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*Mrs Nontsikelelo Millicent Ndlaku
(The Employee)*

AND

*Represented by the Municipal Manager Luleka Nonyongo
Duly authorized in terms of section 19 of the Performance Management
System Framework*

**NTABANKULU LOCAL MUNICIPALITY
(The Employer)**

Entered into by and between

PERFORMANCE AGREEMENT: 2018/19



1. INTRODUCTION

1.1. As provided in section 19 of the Performance Management System Framework, the Ntabankulu Local Municipality has entered into an employment contract with Nontsikelelo Millicent Ndaku for period of 5 years, commencing from 01 August 2018 and ending on 01 August 2023.

1.2. In terms of Section 19.1.1 of the Performance Management Policy which reads as follows: "The performance contract shall be concluded between each employee within 30 calendar days reckoned from the first day of the new financial year or 90 calendar days upon commencement of employment in respect of all municipal officials affected by this Policy.

1.3. Section 19.1.4: "Managers on fixed term contract shall be based on performance contract so as to enhance the culture of accountability and performance within the Municipality.

1.4. Section 19.1.2 of the Performance Management System Policy, The performance contract shall be concluded by employees of the Municipality appointed as per section 54A, 56/57 of the MSA 2000 and employees appointed on fixed term contract in the position of Managers or equivalent job titles reporting direct to Directors.

1.5. Annual performance contracts/agreement and performance plans/undertakings/performance promise shall be concluded between the person responsible for managing the performance of a particular employee and that employee.

1.6. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the IDP, IGR & PMS Manager reporting to the Municipal Manager, to a set of actions, outputs and outcomes that will ensure the attainment of both the local government policy goals and the performance objectives of Ntabankulu Local Municipality as enshrined in the Integrated Development Plan.

1.7. This performance contract is entered into between Nontsikelelo Millicent Ndaku, Local Economic Development Director and Ntabankulu Local Municipality as represented by the Municipal Manager, Luleka Nonyongo and is based on the

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adopted Integrated Development plan 2018/19 to 2021/22 as reviewed in 2018 and the 2018/19 service Delivery Budget Implementation Plan.

2. PURPOSE OF THE AGREEMENT

The purpose of this Agreement is to:

- 2.1 Comply with Performance Management System Policy as adopted by Council in 2017 as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance contract and Performance Plan as the basis for assessing the suitability of the Employee for continued employment and/or to
- 2.6 Assess whether the Employee has met the performance expectations applicable to his/her job;
- 2.7 Appropriately reward the Employee in accordance with the Employer's performance management framework in the event of outstanding performance; and
- 2.8 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved qualitative and quantitative service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature hereof this Agreement shall commence from the 01 July 2018 and shall remain in force until the 30th June 2019, whereafter a new Performance contract, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof within 1 month after the commencement of the new financial year.
- 3.2 This Agreement shall terminate in its entirety on the termination of the Employee's contract of employment for whatever reason subject to relevant legislative prescripts.
- 3.3 The contents of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon subject to both parties reaching an agreement.

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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 included herein as Annexure A, which forms an integral part of this agreement enshrines the following (which are concluded by mutual consensus by parties based on key strategic documents of the Municipality):

4.2 The overall performance objectives and targets that must be met by the Employee including the performance indicators and weightings;

4.3 The time frames for the achievement of those performance objectives and targets;

4.4 The performance objectives shall in addition be viewed within the context and in lieu of the overall contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM.

5.1 Both parties agree to participate in the performance management system that the Employer has adopted or introduced for the Municipality, Management and Municipal Staff.

5.2 Both parties hereby covenant to consult each other and arrive at a mutual agreement about the specific performance standards to be included in the performance management system.

5.3 The LED Director undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to The LED Director's responsibilities) within the local government framework.

5.4 The criterion upon which the performance of the employee is to be evaluated is contained in annexure E and is included herein as an addendum and forms an important part of this contract.

5.5 The Employee must be assessed her performance in terms of the performance indicators (outputs/outcomes) identified in the attached Performance Plan (Annexure A) and include:

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5.5.1 The Key Performance Areas and the Leading and Core Competencies, with a weighting of 80 and 20 respectively are listed herewith as agreed between the employer and employee.

5.5.2 The Key Performance Areas will constitute 80% of the Employee's assessment score, and the core competencies will constitute 20% of the Employee's assessment score. At least ten critical core competencies for the employees' specific job should be selected from the list.

