



ANNUAL PERFORMANCE AGREEMENT

Prepared for and entered into by:

Mr Moppo, A. Mene
the Municipal Manager of the
CHRIS HANI DISTRICT MUNICIPALITY
("the Municipal Manager")

and

Mrs Noxolo, L. Nqwazi
the Director at the
CHRIS HANI DISTRICT MUNICIPALITY
("the Director")

for the financial year:
1 July 2013 to 30 June 2014

Handwritten signatures and initials:
H.N. NCA
M.A. NW
C.S.
[Signature]

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Municipality has, in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act, No. 32 of 2000 ("the Systems Act") entered into a contract of employment with the Director for a period of 3 years, commencing on 1st July 2010
- 1.2 Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the Parties, require 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 Director 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), (4B) and (5) of the Systems Act.
- 1.5 In this Agreement the following words will have the meaning ascribed thereto:

"this Agreement" - means the performance agreement between the Municipality and the Director and the annexures thereto.

"the Executive Authority" - means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act as represented by its chairperson, the Executive Mayor.

"the Director" – means the Director who is directly accountable to the Municipal Manager in terms of Section 56(a) of the Systems Act.

the Municipal Manager" – means the Municipal Manager appointed in terms of Section 82 of the Local Government: Municipal Structures Act, No. 117 of 1998.

"the Municipality" – means the CHRIS HANI DISTRICT MUNICIPALITY.

"the Parties" - means the Municipal Manager and the Director.

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2. PURPOSE OF THIS AGREEMENT


2.1 The Parties agree that the purposes of this Agreement are to:

- 2.1.1. comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the contract of employment entered into between the Parties;
- 2.1.2. specify objectives and targets established for the Director and to communicate to the Director the Municipality's expectations of the Director's performance and accountability;
- 2.1.3. specify accountabilities as set out in Annexure A;
- 2.1.4. monitor and measure performance against targeted outputs and outcomes;
- 2.1.5. use Annexures A, B and C, as a basis for assessing the Director for permanent employment and/or to assess whether the Director has met the performance expectations applicable to his/her job;
- 2.1.6. appropriately reward the Director in accordance with the Municipality's performance management policy in the event of outstanding performance;
- 2.1.7. establish a transparent and accountable working relationship; and
- 2.1.8. give effect to the Municipality's commitment to a performance-orientated relationship with its Director in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 Notwithstanding the date of signature this Agreement will commence on the **1st of July 2013** and will remain in force until a new performance agreement including a Performance Plan and Personal Development Plan is concluded between the Parties as contemplated in Clause 3.2
- 3.2 The Parties will review the provisions of this Agreement during June each year. The Parties will conclude a new performance agreement including a Performance Plan and Personal Development Plan that replaces this Agreement at least once a year by not later than the 31st of July each year.
- 3.3 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter annual performance assessment as informed by the quarterly performance assessments. Should the Director be entitled to a bonus, this will be paid out after approval by Council and not later than sixty (60) days thereafter in the Director's salary for a month that shall be applicable.
- 3.4 The payment of a performance bonus for the year in which the Director's contract of employment expires will be done as set out in clause 3.3 and the bonus so determined will be paid to the Director on the last day of his/her employment or not later than 30 days thereafter.
- 3.5 In the event of the Director commencing or terminating his services with the Municipality during the validity period of this Agreement, the Director's performance for the portion of the period referred to in clause 3.1 during which he was employed, will be evaluated and he will be entitled to a pro rata performance bonus based on his evaluated performance and the period of actual service.

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- 3.6 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon by the Parties.
- 3.7 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.
- 3.8 This Agreement will terminate on the termination of the Director's contract of employment for any reason.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan in **Annexure A** sets out:
- 4.1.1 the performance objectives and targets which must be met by the Director; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The Personal Development Plan in **Annexure B** sets out the Director's personal developmental requirements in line with the objectives and targets of the Municipality.
- 4.3 The Core Management Competencies reflected in **Annexure C** set out those management skills regarded as critical to the position held by the Director.
- 4.4 The performance objectives and targets reflected in **Annexure A** are set by the Municipality in consultation with the Director and based on the Integrated Development Plan and the budget of the Municipality, and include key objectives, key performance areas, target dates and weightings.
- 4.5 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the time frame in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.6 The Director's performance will, in addition, be measured in terms of contributions to the development objectives and strategies set out in the Municipality's Integrated Development Plan.

