PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

E.T. MOTSEMME

in his capacity as

Municipal Manager
(hereinafter referred to as the **Employer**)

And

S.G. MABUDA

As the

Director: Macro City Planning and Development
(hereinafter referred to as the **Employee**)

For the Period

1 July 2014 to 30 June 2015

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **SIPHO GIFT MABUDA (ID NR. 6707285530089)** in his capacity as the **DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT** of the 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 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 and Section 57(4C) of the Systems Amendment 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 Systems Act , Section 57(4C) of the Systems Amendment 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;

2.4 monitor and measure performance against set targeted outputs;

2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his 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 2014** and will remain in force until **30 JUNE 2015** 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 This Agreement will terminate on the termination of the **Employee**'s contract of employment.

3.3 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.

3.4 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 the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

4.2.1 The 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.

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**.

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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 (CCRs) respectively.

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

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

5.6 The **Employee**'s assessment will be based on his / 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**
Service Delivery & Infrastructure Development	0%
Municipal Institutional Development and Transformation	9.53%
Local Economic Development (LED)	28.57%
Municipal Financial Viability and Management	33.33%
Good Governance and Public Participation	28.57%
Total	**100.00%**

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 CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee.**

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	**√**	**WEIGHT**
Strategic Capability and Leadership	√	10%
Programme and Project Management	√	5%
Financial Management	√	10%
Change Management	√	5%
Knowledge Management	√	5%
Service Delivery Innovation	√	5%
Problem Solving and Analysis	√	5%
People Management and Empowerment	√	5%
Client Orientation and Customer Focus	√	5%

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	**√**	**WEIGHT**
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	√	4%
Interpretation of and implementation within the legislative an national policy frameworks	√	3%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts	√	3%
Competence in policy conceptualisation, analysis and implementation	√	4%
Knowledge of more than one functional municipal field / discipline	√	3%
Skills in Mediation	√	3%
Skills in Governance	√	3%
Competence as required by other national line sector departments	√	3%
Exceptional and dynamic creativity to improve the functioning of the municipality	√	4%
TOTAL PERCENTAGE		**100%**

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 SDBIP.

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 CCRs**

(a) Each CCR should be assessed according to the extent to which the specified standards have been met.

(b) An indicative rating on the five-point scale should be provided for each CCR.

(c) This rating should be multiplied by the weighting given to each CCR 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 CCR score.

6.5.3 **Overall rating**

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

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

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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
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 Committee;
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 Manager, 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 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 paragraphs 6.7 and 6.8.

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 – September 2014
Second quarter	:	October – December 2014
Third quarter	:	January – March 2015
Fourth quarter	:	April – June 2015

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;

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 make 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% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

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

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

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 21.3 of the Contract of Employment shall apply.

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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 Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at **KLERKSDORP** on this the **27** day of **JUNE 2014**.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

Thus **done** and **signed** at **KLERKSDORP** on this the **27** day of **JUNE 2014**.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYER

ANNEXURE "A"

Performance Plan

DIRECTOR: MACRO CITY PLANNING AND DEVELOPMENT
SG MABUDA

CITY OF MATLOSANA
Period 1 July 2014 to 30 June 2015

DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT
MR. SG MABUDA

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Good Governance and Public Participation (6)	28.57%
Local Economic Development (6)	28.57%
Municipal Institutional Development and Transformation (2)	9.53%
Municipal Financial Viability & Management (7)	33.33%