Key Performance Areas (100% of Total)		Weight %
Municipal Institutional Development and organizational Transformation		10
Basic Service Delivery		07
Local Economic Development		66
Municipal Financial Viability and Management		05
Good Governance & Public Participation		12
Total		100%

5.5.3 The table below indicated six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government

5.5.4 The competency framework further involves six(6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level

LEADING COMPETENCIES			Weight %
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance Management Strategic Planning and Management Organisational Awareness 		30%
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 		10%
Program and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring 		10%

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performance plan;

6.4.1. An assessment of the achievement of results as outlined in the

6.4. The annual performance appraisal must involve-

6.3. The Employer's performance will be measured in terms of contributions to the goals and strategies contemplated in the Employer's Integrated Development Plan. take place within set time frames.

6.2. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (contained herein as Annexure B) as well as the actions agreed to and implementation must

6.1. "The 6.8 and 14.2.1" to this Agreement sets out the standards and procedures for evaluating the employee's performance, intervals for the evaluation of employee's performance and recognition of outstanding performance (awarding of a performance bonus)

6. EVALUATING PERFORMANCE

CORE COMPETENCIES		Weight %
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	10%
Change Leadership	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	10%
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	10%
Moral Competence		4
Planning and Organising		3
Analysis and Innovation		4
Knowledge and Information Management		3
Communication		2
Results and Quality Focus		4
Total		20%

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Level	Terminology	Description
5 (130%above)	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 (110%-129%)	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 (100%)	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

- 6.4.2. An assessment of each Key Performance Area 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;
- 6.4.3. A rating on the five-point scale for each Key Performance Area; and
- 6.4.4. The use of the applicable assessment rating calculator to add the scores and calculate a final Key Performance Area score.
- 6.5. The core competencies must be assessed –
- 6.5.1. According to the extent to which the specified standards have been met;
- 6.5.2. With an indicative rating on the five-point scale for each Criteria; and
- 6.5.3. By using the applicable assessment rating calculator to add the scores and calculating a final score.
- 6.6. An overall rating is calculated by using the applicable assessment rating calculator, which represents the outcome of the performance appraisal.
- 6.7. Employee performance will be based on the following rating scale for both Key Performance indicators and core competencies
- 6.8. The performance of the Employee must be evaluated by an evaluation panel constituted in terms of Section 22.1.1 of the Performance Management System Framework.

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8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his or her performance agreement must be reviewed during-

8.1 The reviews in the first and third quarter may be verbal if performance is satisfactory.

Interval	Period	Evaluation deadline
First quarter	July to September	Before end October
Mid term	October to December	Before end January
Third quarter	January to March	Before end April
Annual	July-June	2 months after the issuing of the Audit Report

Level	Terminology	Description
1 (80% and below)	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 most 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.
2 (81%-99%)	Performance 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.
		specified in the PA and Performance Plan.

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11. EMPLOYEE OBLIGATIONS

- 10.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.2 Provide access to skills development and capacity building opportunities;
- 10.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him/her to meet the performance objectives and targets established in terms of this Agreement; and
- 10.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this agreement.

The Employer shall –

10. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Personal Development Plan (PDP) is attached herein as annexure B and forms an integral part of this agreement for addressing developmental gaps
- 9.2 Both parties hereby agree to uphold the filling of gaps identified in the PDP

9. DEVELOPMENTAL REQUIREMENTS

- 8.2 The reviews in the second and annual performance must be formal and the employer must keep a record of these reviews and feedback must be based on the Employer's assessment of the Employee's performance.
- 8.3 The Employer may amend the provisions of the Performance Plan whenever the performance management system is adopted, implemented or amended, provided that the Employee is consulted before any such change is made.
- 8.4 The work performance and performance review will not be confined and limited to the performance plan; any incidental work outside the performance plan shall be performed and evaluated accordingly.

11.1 The employee is obliged to perform her functions to the best of her abilities and

shall as far as is practically possible endeavour to meet the standards of

performance as set out in this agreement.

11.2 The employee shall act in the good faith and in the best interest of the Municipality

at all times

11.3 The employee shall be responsible for the completion or execution of the specific

programs identified in her service delivery and budget implementation plans or

KPA's within the timeframes agreed upon.

11.4 The employee shall co-operate with the employer in conducting the performance

review.

