

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE CHIEF ALBERT LUTHULI, MUNICIPALITY
REPRESENTED BY THE MUNICIPAL MANAGER**

**VUSUMUZI NELSON MPILA
DULY AUTHORISED BY RESOLUTION OF THE
CHIEF ALBERT LUTHULI MUNICIPALITY**

AND

**THEMBA AARON LUKHELE
DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT**

FOR THE

FINANCIAL YEAR: 1JULY 2015 – 30 JUNE 2016

PD
PA
TD.
[Signature]
[Signature]

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipal Manager

VUSUMUZI NELSON MPILA

**(Hereinafter referred to as the Employer or Supervisor)
And**

THEMBA AARON LUKHELE

The Director: PLANNING AND ECONOMIC DEVELOPMENT

(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 to 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

The purpose of this Agreement is to –

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;

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- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 July 2015** and will remain in force until **30th June 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 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 above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (SMCFS) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and SMCFS will account for 20% of the final assessment.
- 5.6 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 KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	20
Municipal Institutional Development and Transformation	10
Local Economic Development	30
Municipal Financial Viability and Management	20
Good Governance and Public Participation	20
Total	100%

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the Municipal manager and the relevant manager.
- 5.8 The CFFSMs will make up the other 20% of the **Employee's** assessment score. CFFSMs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CFFSMs are compulsory for Municipal Managers:

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LOCAL GOVERNMENT COMPETENCY FRAME WORK FOR SENIOR MANAGEMENT

LEADING COMPETENCIES		Weight
Strategic Directions And Leadership	Impact And Influence	5
	Institutional Performance Management	
	Strategic Planning And Management	
	Organizational Awareness	
People management	Human Capital Planning And Development	
	Diversity Management	
	Employee Relations Management	
	Negotiation And Dispute Management	
Programme and project management	Programme And Project Planning And Implementation	5
	Service Delivery Management	
	Programme And Project Monitoring And Evaluation	
Financial management	Budget Planning And Execution	5
	Financial Strategy And Delivery	
	Financial Reporting And Monitoring	
Change leadership	Change Vision And Strategy	
	Process Design And Improvement	
	Change Impact Monitoring And Evaluation	
Governance leadership	Policy Formulation	
	Risk And Compliance Management	
	Cooperative Governance	
CORE COMPETENCY MANAGEMENT		
Moral Competency		
Planning And Organizing		5
Analysis And Innovation		
Knowledge And Information Management		
Communication		
Results And Quality Focus		

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 **Assessment of the achievement of results as outlined in the performance plan:**
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA.
 - (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.
 - 6.5.2 **Assessment of the CFFSMs**
 - (a) Each SMCF should be assessed according to the extent to which the specified standards have been met.
 - (b) An indicative rating on the five-point scale should be provided for each CFFSMs.
 - (c) This rating should be multiplied by the weighting given to each CFFSMs during the contracting process, to provide a score.
 - (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CFFSMs score.
 - 6.5.3 **Overall rating**

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

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6.6

CLUSTER	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 more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;

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- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July 2015 – September 2015
Second Quarter	:	October 2015 – December 2015
3rd Quarter	:	January 2016 – March 2016
Fourth quarter	:	April 2016 – June 2016

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;

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- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 makes available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% and 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130 to 149 is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150 and above is awarded a performance bonus ranging from 10% to 14%.
- 11.3 In the case of unacceptable performance, the **Employer** shall –
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

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

12.1.1 the MEC for Cooperative Governance and Traditional Affairs (COGTA) in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

13. GENERAL

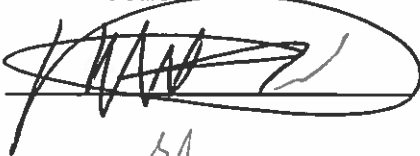

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 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.

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



Thus done and signed at Carolina on this the 8th day of June 2015.

AS WITNESSES:

1. 
2. 


