

Dr. Beyers Naude 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

Mr. J.Z.A Vumazonke

**THE EMPLOYEE OF THE MUNICIPALITY
AS DIRECTOR CORPORATE SERVICES**

FOR THE

FINANCIAL YEAR: 01 JULY 2017 - 30 JUNE 2018

Dr. Beyers Naude Local Municipality

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

**Mr.J.Z.A Vumazonke 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 July 2017 and will remain in force until 30 June 2018 whereafter 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.

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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.

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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:

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KEY PERFORMANCE AREAS	
Organizational Transformation & Institutional Development	
Good Governance & Public Participation	
Financial Viability	

- 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:

CCR No	Core Competency Requirement	Weight
Core Managerial Competencies		
1	Strategic Capability	10
2	Programme and Project Management	
3	Financial Management	10
4	Change Management	10
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	10
11	Accountability and Ethical Conduct	10
12	Policy Conceptualisation and implementation	10
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

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.

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- 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 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.

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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.					
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					

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		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.	

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.

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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-

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- 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-
 - 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.

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- 12.2 The employee must achieve 50% of his or her duties. Failure to do that, the Municipal Manager 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 on 30 June (end of financial year) 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-

Performance Agreement – Mr.J.Z.A. Vumazonke

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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.

BB
GZS 13 -
W JN

Dr. Beyers Naude Local Municipality

Thus done and signed at Graaff-Reinet on the 31 day
July of 2017.

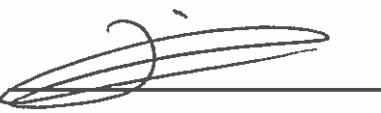
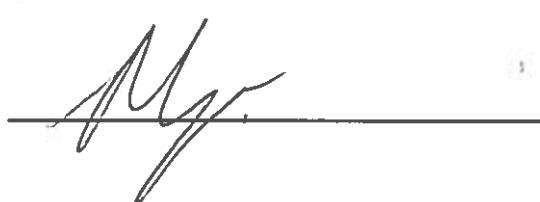
AS WITNESSES:

1. 
2. 

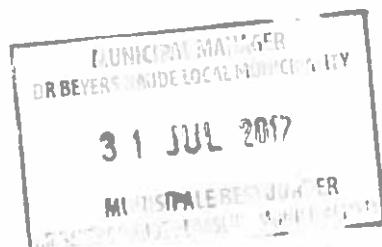

DIRECTOR CORPORATE
SERVICES

Thus done and signed at Graaff-Reinet on the 31 day of
July 2017.

AS WITNESSES:

1. 
2. 


MAYOR





ANNEXURE A

PERFORMANCE PLAN

Entered into by and between

**THE MUNICIPALITY OF DR.BEYERS NAUDE
AS REPRESENTED BY THE MUNICIPAL MANAGER**

DR. E.M. RANKWANA

AND

MR.J.Z.A VUMAZONKE

**THE EMPLOYEE OF THE MUNICIPALITY
AS CORPORATE SERVICE DIRECTOR**

FOR THE PERIOD: 01 JUNE 2017 – 30 JUNE 2018

1. PURPOSE

The performance plan defines the Council's expectations of the Director Corporate Services 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 Director Corporate Services performance against set performance indicators:

1. Institutional Arrangements
2. Good Governance
3. Financial Viability

3. KEY PERFORMANCE AREAS

The following Key Performance Areas (KPAs) 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	Institutional Arrangements	Good Governance	Financial Viability



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**

Objective	PERFORMANCE PLAN – DIRECTOR CORPORATE SERVICES				Annual Target	Performance Milestones	Quarter 1				Quarter 2				Quarter 3				Quarter 4			
	Strategy	KPI	Weight	Proof																		
INSTITUTIONAL DEVELOPMENT – KPA – ORGANISATIONAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT																						
To recruit staff with adequate qualifications, skills. Training and experience	Finalize the development of the staff establishment as a matter of urgency	Develop an organizational structure by 31 st December 2017	3	Approved Organizational structure and Council Minutes	1	Consultant to workshop proposed organogram with Council And table before Council for adoption.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	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%	Implementation of action plan addressing placement	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	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	Number of skills audit conducted	3	Skills audit report	1	Distribution of skills audit	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	



