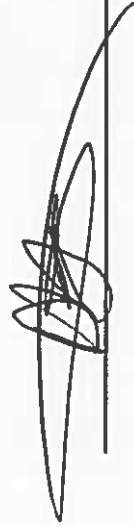
1. Skills Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill/development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The Manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames.	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?].	External provider, in line with identified unit standard and not exceeding R6000.	March 2018...	Appraisal of managers reporting to him / her.	Senior Manager: Training.
2.						
3.						
4.						
5						

Signed and accepted by the Employee (Municipal Manager)



Date: _____

Signed by the Mayor on behalf of the Municipality



Date: _____