EMPLOYEE

AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER

PERFORMANCE PLAN

Priority Area	Strategic Objective	Key Performance Indicators				Budget Vote	Baseline	Annual Target 2015/16	Frequency	Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
		KPA : 1. SPATIAL PLANNING , BASIC SERVICES DELIVERY													
		DEPARTMENT PLANNING AND ECONOMIC DEVELOPMENT (PED)													
		PERSON RESPONSIBLE - DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT													
Human settlements	To co-ordinate and monitor 500 housing units allocated for 2015/16 by Dept Human Settlements	Number of housing units monitored	500 housing units allocation	Improved living conditions by provision of houses, basic amenities	500 housing units allocated coordinated and monitored	Operational budget	500 housing units completed	Monthly	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Council Resolution	Hard copies	
	Capture, update and link 500 Data forms to National Housing Needs Register	Number of data forms captured and linked to NHNR	500 data forms linked to NHNR	Accurate data for housing allocation	500 data forms captured & linked to NHNR	Operational Budget	500 data forms captured & linked to NHNR	Monthly	120 data forms Captured to NHNR	120 data forms Captured to NHNR	120 data forms Captured to NHNR	120 data forms Captured to NHNR	Data Register	Hard copies	
	To co-ordinate and monitor 660 PHP housing units allocated for 2012/13, and 150 CRDP/PHP 2013/14 by Dept Human Settlements	Number of housing units monitored	Outcome 8: Sustainable human settlement and improve nt quality of household life	Improved living conditions by provision of houses, basic amenities	Sustainable human settlement and improve nt quality of household life	Operational budget	All roll over housing projects completed	Monthly	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Coordination and monitoring of the housing units allocated by Department of Human Settlements	Council resolutions	Hard copies	

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Priority Area	Strategic Objective	Key Performance Indicators				Budget Vote	Baseline	Annual Target 2015/16	Frequency	Quarterly Targets				Data Source	Evidence	
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4			
		KPA : 1. SPATIAL PLANNING , BASIC SERVICES DELIVERY														
		DEPARTMENT PLANNING AND ECONOMIC DEVELOPMENT (PED)														
		PERSON RESPONSIBLE - DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT														
Town Planning	Facilitate the review of the Spatial Development Framework to be aligned with the SPLUMA and SPLUM By-Law	Spatial Development Framework aligned with SPLUMA and SPLUM By-law.	Implementa tion of SPLUMA AND SPLUM By- Law	• Optimise existing resources • Promote diverse combination of land uses • Encourage environmental sustainability	Reviewed Spatial Development Framework to be aligned with the SPLUMA and SPLUM By-Law	0701/43710 000 R500,000	Approved Spatial Development Plan	Spatial Development Framework reviewed and adopted by Council to be aligned with SPLUMA and SPLUM By-Law.	Monthly	• Establish terms of reference for the review of the CALM Spatial Development Framework • Source progress reports from service provider. • Facilitate and monitor progress on the review of the document • Source progress reports from service provider. • Progress report to Council. • Facilitate public participation and media notices on the draft document • Receive draft Spatial Development Framework from service provider. • Submit draft document to Council. • Facilitate public participation and media notices on the draft document • Receive final reviewed Spatial Development Framework from service provider. • Submit final document to Council.	Report to Council	Copies of draft document, public participation minutes, notices, council resolutions, final document.				
	Facilitate the review of the Land Use Management System.	Land Use Management Scheme aligned with SPLUMA and SPLUM By Law.	Implementa tion of SPLUMA AND SPLUM By- Law	• Create a more consolidated settlement structure. • Ensure sustainability of use of land and other resources.	Reviewed Land Use Management System to be aligned with the SPLUMA and SPLUM By-Law	0701/43710 000 R500,000	Approved Land Use Management System	Land Use Management reviewed and adopted by Council to be aligned with SPLUMA and SPLUM By-Law.	Monthly	• Establish terms of reference for the review of the CALM Land Use Management System. • Facilitate and monitor progress on the review of the document • Source progress reports • Receive draft Land Use Management System from service provider. • Submit draft document • Receive final reviewed Land Use Management System from service provider. • Submit final	Report to Council	Copies of draft document, public participation minutes, notices, council resolutions, final document.				