12. EMPLOYER RIGHTS

The employer shall be entitled to:

12.1 Expect the employee to perform as agreed;

12.2 Alter the employee's responsibilities from time to time depending on the operational requirements of the organisation e.g. assign him/her to perform a special project not envisaged in his/her job description or service delivery and budget implementation plan.

12.3 Such circumstances as contemplated above shall be taken into account when the employee's performance is evaluated.

12.4 Take such corrective action or impose such disciplinary action or award such incentives as per policy.

13. EMPLOYEE RIGHTS

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150 AND ABOVE		Between 130 and 149	
RANGE	SCORE	RANGE	SCORE
164 and above	14	149	9
163	13,705	148	8,6
162	13,42	147	8,4
161	13,135	146	8,2
160	12,85	145	8
159	12,565	144	7,8
158	12,28	143	7,6
157	11,995	142	7,4
156	11,71	141	7,2
155	11,425	140	7
154	11,14	139	6,8
153	10,855	138	6,6
% Bonus		% Bonus	

FINAL SCORE	BONUS/REWARD
150 and above	10% to 14% of the annual total remuneration package
130 to 149%	5% to 9% of the annual total remuneration package
101% to 129%	No reward
81% - 100%	No reward
(80% and below)	Compulsory Performance Counseling

14.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
 14.2 A performance bonus of between 5% and 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
 14.2.1 In addition to what is suggested in the regulations in Ntabankulu the following shall apply:

14 MANAGEMENT OF EVALUATION OUTCOMES

13.1 The employee shall be entitled to such co-operation and support as is reasonably required for him/her to perform his/her duties to the standard required of him/her.
 13.2 In particular where a Personal Development Plan has identified a need for capacity building or training or other forms of support, the employee shall be entitled to receive same, bearing in mind relevant budgetary and other constraints which may not though be unreasonably withheld.
 13.3 The employee shall be entitled to such corrective action remedies and/or incentives as are applicable depending on the outcome of his/her performance reviews.

(b) Multiply each score with weight per target and per KPA

(a) Allocate score per target per KPA

15.4.1. CALCULATING THE KPA PERFORMANCE

- total score has been calculated:
- 15.4 The following formula shall be used to allocate the performance bonus after the contained in annexure A.
- 15.3 The rating scale shall be used for rating including the actual targets set and
- 15.2.4 The final outcome of the performance appraisal will determine the reward;
- Annual Report for that financial year and after finalization of the appraisal;
- 15.2.3 The reward if granted, will be paid annually only after adoption by Council of the performance, the Municipality may at its discretion decide to grant a reward.
- 15.2.2 Where the external factors have a negative influence on the result of the 15.2.1 The performance score obtained on marks by using the performance plan;
- 15.2 The payment of the reward shall be based on the period under review and results of the performance score as stipulated in annexure A and include the following:

15.1 The annual increase will be determined by Council based on the affordability and the stipulations of the Contract of Employment and does not in any way form part of a reward for performance.

15. REWARD FOR PERFORMANCE

- 14.3 In the case of unacceptable performance, the Employer—
- 14.4 must provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- 14.5 May, after appropriate performance counseling and having provided the necessary guidance and support as well as reasonable time for improvement in performance, consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

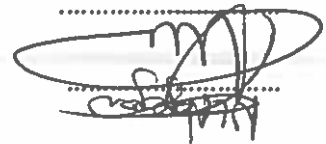
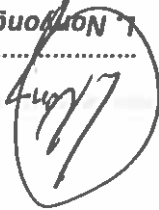
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136	6.2
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134	5.8
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132	5.4
131	5.2
130	5

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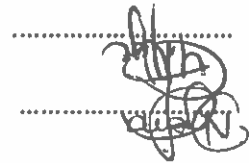
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L. Nanyongo
Municipal Manager



AS WITNESSES:

N.M Ndilaku
LED Director



AS WITNESSES:

Thus done and signed at Ntabankulu on this 23rd of November 2018

The parties hereby agree having read, understood and received a copy of this agreement which contents are hereby accepted in all entreties.