OPERATIONAL

Project ID.	Vote Nr	Item Nr.	Responsible Person	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
National KPI	N/A	LED1	AK Khuzwayo	Local Economic Development	4.76%	To create jobs to reduce unemployment and enhance local economic development activities	Number of permanent and jobs exceeding 3 months jobs created - Urban Area	Creating 1,000 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2015 - Urban Area	1	150							Register
									2	500							
									3	200							
									4	150							
National KPI	N/A	LED2	AK Khuzwayo	Local Economic Development	4.76%	To create jobs to reduce unemployment and enhance local economic development activities	Number of permanent and jobs exceeding 3 months jobs created - Rural Area	Creating 100 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2015 - Rural Area	1	25							Register
									2	25							
									3	25							
									4	25							
Operational / NKPI	2085051055435	LED3	AK Khuzwayo	Local Economic Development	4.76%	To ensure alignment between LED strategies and PGDS to sinergize the communication between the three spheres of government	Number of cooperatives established and functional	4 Cooperatives (1 per township) in KOSH area established and functional at a cost of R1,054,560 by June 2015	1	1 Cooperative							Data base of corporative evidence Report & Council Resolution
									2	1 Cooperative							
									3	1 Cooperative							
									4	1 Cooperative							
Operational	N/A	LED4	AK Khuzwayo	Local Economic Development	4.76%	To conduct consultations meeting to share information with all relevant stakeholders	Number of LED consultation meetings conducted with stakeholders	Conducting 12 LED consultation meetings with stakeholders by June 2015	1	3							Notice & Attendance Register
									2	3							
									3	3							
									4	3							
Operational	N/A	LED5	AK Khuzwayo	Local Economic Development	4.76%	To conduct workshops to capacitate SMME's	Number of SMME workshops conducted to capacitate SMME's	Conducting 4 SMME workshops to capacitate SMME's by June 2015	1	1							Notice & Attendance Register
									2	1							
									3	1							
									4	1							

Operational	N/A	LED6	AK Khuzwayo	Good Governance and Public Participation	4.76%	To revise the SMME Policy in order to comply with legislation	SMME Policy revised	Revising the SMME Policy by March 2015	1	-							SMME policy. Attend register. Council Resolution
									2	Revised SMME policy workshopped							
									3	Revised SMME Policy approved							
									4	-							
Operational	N/A	LED7	AK Khuzwayo	Good Governance and Public Participation	4.76%	To revise the Informal Traders Policy in order to comply with legislation	Informal Traders Policy revised	Revising the Informal Traders Policy by March 2015	1	-							Informal Traders policy. Attend register. Council Resolution
									2	Revised Informal Traders Policy workshopped							
									3	Revised Informal Traders Policy approved							
									4	-							
Operational	N/A	LED8	AK Khuzwayo	Good Governance and Public Participation	4.76%	To revise the Cooperatives Policy in order to comply with legislation	Cooperatives Policy revised	Revising the Cooperatives Policy by March 2015	1	-							Cooperatives policy. Attend register. Council Resolution
									2	Revised Cooperatives Policy workshopped							
									3	Revised Cooperatives Policy approved							
									4	-							
Operational	2085051053603	COM1	N Makgetha	Municipal Financial Viability & Management	4.76%	To promote the city and communicate programmes to ensure a well informed community	R value spent on marketing activities	Spending R319,422 on marketing activities according to Marketing Plan by June 2015	1	R 79,856							Invoices. Expenditure Vote. Marketing programme
									2	R 159,711							
									3	R 239,567							
									4	R 319,422							
Operational	2085051050637	COM2	N Makgetha	Municipal Financial Viability & Management	4.76%	To promote the city and communicate programmes to ensure a well informed community	R value spent on communication programmes	Spending R500,000 on communication programmes (internal and external newsletters) by June 2015	1	R 75,000							Contract with service providers. Expenditure Vote. Invoices.
									2	R 250,000							
									3	R 400,000							
									4	R 500,000							
Opera-tonal	N/A	COM3	N Makgetha	Municipal Institutional Development and Transformation	4.76%	To distribute internal & external newsletters to ensure transparency with Council affairs	Number of internal newsletters compiled & distributed to all employees of Council	Compiling & distributing 6 internal newsletters to all employees of Council by June 2015	1	1 Newsletter							Newsletters
									2	2 Newsletters							
									3	1 Newsletter							
									4	2 Newsletters							