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Priority Area	Strategic Objective	Key Performance Indicators				Budget Vote	Baseline	Annual Target 2015/16	Frequency	Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
				<ul style="list-style-type: none"> Ensure channelling of resources to areas displaying both economic potential and development need. 						<ul style="list-style-type: none"> terms of reference service provider from the municipal service provider database and appoint successful service provider. Source service provider report to Council. 	from service provider.	<ul style="list-style-type: none"> Facilitate public participation and notices on the draft document 	document to Council.		
	Carolina Township Establishment Caropark Ext 2	New Carolina township establishment	Approved Lay-out Plan by Surveyor General.	<ul style="list-style-type: none"> Improved living conditions. Enhanced revenue collection by municipality 	One new township establishment in Carolina	0701/4371000 R950,000	Available land owned by Chief Albert Luthuli municipality	One new township establishment in Carolina	Monthly	<ul style="list-style-type: none"> Establish terms of reference for the Caropark Ext 2. Source service provider from the municipal service provider database and appoint successful service provider. 	<ul style="list-style-type: none"> Facilitate and monitor progress Source progress reports from service provider. Report to Council 	<ul style="list-style-type: none"> Reports from Service Provider Report to Council 	<ul style="list-style-type: none"> Approved General Lay-out Plan Report to Council Facilitate the process of Title Deed registrations 		
	To formalise Empuluzi Ext C2	Lay-out Plans approved by Surveyor General.	Approved Lay-out Plan by Surveyor General.	<ul style="list-style-type: none"> Improved living conditions. Enhanced revenue collection 	Final Lay-out Plans	0701/4371000 R950,000	Informal settlement with basic amenities	Final Lay-out Plans for Empuluzi Ext C2	Monthly	<ul style="list-style-type: none"> Establish terms of reference for the formalization of 	<ul style="list-style-type: none"> Facilitate and monitor progress Source progress 	<ul style="list-style-type: none"> Reports from Service Provider Report to Council 	<ul style="list-style-type: none"> Approved General Lay-out Plan Report to Council 	Report from service provider.	Copies of reports from service provider, council resolutions.




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Priority Area	Strategic Objective	Key Performance Indicators				Budget Vote	Baseline	Annual Target 2015/16	Frequency	Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
				by municipality			existing	transferred to municipality • Facilitate process of Title Deeds registration to occupants		Empuluzi Ext C2 • Source service provider from the municipal service provider database and appoint successful service provider.	reports from service provider. • Report to Council	Council	Council • Facilitate the process of Title Deed registrations		

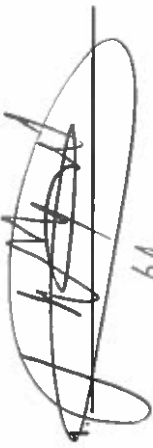
Priority Area	Strategic Objective	Key Performance Indicators				Budget Vote	Baseline	Annual Target 2015/16	Frequency	Quarterly Targets				Data Source	Evidence	
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4			
Priority Area	KPA	LOCAL ECONOMIC DEVELOPMENT														
LED	DEPARTMENT	PLANNING AND ECONOMIC DEVELOPMENT														
Grow local economy	RESPONSIBLE	DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT														
LED: PED -	To implement the LED Strategy	Number of implemented projects facilitated as identified in the LED Strategy	Support SMME's and Co-operatives to reduce unemployment, poverty and inequalities	Improved economic activities in the municipal area	Facilitate the implementation of 4 projects identified in the LED Strategy	Operational budget	Approved LED Strategy	Facilitate the implementation of 4 projects identified in the LED Strategy	Quarterly	•Continue to implement the 2013/14 LED Strategy •Conduct public participation on the draft LED Strategy •2015/16 LED	Implement LED Strategy	•Draft LED Strategy sent to Council for public participation •Implement LED Strategy •Implement 2015/16 LED Strategy	•Public participation on Draft 2015/16 LED Strategy •Approved 2015/16 LED Strategy •Implement 2015/16 LED Strategy	Council resolution on draft and final LED strategy. Minutes of public participation Minutes of consultation of anchor projects,	Hard copies of report to Council	