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qualifications, skills. Training and experience	the staff establishment as a matter of urgency	on all staff within Dr. Beyers Naudé Local Municipality by 31 December 2017.		template	report to the Municipal Manager.	
To recruit staff with adequate qualifications, skills. Training and experience	Finalize the development of the staff establishment as a matter of urgency	% post on approved staff establishment evaluated by 31 December 2018	5 Posts evaluated and progress reports. Progress reports.	100%	Consult with the SBDM to assist with the evaluation of posts on approved staff establishment.	Evaluations of posts on approved staff establishment, and progress reports
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 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 register with emphasis on EXCO developed by 31 March 2018.	1 Approved delegation register and Council minutes	Develop Delegation register	Workshop plan with all stakeholders	n/a
To provide sufficient	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.			Adoption and approval by Council		n/a
To provide sufficient	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.				Workshop with Council and	n/a

<p>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 legally compliant</p> <p>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</p>	upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	equity plans developed by 31 December 2017.	minutes	equity plan	stakeholders. Table before Council for adoption.																															



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well as legally compliant						
To recruit staff with adequate qualifications, skills. Training and experience	Finalize the development of the staff establishment as a matter of urgency	Number of people from employment equity groups employed in the three highest levels of management in accordance with the Municipalities approved Employment Equity Plan by 30 th June 2018	2	Appointment letters and Equity Plan	n/a	number and ethnicity to be confirmed upon completion of equity plan
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	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	1	4 quarterly reports and minutes	1	Cllr G. Strydom n/a

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well as 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 on a quarterly basis to EXCO	5	Quarterly reports and EXCO minutes	4	Report on all disciplinary hearings	Report on all disciplinary hearings	Report on all disciplinary hearings
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 legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Consolidate and Review the By-Laws for Dr. Beyers Naudé Local Municipality by 30 th June 2018.	2	Proof of funding sought.	1	Consolidate the current By-Laws in place.	Review By Laws and source funding.	n/a

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the Municipality's levels of service delivery, as well as legally compliant					
To improve service delivery by replacing the current fleet with more reliable vehicles.	Make adequate provision on the annual Budget to address these areas as an ongoing concern.	No action plan	Action plan and progress report.	Develop an action plan for the maintenance and service of all municipal vehicles by 30 June 2018.	1 Develop Action Plan Workshop Action Plan Executive Action Plan
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 legally	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Number of ICT policies reviewed by 30 th June 2018.	Policy and minutes	n/a Review ICT policy and workshop Council and stakeholder	Tabled Policy before Council for adoption. n/a

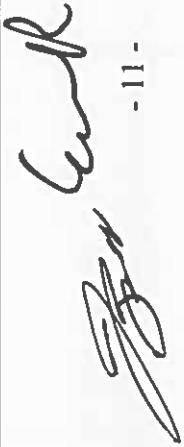
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compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Ensure an effective ICT system by monitoring monthly IT help desk reports.	2	12 IT Help desk reports on lodge calls attended to.	100% availability and all calls lodged attended to.	All calls lodge through the IT help desk attended to and 3 IT monthly reports	All calls lodge through the IT help desk attended to and 3 IT monthly reports	All calls lodge through the IT help desk attended to and 3 IT monthly reports	All calls lodge through the IT help desk attended to and 3 IT monthly reports
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 legally compliant									
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	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Number of HR policies reviewed by 31 st December 2017	2	Policies and minutes	Review 6 policies	Review 4 Policies and workshop Council and stakeholders on all reviewed policies. Table policies before Council for adoption	n/a	n/a	