20. ATTESTATION



PERFORMANCE PLAN

DIRECTORATE: ... LOCAL ECONOMIC DEVELOPMENT

FINANCIAL YEAR.. 2018/2019

Employee Name

Nontsikelelo Mhlilcent Ndlatu

Authorised Supervisor: Name

Luleka Nonyongo

Employee Job Title

Local Economic Development Director

Supervisor Job Title

Municipal Manger

Employee Number

5329 Supervisor's Employee Number

Employee Signature



Supervisor's Signature



Date

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Date

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Priority Area	DP Objective	DP Objective member	DP Objective member	Lead	Project	Outcomes	Key Number	Impact of project (short term)	Impact of project (long term)	Quarter 1 report (October)	Quarter 2 report (December)	Quarter 3 report (February)	Quarter 4 report (April)	Quarter 1 report (June)	Quarter 2 report (August)	Quarter 3 report (October)	Quarter 4 report (December)	Quarterly reports	Annual Report	
Business Resilience	To provide infrastructure support, capacity building for hauliers and lobby for retail incentives by June 2017	LED 04	LED 04	LED 04	Land, Infrastructure, Services and Capacity Building, Supporting hauliers, more retailers to invest in the area whilst ensuring the retention of the existing	Local food production, Economic development, Supporting hauliers, Supporting retailers, Improved retail industry.	1.1.1	Organised informal traders, formal business structures, functional LED Forum with support programs offered by the supporting stakeholders B4 SDA, DDA, DESAC	Feasible LED strategy and presentation of the LED Forum plan for 2017	Convened one LED forum for presentation of the LED strategy	Convened one LED forum to present proposed business plan for consideration by sector departments	Convened one LED forum and attendance register for LED adoption of the strategy	Convened one LED forum, minutes and attendance register for LED adoption of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy
Agribusiness	To provide support for production inputs and development of new commercial agri-businesses by June 2017	LED 01	LED 01	LED 01	Land, Infrastructure, Services and Capacity Building, Supporting hauliers, more retailers to invest in the area whilst ensuring the retention of the existing	Local food production, Economic development, Supporting hauliers, Supporting retailers, Improved retail industry.	1.1.1	Organised informal traders, formal business structures, functional LED Forum with support programs offered by the supporting stakeholders B4 SDA, DDA, DESAC	Feasible LED strategy and presentation of the LED Forum plan for 2017	Convened one LED forum for presentation of the LED strategy	Convened one LED forum to present proposed business plan for consideration by sector departments	Convened one LED forum and attendance register for LED adoption of the strategy	Convened one LED forum, minutes and attendance register for LED adoption of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy
Land	Identified land with production potential	LED 01	LED 01	LED 01	Land, Infrastructure, Services and Capacity Building, Supporting hauliers, more retailers to invest in the area whilst ensuring the retention of the existing	Local food production, Economic development, Supporting hauliers, Supporting retailers, Improved retail industry.	1.1.1	Organised informal traders, formal business structures, functional LED Forum with support programs offered by the supporting stakeholders B4 SDA, DDA, DESAC	Feasible LED strategy and presentation of the LED Forum plan for 2017	Convened one LED forum for presentation of the LED strategy	Convened one LED forum to present proposed business plan for consideration by sector departments	Convened one LED forum and attendance register for LED adoption of the strategy	Convened one LED forum, minutes and attendance register for LED adoption of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy
Market	Developed market and accessible	LED 01	LED 01	LED 01	Land, Infrastructure, Services and Capacity Building, Supporting hauliers, more retailers to invest in the area whilst ensuring the retention of the existing	Local food production, Economic development, Supporting hauliers, Supporting retailers, Improved retail industry.	1.1.1	Organised informal traders, formal business structures, functional LED Forum with support programs offered by the supporting stakeholders B4 SDA, DDA, DESAC	Feasible LED strategy and presentation of the LED Forum plan for 2017	Convened one LED forum for presentation of the LED strategy	Convened one LED forum to present proposed business plan for consideration by sector departments	Convened one LED forum and attendance register for LED adoption of the strategy	Convened one LED forum, minutes and attendance register for LED adoption of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy
Community	Engaged community with production potential	LED 01	LED 01	LED 01	Land, Infrastructure, Services and Capacity Building, Supporting hauliers, more retailers to invest in the area whilst ensuring the retention of the existing	Local food production, Economic development, Supporting hauliers, Supporting retailers, Improved retail industry.	1.1.1	Organised informal traders, formal business structures, functional LED Forum with support programs offered by the supporting stakeholders B4 SDA, DDA, DESAC	Feasible LED strategy and presentation of the LED Forum plan for 2017	Convened one LED forum for presentation of the LED strategy	Convened one LED forum to present proposed business plan for consideration by sector departments	Convened one LED forum and attendance register for LED adoption of the strategy	Convened one LED forum, minutes and attendance register for LED adoption of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy	Convened one LED forum and attendance register for LED implementation of the strategy