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Priority Area	Strategic Objective	Key Performance Indicators				Budget Vote	Baseline	Annual Target 2015/16	Frequency	Quarterly Targets				Data Source	Evidence
		Performance Indicator	Outcome	Impact	Output Measure					Q1	Q2	Q3	Q4		
			security for all							Strategy approved by Council					
	To Facilitate the establishment of the key sector forums and functional LED forum.	Number of sector forums established. Number of LED Forum engagements.	Strengthen Public – Private Partnerships. Support SMME, s and Cooperatives to reduce unemployment, poverty and inequalities..	Improve local economy in the municipal area to alleviate poverty, reduce unemployment and inequalities	Effective LED Forum. 3 LED Forum Engagements.	Operational Budget	3 Forums Functional	4 Forums functional	Quarterly	1 LED Forum Meetings	1 LED Forum Meeting	1 LED Forum Meeting	1 LED Forum Meeting	Report to Council	Minutes of meetings.
Sustainable Job Creation Vote	To create job opportunities through poverty alleviation programmes. (EPWP, Phezulu, Komkhono, CWP and Jobs in Wasele)	Number of jobs created through other municipal initiatives such as infrastructure projects etc.	Outcome 7: Vibrant equitable, sustainable rural communities contributing towards food security for all	Reduction of unemployment, poverty and inequality	Number of projects operational with local labours at projects sites/venues	Budget vote	2200 Jobs CWP	80% employed by each project be of local people 2200	Quarterly	1 monthly report 20% of jobs	1 monthly report 40% jobs	1 monthly report 25% jobs	1 monthly report 15% of jobs	EPWP report	Hard copies of report to Council

AS WITNESSES:

1.  _____

2.  _____



EMPLOYEE

AS WITNESSES:

1.  _____

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MUNICIPAL MANAGER

ANNEXURE B: PERSONAL DEVELOPMENT PLAN

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

THE MUNICIPAL MANAGER

MR. VUSUMUZI NELSON MPILA


And

THE DIRECTOR PLANNING AND ECONOMIC DEVELOPMENT

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

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(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 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

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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:

- o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

- o 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.

- o 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 the 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.

(d) 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 3 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.

(e) 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.

(f) 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.

(g) The suggested time frames (column 5 of 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.

(h) 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).

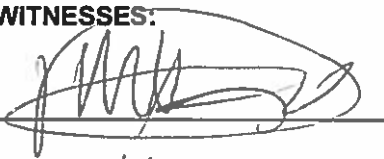
(i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

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
Integrated Development and National Development Plan training	Certificate by 01 July 2015	Integrated Development and National Development Plan training	Training	01 July 2015	To improve the compilation and implementation of IDP and NDP	To improve the compilation and implementation of IDP and NDP
Local Economic Development training	Certificate by 01 July 2015	Local Economic Development coarse	Training	01 July 2015	Attract investors, and support of the SMMEs and Cooperatives to alleviate poverty, reduce unemployment and inequalities	Have skills to improve lives of the community in CALM.

PA PD
T.A. [Signature]

AS WITNESSES:

1.

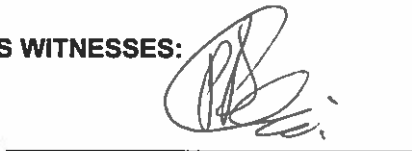


2.



AS WITNESSES:

1.



2.



EMPLOYEE



MUNICIPAL MANAGER