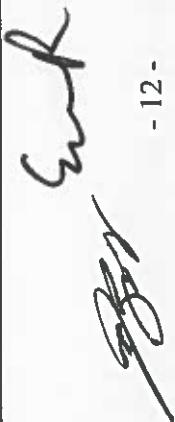
Municipality's levels of service delivery, as well as legally compliant	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Number of quarterly reports on records management tabled the Municipal Manager to ensure adherence to the requirements of the National Archives and Records Services of South Africa Act (Act 43 of 1996) by 30 th June 2018.	Adopted Filing and Disposal Plan.	4	Quarterly reports to council on records Management	Quarterly reports to council on records Management	Quarterly reports to council on records Management	Quarterly reports to council on records Management
COMMUNITY DEVELOPMENT – KPA – GOOD GOVERNANCE									
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled,	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the	Monitor 9 Sports & Cultural events Organized for the Community through reports submitted by SPU Officer to	3	Quarterly reports on National day commemorations	9	Women's Day and Heritage Day commemorations	National Day for disabled persons, World Aids Day, Reconciliation Day and Opening of the festive season	Human Rights Day and Freedom Day commemorations	Youth Day commemoration



Co-operative	Skills	Job Readiness	Training	Number of	Design	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women.	the Office of the Municipal Manager.	Disabled, Youth and Women.	Youth and Women.
Arts and									
Quarterly report on all councils/ forums	Quarterly reports	4	Agenda and minutes of meeting	2	Number of SPU Consultative Forums established, namely: Youth Council, Local Sports Council, Local Aids Council, Women's Forum and Disabled Forum by 30 September 2017.	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	the Office of the Municipal Manager.	Disabled, Youth and Women.	Youth and Women.
Quarterly report on all councils/ forums	Quarterly reports	4	MRM Forum, Youth Forum	n/a	Disabled Forum	To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women.			



<p>Involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth and Women.</p> <p>programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.</p> <p>training programmes for vulnerable groups especially youth and disabled citizens by 30th June 2018.</p>	<p>programmes and attendance registers</p>	<p>training in Graaff-Reinet and Jansenville.</p> <p>AET Training in Graaff – Reinet and Jansenville</p> <p>ABET Training from 24 July 2017.</p> <p>Computer training in Willomore/ Steytlerville/ Rietbron through the year</p>	<p>Governance training throughout BNL M</p> <p>Job readiness training throughout BNL M</p> <p>Computer training in Willomore/ Steytlerville/ Rietbron through the year</p>	<p>Crafts Training throughout BNL M</p> <p>Entrepreneurship development programme throughout BNL M</p> <p>Computer training in Willomore/ Steytlerville/ Rietbron through the year</p>
<p>BACK TO BASICS – KPA – GOOD GOVERNANCE & PUBLIC PARTICIPATION</p>	<p>To become the best performing Municipality, in all respects</p> <p>Having a fully functional Council with Standing Committees, Fora and other structures.</p>	<p>Number of Meetings held in terms of year planner by 30th June 2017. (4 Ordinary Council Meetings and 4 Standing Committee meetings)</p>	<p>Minutes of meetings</p> <p>8</p>	<p>Ensure that standing committee meetings are held, One Ordinary Council, and One Special Council meeting in terms of year planner. Monthly resolution implementation Report submitted to the</p>
<p>ENSURE THAT STANDING COMMITTEE MEETINGS ARE HELD, ONE ORDINARY COUNCIL, AND ONE SPECIAL COUNCIL MEETING IN TERMS OF YEAR PLANNER.</p>	<p>Ensure that standing committee meetings are held, One Ordinary Council, and One Special Council meeting in terms of year planner.</p>	<p>Ensure that standing committee meetings are held, One Ordinary Council, and One Special Council meeting in terms of year planner.</p>	<p>Ensure that standing committee meetings are held, One Ordinary Council, and One Special Council meeting in terms of year planner.</p>	<p>Ensure that standing committee meetings are held, One Ordinary Council, and One Special Council meeting in terms of year planner.</p>