Opera-tonal	N/A	COM4	N Makgetha	Municipal Institutional Development and Transformation	4.76%		Number of external newsletters compiled & distributed regarding Council affairs to the community	Compiling & Distributing 12 external newsletter regarding Council affairs to the community June 2015	1	3 Newsletters								Newsletters
									2	3 Newsletters								
									3	3 Newsletters								
									4	3 Newsletters								
Operatio nal	2085051054511	COM5	N Makgetha	Local Economic Development	4.76%	To enhance the image of the city and to ensure an informed community	R value spent on publicity	Spending R250,000 on publicity on outdoor advertising by December 2014	1	R 0								Invoices. Closed quotation. Expenditure Vote. Outdoor
									2	R 250,000								
									3	-								
									4	-								
Operatio nal	N/A	COM6	N Makgetha	Good Governance and Public Participation	4.76%	To approve the Events Management Policy to create internal and external awareness on corporate communication	Events Management Policy approved	Approving of the Events Management Policy by March 2015	1	-								Attendance Register. Approved policy. Council resolution.
									2	Policy workshopped								
									3	Events Management Policy approved								
									4	-								
Operatio nal	N/A	FPM1	S Conradie	Good Governance and Public Participation	4.76%	To revise the Market Policy in order to comply with legislation	Market Policy revised	Revising the Market Policy by December 2014	1	Revised policy workshopped								Market policy. Attend register. Council Resolution
									2	Revised Market Policy approved								
									3	-								
									4	-								
Operatio nal	N/A	FPM2	S Conradie	Good Governance and Public Participation	4.76%	To revise the market by-law in order to give effect to the approved market policy	Market By-Law revised	Revising the Market By-Law by June 2015	1	-								Market by-law. Attend register. Council Resolution
									2	-								
									3	Revised market by-law workshopped								
									4	Revised Market By-Law approved								
Operatio nal	2080052275110	FPM3	S Conradie	Municipal Financial Viability & Management	4.76%	To collect income to ensure financial sustainability	Total income collected from rental estate	Total income of R950,400 collected from rental estate by June 2015	1	22% R209,088								GO40 / Income Vote. Receipts. FreshMark System printout
									2	44% R418,176								
									3	72% R684,288								
									4	100% R950,400								

Operational	2080052301520	FPM4	S Conradie	Municipal Financial Viability & Management	4.76%	To collect income to ensure financial sustainability	Total income collected from ripening and cooling rooms	Total income of R1,200,000 collected from ripening & cooling rooms by June 2015	1	20% R240,000							GO40 / Income Vote. Receipts. FreshMark System printout
									2	40% R480,000							
									3	70% R840,000							
									4	100% R1,200,000							
Operational	2080052213601	FPM5	S Conradie	Municipal Financial Viability & Management	4.76%	To collect income to ensure financial sustainability	Total income collected from market commission (dues)	Total income of R17,000,000 collected from market commission (dues) by June 2015	1	20% R3,400,000							GO40 / Income Vote. Receipts. FreshMark System printout
									2	40% R6,800,000							
									3	70% R11,900,000							
									4	100% R17,000,000							
Operational	2080052275131	FPM6	S Conradie	Municipal Financial Viability & Management	4.76%	To collect income to ensure financial sustainability	Total income collected from rental of carriages	Total income of R150,000 collected from rental of carriages by June 2015	1	20% R30,000							GO40 / Income Vote. Receipts. FreshMark System printout
									2	40% R60,000							
									3	70% R105,000							
									4	100% R150,000							
Operational	2080052305412	FPM7	S Conradie	Municipal Financial Viability & Management	4.76%		Total income collected from agent selling transaction fees	Total income of R150,000 collected from agent selling transaction fees by June 2015	1	20% R30,000							GO40 / Income Vote. Receipts. FreshMark System printout
									2	40% R60,000							
									3	70% R105,000							
									4	100% R150,000							
				21 KPI's	**100%**												

DIRECTOR MACRO CITY PLANNING AND DEVELOPMENT

MUNICIPAL MANAGER

ANNEXURE "B"

Personal Development Plan (PDP)

DIRECTOR: MACRO CITY PLANNING AND DEVELOPMENT

SG MABUDA

CITY OF MATLOSANA
Period 1 July 2014 to 30 June 2015

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Explanatory Notes to the Personal Development Plan

1. Introduction

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.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

(a) Human resource development should form an integral part of human resource planning and management.
(b) In order for a municipality's 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, career pathing, scarce skills an talent management and succession planning.
(c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
(d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.

2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

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2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.
2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. Compiling the Personal Development Plan attached as the Appendix 1.

3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs

3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-

(a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

a. 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.

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

(b) Next, the **prioritisation of the training needs in column 1 should also be determined** 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.

(c) Consideration must then be given to the **outcomes expected** in **column 2 of the 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 interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), 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 with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.

(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 the 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 the 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.

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(h) **Work opportunity created to practice skill / development areas, in column 6 of the 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 the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 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 (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-

(a) A Skills Development Facilitator has been appointed.
(b) The Workplace Skills Plan has been submitted.
(c) A submission, including a Business Plan is submitted for additional grants.