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5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Director agrees to participate in the performance management system that the Municipality adopts or introduces for the municipal management and municipal staff of the Municipality.
- 5.2 The Director accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the municipal management and municipal staff to perform to the standards required.
- 5.3 The Executive Authority and/or Municipal Manager will consult the Manager about the specific performance standards that will be included in the performance management system as applicable to the Director.
- 5.4 The Director undertakes to actively focus towards the promotion and implementation of his/her Key Performance Areas as set out in **Annexure A** including special projects relevant to the Manager's responsibilities within the local government framework.

6. PERFORMANCE ASSESSMENT

- 6.1 The performance of the Director will be assessed against the outputs and outcomes achieved in terms of his/her Key Performance Areas (KPA's) as fully described in **Annexure A** and his/her Core Management Competencies (CMCs) determined at the commencement of this Agreement with a weighting of 80:20 allocated to the KPA's and CMCs respectively. Therefore the KPA's that refer to the main tasks of the Director account for 80% of his/her assessment while the CMCs make up the other 20% of the Director's assessment score.
- 6.2 The weightings agreed to in respect of the Manager's KPA's attached as **Annexure A** are set out in the table below:

KEY PERFORMANCE AREAS (KPA'S)	WEIGHT
KPA 1: Basic Service Delivery and Infrastructure Delivery	20%
KPA 2: Local Economic Development	50%
KPA 3: Municipal Transformation and Organisational Development	5%
KPA 4: Financial Management and Viability	5%
KPA: 5 Good Governance and Public Participation	20%
Total	100%

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6.3 The weightings agreed to in respect of the CMCs considered most critical for the Director's position and further defined in Annexure C are set out in the table below:

CORE COMPETENCY REQUIREMENTS - CCRs		
CORE DIRECTORIAL COMPETENCIES (CMC)	CHOICE (x)	WEIGHT
Strategic Capability and Leadership		5%
Programme and Project Management		5%
Financial Management	compulsory	5%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	5%
Client Orientation and Customer Focus	compulsory	5%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COCs)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Developmental Local Government		
Knowledge of Performance Management and Reporting		
Knowledge of Global and SA specific political, social and economic contexts		
Competence in Policy Conceptualisation, Analysis and Implementation		
Knowledge of more than one functional municipal field or discipline		
Mediation Skills		
Governance Skills		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the Municipality		
TOTAL PERCENTAGE		20%

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6.4 The assessment of the performance of the Director will be based on the following levels for
KPA's and CMCs:

LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the

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		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.

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6.5 To determine which rating on the five-point scale did the Director achieve for each KPA the following criteria should be used:

Duration of task	- Was the target achieved within the projected time frame?
Level of complexity	- Required problem solving - Reconciling different perceptions - Innovative alternatives used
Cost	- within budget - saving - overspending

6.6 Annexure "B" may be used as the basis for progress discussions by the Municipality.

7. PANEL AND SCHEDULE FOR PERFORMANCE ASSESSMENTS

7.1 An assessment panel consisting of the following persons will be established:

- 7.1.1 The Municipal Manager
- 7.1.2 Chairperson of the Audit Committee
- 7.1.3 Member of the Mayoral Committee
- 7.1.4 Municipal Director from another Municipality

7.2 In addition an assessment will also be done by:

- 7.2.1 The Municipal Manager
- 7.2.2 The Director (own assessment)
- 7.2.3 Fellow Section 57 Directors

7.3 The performance of the Director will be assessed in relation to his/her achievement of:

- 7.3.1 The targets indicated for each KPA in Annexure A;
- 7.3.2 The CCRs as defined in clause 6.3 of this agreement on a date to be determined for each of the following quarterly periods:

- 1st Quarter - July to September
- 2nd Quarter - October to December

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3rd Quarter - January to March

4th Quarter - April to June

7.4 Assessments in the first and third quarter may be verbal if the Director's performance is satisfactory.

7.5 The Municipality will keep a record of the mid-year and annual assessment meetings.

7.6 The Municipality may appoint an external facilitator to assist with the annual assessment.

8. EVALUATING PERFORMANCE AND THE MANAGEMENT OF EVALUATION OUTCOMES

8.1 The Director will submit quarterly performance reports and a comprehensive annual performance report prior to the performance assessment meetings to the Municipal Manager.