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		Municipal Manager	Municipal Manager	Report submitted to the Municipal Manager	n Report submitted to the Municipal Manager
To become the best performing Municipality, in all respects	Having a fully functional Council with Standing Committees, Fora and other structures.	Number of MPAC meetings to assist with oversight function by 30 th June 2018.	2 Minutes of meetings	4 Organise MPAC Meeting and submit minutes to Council	Organise MPAC Meeting and submit minutes to Council
To become the best performing Municipality, in all respects	Having a fully functional Council with Standing Committees, Fora and other structures.	Number of Audit Committee meetings to assist with oversight function by 30 th June 2018.	2 Minutes of meetings	4 Organise Audit Committee Meeting and submit minutes to Council	Organise Audit Committee Meeting and submit minutes to Council
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information sharing, enhance public participation and promote socio-economic development	Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 meetings annually	2 Minutes of meetings	6 2 Meetings	1 Meeting
To become the best performing Municipality, in all respects	Installing and maintaining	Ensure that the Corporate	2 Minutes of Meetings	4 Sub-Committee meetings	Sub-Committee meetings



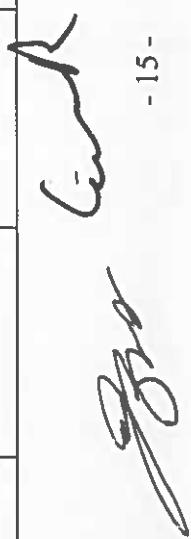
Dr. Beyers Naudé Local Municipality

performing Municipality, in all respects	effective and efficient communications and other systems that will improve information sharing, enhance public participation and promote socio – economic development	Service Sub-Committees (Training Committee, Health & Safety Committee and Employment equity committee) are functioning properly and fulfilling its mandate by having 4 meetings annually		meetings
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information sharing, enhance public participation and promote socio – economic development	Maintain updated housing beneficiary list and submit to Department of Human Settlement on a quarterly basis by 31 June 2018	Beneficiary list Proof of submission to Department of Human Settlement	Updated beneficiary list and quarterly submission to the Department of Human Settlement
To become the best performing Municipality, in all respects	Ensuring that Ward Committees have been established	Quarterly Ward Committee meetings until 30 June 2018	4	Ensure quarterly ward committee meetings

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Dr. Beyers Naudé Local Municipality

all respects.	and are functioning properly, and that a CDW has been appointed in each Ward.						
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information sharing, enhance public participation and promote socio – economic development	No more than 5% un-addressed complaints on a quarterly basis until 30 June 2018	1	Customer care reports	No more than 5% un-addressed complaints on a quarterly basis until 30 June 2017	Manage complaints	Manage complaints
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information sharing, enhance public participation and promote socio – economic development	Number of customer care reports submitted to Council by the 30 th June 2018	1	Customer care reports and Council Minutes	4	1 quarterly report	1 quarterly report

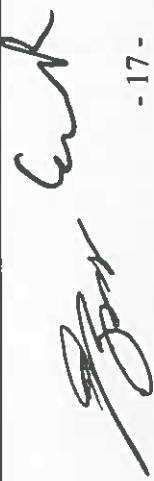


SOUND FINANCIAL MANAGEMENT		% Budget spent of the total amount budgeted for ICT capital budget projects by 30 th June 2018 (Actual Expenditure / by approved budget allocation)	Section 71 reports	40%	50%	n/a
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.					
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 2016/2017 findings by 30 th June 2018	AG Action plan. Internal audit action plan	100%	n/a	n/a
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.	Reports	5%	n/a	1%



CAPITAL BUDGET PROJECTS

Objective	Strategy	Baseline Indicator	Project Name	KPI	Wards	Responsible Department	Funding Source	2017/2018 Internal/External Funding	Weight	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	INSTITUTIONAL DEVELOPMENT	Conduct a comprehensive ICT audit.	160 Exchange hosted mailboxes	IT Software	Number of Exchange Hosted mailboxes purchased By 31 September 2018.	Institutional	Finance Department	External FMG	70,000.00	3	10	10 Exchanged Hosted Mailboxes purchased.	n/a	n/a
To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication		Conduct a comprehensive ICT audit.	13 Windows pro Licenses	IT Software	Number of Windows pro Licenses purchased by 31 September 2017.	Institutional	Finance Department	Internal	40,000.00	3	10	10 Windows pro licenses purchased.	n/a	n/a