Personal Development Plan of: Mr SG Mabuda

Appendix 1

Compiled on: 1 July 2014

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**
1.						
2.						
3.						
4.						

Director's signature: _____ Municipal Manager's signature: _____

CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	**Description**	**Generic standards for 'outstanding' performance**
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	• Develops detailed action plans to execute strategic initiatives. • Assists in defining performance measures to evaluate the success of strategies. • Achieves strategic objectives against specified performance measures. • Translates strategies into action plans. • Secures co-operation from colleagues and team members. • Seeks mutual benefit/win-win outcomes for all concerned. • Supports stakeholders in achieving their goals. • Inspires staff with own behaviour - 'walks the talk'. • Manages and calculates risks. • Communicates strategic plan to the organization. • Utilizes strategic planning methods and tools.
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	• Establishes broad stakeholder involvement and communicates the project status and key milestones. • Defines roles and responsibilities for project team members and clearly communicates expectations. • Balances quality of work with deadlines and budget. • Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. • Uses computer software programmes. • Sets and manages service level agreements with contractors.
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. • Manages and monitors financial risk. • Continuously looks for new opportunities to obtain and save funds. • Prepares financial reports and guidelines based on prescribed format. • Understands and weighs up financial implications of propositions. • Understands analyses and monitors financial reports. • Allocates resources to established goals and objectives. • Aligns expenditure to cash flow projections. • Ensures effective utilization of financial resources. • Develops corrective measures/actions to ensure alignment of budget to financial resources. • Prepares own budget in line with the strategic objectives of the organization

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Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	• Performs analysis to determine the impact of changes in the social, political and economic environment. • Keeps self and others calm and focused during times of change or ambiguity. • Initiates, supports and encourages new ideas. • Volunteers to lead change efforts outside of own work team. • Consults and persuades all the relevant stakeholders of the need for change. • Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. • Coaches colleagues on how to manage change. • Proactively seeks new opportunities for change. • Identifies and assists in resolving resistance to change with stakeholders. • Designs specific projects to enable change that is aligned to the organizational objectives. • Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	• Uses appropriate information systems to manage organizational knowledge. • Uses modern technology to stay abreast of world trends and information. • Evaluates information from multiple sources and uses information to influence decisions. • Creates mechanisms and structures for sharing of knowledge in the organization. • Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. • Promotes the importance of knowledge sharing within own area. • Adapts and integrates information from multiple sources to create innovative knowledge management solutions. • Nurtures a knowledge-enabling environment.
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	• Consults clients and stakeholders on ways to improve the delivery of services. • Communicates the benefits of service delivery improvement opportunities to stakeholders. • Identifies internal process improvement opportunities to SDI. • Demonstrates full knowledge of principles on service delivery innovations. • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. • Creates mechanisms to encourage innovation and creativity within functional area and across the organization. • Implements innovative service delivery options in own department/organization.

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Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	• Explains potential impact of problems to won working environment. • Demonstrates logical problem solving approach and provides rationale for proposed solutions. • Determines root causes of problems and evaluates whether solutions address root causes. • Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. • Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	• Seeks opportunities to increase personal contribution and level of responsibility. • Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. • Delegates and empowers others to increase contribution and level of responsibility. • Applies labour and employment legislation and regulations consistently. • Facilitates team goal setting and problem solving. • Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles. • Adheres to internal and national standards with regards to HR practices. • Deals with labour matters. • Identifies competencies required and suitable resources for specific tasks. • Displays personal interest in the well-being of colleagues. • Able to manage own time as well as time of colleagues and other stakeholders. • Manages conflict through a participatory transparent approach.
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	• Develops clear and implementable service delivery improvement programmes. • Identifies opportunities to exceed the expectations of customers. • Designs internal work processes to improve customer service. • Adds value to the organization by providing exemplary customer service. • Applies customer rights in own work environment.
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. • Receptive to alternative viewpoints. • Adapts communication content and style according to the audience, including managing body language effectively. • Delivers messages in a manner that gains support, commitment and agreement. • Writes well-structured complex documents. • Communicates controversial sensitive messages to stakeholders tactfully.