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5	Quantity reports	Partnership report on produced fish	Manufactured fish production	Commission report	Commission site and equipment fully installed	Revised scope of work and spend addendum	Revised scope of work on deliveries	Services Level Agreement Signed with private partnerships and attendance register that will attract funded business plan	Engaged outstanding material and workshop machinery to be procured	Recycling machines provided for Zambezi Fish Cooperative products by June 2019	Waste site with unprocessed waste	3.1.1	3.1.1	Number of Capabilities developed in product development	Products accessible	Land Infrastructure forming material	LED OS. To Factors The development of feasibility study and business plan and provision	LED/ SME/ support to 4 Local Businesses for manufacturing new value adding activities by June 2019
5	Quantity reports	Engagement Reports and attendance register	Manufactured proof of delivery to beneficiaries	Delivery report and proof of delivery to beneficiaries	Delivery note	Delivery note	Delivery note	Engagement with private partnerships and attendance register	Procured public partner for market	Procured public partner for market	Procured public partner for market	3.1.2	3.1.2	Number of Capabilities developed in product development	Products accessible	Land Infrastructure forming material	LED OS. To Factors The development of feasibility study and business plan and provision	LED/ SME/ support to 4 Local Businesses for manufacturing new value adding activities by June 2019
7	Quantity reports	Partnership report on produced fish	Manufactured fish production	Commission report	Commission site and equipment fully installed	Revised scope of work and spend addendum	Revised scope of work on deliveries	Services Level Agreement Signed with private partnerships and attendance register that will attract funded business plan	Engaged outstanding material and workshop machinery to be procured	Recycling machines provided for Zambezi Fish Cooperative products by June 2019	Waste site with unprocessed waste	3.1.3	3.1.3	Number of Capabilities developed in product development	Products accessible	Land Infrastructure forming material	LED OS. To Factors The development of feasibility study and business plan and provision	LED/ SME/ support to 4 Local Businesses for manufacturing new value adding activities by June 2019
10	Quantity reports	Partnership report on produced fish	Manufactured fish production	Commission report	Commission site and equipment fully installed	Revised scope of work and spend addendum	Revised scope of work on deliveries	Services Level Agreement Signed with private partnerships and attendance register that will attract funded business plan	Engaged outstanding material and workshop machinery to be procured	Recycling machines provided for Zambezi Fish Cooperative products by June 2019	Waste site with unprocessed waste	3.1.4	3.1.4	Number of Capabilities developed in product development	Products accessible	Land Infrastructure forming material	LED OS. To Factors The development of feasibility study and business plan and provision	LED/ SME/ support to 4 Local Businesses for manufacturing new value adding activities by June 2019

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LED	LED/ tourism	To identify and promote tourism value selling product by June 2022	LED 05	To identify and promote tourism value selling product by June 2022	Marketing plan, funding and lease to be implemented	Completed Event and tours	Number of regional and national tourists attended the event.	S.S.1.	Existing Cultural Festivals that are held annually with a delegation of 10000 people from within and outside South Africa. Heritage and tourism attraction sites	Festival Penda Cultural Festival, One Cultural event that is held annually by June 2019	Hosted Penda cultural festival with cultural exhibitions	Implementation plan, report and photos of the event	Realized Cultural exhibition	1. Attendance register photos and report	Coordinate with SIDA, DESAL, ANOM participation by local crafters for local produce (timber, yams, herbs)	Attendance register photos and report	Coordinate with SIDA, DESAL, ANOM participation by local crafters to Goshononon Fashion (Timber, yams, herbs)	Attendance register photos and report	Quarterly progress reports	9
LED	Job Creation	To create 05 FTEs by June 2022	LED 06	Identify and implement EYWP programs	EYWP programs to be implemented. Coaching and equipment for EYWP	Requirements to EYWP programs	Number of EYWP beneficiaries employed	S.S.1	Current LED projects that are operational with no academic records with employment opportunities no 72 identified young graduates in agriculture	Completed and implemented EYWP programs to create 05 job opportunities by June 2019	Five (5) jobs created for farm co-ordinators	Signed agreements	Monitored performance of farm co-ordinators as per the monitoring tool	Attendance register and report	Monitored performance of farm co-ordinators as per the monitoring tool	Attendance register and report	Monitored performance of farm co-ordinators as per the monitoring tool	Attendance register and report	Monthly and quarterly reports on EYWP programs implemented	10
GD	Risk	To monitor, measure and evaluate institutional and individual performance by June 2022	GD 07	Strategic risk and operational risk registers	Quarterly risk management reports	No of reduced risk registers	\$2.1	Strategic risk register 2016/2017 and operational risk registers 2016/20217	100% mitigated risks by June 2019	20% mitigated risks	Risk register and Risk Register	40% mitigated risks	Risk register report and Risk Register	80% mitigated risks	Risk register report and Risk Register	100% mitigated risks	Risk register report and Risk Register	Quarterly progress reports.	6	
GD	Risk	To monitor, measure and evaluate institutional and individual performance by June 2022	GD 08	Monitor, measure and evaluate performance indicators	Performance reports and management reports	Number of signed performance agreements	S.S.2	Signed Performance Agreements for Director, Manager and Officers for 2016/2017	100% mitigated risks by June 2019	30% mitigated risks	Signed performance reports, score cards, evaluation report and attendance registers	100% mitigated risks	Mid-term evaluations conducted	evaluation report and attendance registers	Mid-term evaluations conducted	evaluation report and attendance registers	Final quarter evaluations conducted	evaluation report and attendance registers	Quarterly evaluations reports.	6