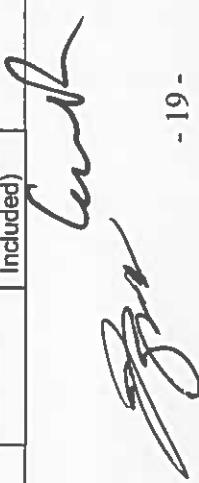
Dr. Beyers Naudé Local Municipality

communications; to ensure optimal, cost-effective production and quality service delivery	To improve overall efficiency of ICT ~ administration in, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	15 Microsoft Office H&B Licenses	IT Software	Number of Microsoft Office H&B Licences purchased by 31 September 2017.	Institutional	Finance Department	Internal	50,000.00	3	10	10 Microsoft Office H&B Licences purchased.	n/a	n/a	n/a
communications; to ensure optimal, cost-effective production and quality service delivery	To improve overall efficiency of ICT ~ administration in, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	1 Drill, Glue gun, Grinder, Blower, 3 Batteries	IT Hardware	Purchased 1 drill, 2 step ladder, 1 glue gun, 1 crimping tool, 1 network tester) by 31 December	Institutional	Finance Department	Internal	10,000.00	1	6	Source quotations	Purchase and Delivery of IT Hardware.	n/a	n/a

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Dr. Beyers Naudé Local Municipality

sharing and communication; to ensure optimal, cost-effective production and quality service delivery 1%	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Conduct a comprehensive ICT audit.	40 PC/Laptops	IT Hardware	Number of PCs/Laptops purchased by the 31 st December 2017.	Institutional	Finance Department	External FMG	250,000.00	3	10	Source quotations	Purchase and delivery of 10 PC/Laptops	n/a	n/a
sharing and communication; to ensure optimal, cost-effective production and quality service delivery 1%	To improve overall efficiency of ICT ~ administration, billing, record keeping, information sharing and communication; to ensure optimal, cost-effective production and quality service delivery	Identify areas in need of systems upgrade and formulate appropriate	Jansenville Network upgraded 2016/2017	IT Infrastructure	Upgrade Servers and Networks in Dr.Beyers Naudé Municipality by 30 th June 2018.	Institutional	Finance Department	External FMG	200,000	3	1	Plan and tender process, Technical building Network upgrade	Upgrade Technical Building Network and Wireless (Auditorium Included)	n/a	n/a



Information sharing and communication: to ensure optimal, cost-effective production and quality service delivery	ICT Plan & Policies (including IT Disaster Recovery).										
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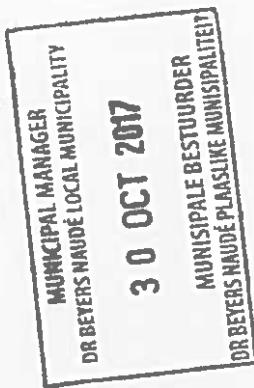
J.Z.A. Vumazonke

CCR No	Core Competency Requirement	Weight
Core Managerial Competencies		
1	Strategic Capability	10
2	Programme and Project Management	10
3	Financial Management	10
4	Change Management	10
5	Knowledge Management	10
6	Service Delivery Innovation	10
7	Problem Solving and Analytical Thinking	10
8	People and Diversity Management	10
9	Client Orientation and Customer Focus	10
10	Communication	10
11	Accountability and Ethical Conduct	10
12	Policy Conceptualisation and implementation	10
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 Director Corporate Services



Signed by the Municipal Manager





**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

**MR. J.Z.A. VUMAZONKE
AS DIRECTOR CORPORATE SERVICES
[THE EMPLOYEE]**

PERIOD: 01 JULY 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.



Personal Development Plan of: Mr. J.Z.A Vumazonke

Compiled on: 24/07/2017

APPENDIX 1

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 (Director Corporate Services)



Date: 31 / 07 / 2017



Signed by the Mayor on behalf of the Municipality



Date: 31 / 07 / 2017