		• Listens well and is receptive. • Encourages participation and mutual understanding.
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	• Conducts self in accordance with organizational code of conduct. • Admits won mistakes and weaknesses and seeks help from others were unable to deliver. • Reports fraud, corruption, nepotism and maladministration. • Honours the confidentiality of matters and does not use it for personal gain or the gain of others. • Discloses conflict of interest's issues. • Establishes trust and shows confidence in others. • Treats all employees with equal respect. • Undertakes roles and responsibilities in a sincere and honest manner. • Incorporates organizational values and beliefs into daily work. • Uses work time for organizational matters and not for personal matters. • Shares information openly, whilst respecting the principle of confidentiality.
CORE OCCUPATIONAL COMPETENCIES (COC)		
Criteria	**Description**	**Generic standards for 'outstanding' performance**
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	• Implementing and overseeing the implementation and enforcement of policies and Bylaws • Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury • Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements • Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals • Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction • Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies

Knowledge of Performance Management and Reporting	The ability to support the implementation of the performance reporting process of the municipality.	• Knowledge and understanding of the local government legislative framework governing performance reporting. • Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality • Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc. • Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. • Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and • Within the municipality , analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity • Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. • Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period. • Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.
Knowledge of global and South African specific political, social and economic contexts		• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change

Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	• Excellent verbal communica to research and analyze con • Guiding and supporting the of adopting policies and mak advising council on the finan proposed policies and By-la entity guiding and supportin process of adopting policies and non-financial impact of • Overseeing and managing th process for adopting policies also making By-laws. • Conceptualizing, formulating case of a municipality also B integrated development plan and provincial legislation and framework governing local g cooperative government. Thi consideration of and alignme laws and be within budget co
Knowledge of more than one functional municipal field / discipline		• Knowledge and understandin environment (internal and ext and provincial legislation and framework governing local go municipality's By-laws and po
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	• Within the area of responsibili of stakeholders and recognizi with stakeholders and the imp municipality's impact on its st • Within the area of responsibili effective and relevant externa include relations with the com benefit organizations and othe including neighbouring munici of external service delivery me agreements, etc and, in the ca Private Partnerships (PPPs) • Within the area of responsibili consultation (internal and exte officer on stakeholder consulta by the Municipal Systems Act managing stakeholder expecta
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	• Managing and implementing cha responsibility • The ability to be proactive and fin to change • Consultation with and manageme to the change • Managing and resolving any resis • Contributing and supporting the ac of strategies and goals with the ne

ANNEXURE "C"

NAME OF COMPANY/ENTITY

AMOUNT OF REMUNERATION/ INCOME

3. **Remunerated work outside the Municipality**
Must be sanctioned by Council. See information sheet: note (3)

NAME OF EMPLOYER	TYPE OF WORK	AMOUNT OF REMUNERATION/ INCOME

Council: City of Matlosana

Signature by Municipal Manager: _____ Date 27/06/2014

4. Consultancies and retainerships
See information sheet: note (4)

NAME OF CLIENT	NATURE	TYPE OF BUSINESS ACTIVITY	VALUE OF ANY BENEFITS RECEIVED

5. Sponsorships
See information sheet: note (5)

SOURCE OF ASSISTANCE/SPONSORSHIP	DESCRIPTION OF ASSISTANCE/ SPONSORSHIP	VALUE OF ASSISTANCE/SPONSORSHIP

6. **Gifts and hospitality from a source other than a family member**
See information sheet: note (6)

DESCRIPTION	VALUE	SOURCE

7. **Land and property**
See information sheet: note (7)

DESCRIPTION	EXTENT	AREA	VALUE
HOUSE		ADAMAYVIEW	R1,1M
HOUSE		DORINGKRUIN	R850 000
HOUSE		JOUBERTON	R350 000

SIGNATURE OF EMPLOYEE

DATE: 27/06/2014

PLACE: KLERKSDORP

OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

   (i) Do you know and understand the contents of the declaration?
   Answer YES

   (ii) Do you have any objection to taking the prescribed oath or affirmation?
   Answer No

   (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?
   Answer YES

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

Commissioner of Oath /Justice of the Peace

Full first names and surname: MR. D. C. POWRIE
(Block letters)
PMS CO-ORDINATOR
CITY OF MATLOSANA
COMMISSIONER OF OATHS
EX OFFICO Ex Officio Republic of South Africa

Designation (rank) _____

Street address of institution _____

_____

Date 27/06/2014 Place KLERKSDORP

27/06/2014

CONTENTS NOTED: Municipal Manager **DATE**