100%




CORE COMPETENCY REQUIREMENTS

LOCAL ECONOMIC DEVELOPMENT

FINANCIAL YEAR... 2018/2019

Employee Name: Montshalelo Mlilizen Ndlovu
Employee Job Title: Local Economic Development Director
Employee Number: 5329
Employee Signature: 
Date:

Authorised Supervisor Name: Luleka Nonyongo
Supervisor Job Title: Municipal Manager
Supervisor's Employee Number: 5329
Supervisor's Signature: 
Date:

COMPETENCIES WITH 20 DRIVING COMPETENCIES THAT COMMUNICATE WHAT IS EXPECTED FOR EFFECTIVE PERFORMANCE IN LOCAL GOVERNMENT

LEADING COMPETENCIES	DRIVING COMPETENCIES	WEIGHT 100%
Strategic Direction and Leadership	Impact and influence	30%
	Institutional performance Management	
	Strategic Planning and Management	
	Organisational Awareness	
People Management	Human Capital Planning and Development	10%
	Diversity Management	
	Employee Relations Management	
Program and Project Management	Negotiation and Dispute Management	10%
	Program and Project Planning and Implementation	
	Service Delivery Management	
	Program and Project Monitoring and Evaluation	
Financial Management	Budget Planning and Execution	10%
	Financial Strategy and Delivery	
	Financial Reporting and Monitoring	
Change Leadership	Change Vision and Strategy	10%
	Process Design and Improvement	
	Change Impact Monitoring and Evaluation	
Governance Leadership	Policy Formulation	10%
	Risk and Compliance Management	
	Cooperative Governance	
CORE COMPETENCIES (Drivers to ensure execution of Leading competencies are at optimal level)		
	Moral Competence	4%
	Planning and Organising	3%
	Analysis and Innovation	4%
	Knowledge and Information Management	3%
	Communication	2%
	Results and Quality Focus	4%

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PERSONAL DEVELOPMENT PLAN:

NAME & SURNAME: NDLAKU NONTSIKELELO

This plan must be completed and reviewed during the planning phase of Employee Performance Management Cycle (July). The purpose is to provide opportunity for the Employee and the immediate supervisor to identify incumbent's strength, skills and competency gap. To complete this plan you need to know and understand your Department objectives, your customer's (internal and external), requirements and your key performance indicators. The information provided should be considered in relation to the critical nature of the current position and your future career goals.

KPA CONFIRMATION	COMPETENCY IDENTIFICATION	DEVELOPMENT ACTION PLAN		TIME FRAMES	
		Key Performance areas/outputs	Proposed Solutions (short term)	Proposed Solutions (Long term)	Start
LED	Advanced project Management with financial projections	Leadership Development Course	1 year	July 2017	June 2018

.....
[Signature]
 Signature (Incumbent)

.....
 13/12/2018
 Date

.....
[Signature]
 Signature (Supervisor)

.....
 13/12/2018
 Date