8.2 The Municipal Manager will give performance feedback to the Director after each quarterly and the annual assessment meetings.

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

8.4 At the end of the 4th quarter, the Executive Authority will determine if the Director is eligible for a performance bonus as envisaged in his/her contract of employment based on the bonus allocation set out in clause 8.11 of this agreement.

8.5 The results of the annual assessment and the scoring report of the Director for the purposes of bonus allocation, if applicable, will be submitted to the Executive Authority for a recommendation to the full Council.

8.6 Personal growth and development needs identified during any performance assessment discussion, must be documented in the Director's Personal Development Plan as well as the action steps and set time frames agreed to.

8.7 Despite the establishment of agreed intervals for assessment, the Municipal Manager may, in addition, review the Director's performance at any stage while his/her contract of employment remains in force.

8.8 The Municipal Manager will be entitled to review and make reasonable changes to the provisions of **Annexure "A"** from time to time for operational reasons. The Director will be fully consulted before any such change is made.

8.9 The provisions of **Annexure "A"** may be amended by the Executive Authority when the Municipality's performance management system is adopted, implemented and/or amended as the case may be subject to clause 5.3.

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

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8.11.1 A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that -

- (a) a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
- (b) a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

9. OBLIGATIONS OF THE MUNICIPALITY

- 9.1 The Municipality will create an enabling environment to facilitate effective performance by the Director.
- 9.2 The Director will be provided with access to skills development and capacity building opportunities.
- 9.3 The Municipality will work collaboratively with the Director to solve problems and generate solutions to common problems that may impact on the performance of the Director.
- 9.4 The Municipality will make available to the Director such resources including employees as the Director may reasonably require from time to time to assist him/her to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Director to ensure that he/she complies with those performance obligations and targets.
- 9.5 The Director will be delegated such powers by the Municipality as may in the discretion of the Municipality be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

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10. CONSULTATION

10.1 The Executive Authority and / or Municipal Manager agrees to consult the Director within a reasonable time where the exercising of the Executive Authority's and / or Municipal Director's powers will –

10.1.1 have a direct effect on the performance of any of the Director's functions;

10.1.2 commit the Director to implement or to give effect to a decision made by the

Executive Authority and/or Municipal Manager;

10.1.3 have a substantial financial effect on the Municipality.

10.2 The Municipal Director agrees to inform the Director 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 Director to take any necessary action without delay.

11. CONSEQUENCE OF UNACCEPTABLE OR POOR PERFORMANCE

11.1 Where the Municipal Manager is, at any time during the Director's employment, not satisfied with the Director's performance with respect to any matter dealt with in this Agreement, the Municipal Director will give notice to the Director to attend a meeting with the Municipal Manager.

11.2 The Director will have the opportunity at the meeting to satisfy the Municipal Manager of the measures being taken to ensure that the Director's performance becomes satisfactory in accordance with a documented programme, including any dates, for implementing these measures.

11.3 The Municipality will provide systematic remedial or developmental support to assist the Director to improve his/her performance.

11.4 If, after appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Municipal Manager holds the view that the performance of the Director is not satisfactory, the Municipal Council will, as per the advice of the Municipal Manager and subject to compliance with applicable labour legislation, be entitled to, by notice in writing to the Director, take steps to terminate the Director's employment in accordance with the notice period set out in the Director's contract of employment.

11.5 Where there is a dispute or difference as to the performance of the Director under this Agreement, the Parties will confer with a view to resolving the dispute or difference.

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- 11.6 Nothing contained in this Agreement in any way limits the right of the Municipality to terminate the Director's contract of employment with or without notice for any other breach by the Director of his obligations to the Municipality or for any other valid reason in law.

12. DISPUTES

- 12.1 In the event that the Director is dissatisfied with any decision or action of the Executive Authority and/or Municipal Manager in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Director has achieved the performance objectives and targets established in terms of this Agreement, the Director may meet with the Municipal Director with a view to resolving the issue. At the Director's request the Municipal Director will record the outcome of the meeting in writing.
- 12.2 In the event that the Director remains dissatisfied with the outcome of that meeting, he/she may raise the issue in writing with the Executive Mayor. The Executive Mayor will determine a process within 4 (four) weeks for resolving the issue, which will involve at least providing the Director with an opportunity to state his case orally or in writing before the Executive Mayor. At the Director's request, the Executive Mayor will record the outcome of the meeting in writing. The final decision of the Executive Mayor on the issue will be made within 6 (six) weeks of the issue being raised with the latter and will, subject to common law and applicable labour law, be final.
- 12.3 If any dispute about the nature of the Director's performance agreement whether it relates to key responsibilities, priorities, methods of assessment or any other matter provided for cannot be resolved through an internal mechanism as contemplated above, the dispute will be mediated by the MEC for local government in the province or any other person appointed by the MEC within 30 days of receipt of a formal dispute from the Director.
- 12.4 In the event that the mediation process contemplated above fails, the relevant arbitration clause of the contract of employment will apply.

13. GENERAL

- 13.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential, and may be made available to the public by the Municipality, where appropriate.
- 13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Director in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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J.M. C.S. MW PPN

Signed at QUEENSTOWN on this 28 day of JUNE 2013.


As Witnesses:

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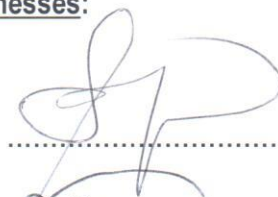

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Municipal Manager of the
CHRIS HANI DISTRICT MUNICIPALITY

Signed at QUEENSTOWN on this 28 day of JUNE 2013.

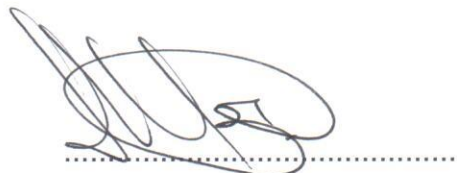
As Witnesses:

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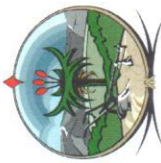

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Director: Integrated Planning and
Economic Development (IPED) of the
CHRIS HANI DISTRICT MUNICIPALITY



ANNEXURE A

INTEGRATED PLANNING AND ECONOMIC DEVELOPMENT DIRECTORATE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2013 - 2014 FINANCIAL YEAR

CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT										WEIGHTING: 20%					
Measurable Objective	Priority Area	Programme	Strategy	KPI	Indicator Code	Annual Target	Baseline	Budget	Location/Ward	Quarterly Targets				Evidence	Indicator Custodian
										Qrt 1	Qrt 2	Qrt 3	Qrt 4		
To ensure facilitation and coordination of Housing Development within CHDM	Housing Development	Housing Construction	Development of Construction Unit	No of Destitute Houses Constructed	SDID - 40	9 destitute houses constructed	9 Destitute Houses Constructed	R1.1 M		Appointment of 6 Artisan, Construction of Destitute Houses	Construction of 3 Destitute houses	Construction of 3 destitute houses	Close up report & Hand over	Report submitted to the Standing Committee on destitute houses constructed	Housing Manager
			To fast-track Accreditation process for housing development	Attainment of level 1 accreditation	SDID - 41	Level 1 accreditation attained	None			Development of terms of reference and appointment of service provider for the plans	Progress report on developed plans and plans adopted by Council	Progress report on Level 1 accreditation outcome	Level one accredited municipality	Confirmation of accreditation from the DOHS	Housing Manager
			Replacement of Emergency Temporal Shelters by Permanent shelters	No of Emergency shelters replaced	SDID - 42	7 Contractors appointed for 3 local Municipalities	7 Contractors appointed for 3 local Municipalities	45 M		1. Appointment of 30 emerging contractors grade 1 and 2. 2.Construction of 106 units and Hand over to the beneficiaries	1. Appointment of 30 emerging contractors grade 1 and 2. 2.Construction of 106 units and Hand over to the beneficiaries	Construction of 106 units and Hand over to the beneficiaries	Construction of 109 units and Hand over to the beneficiaries	Report submitted to the Standing Committee on replacement of temporal shelters	Housing Manager
To promote Urban / Rural renewal to attract investors for Economic Development	Small Town Revitalisation	Paving and beautification	Develop and implement strategies to revitalise small towns within the District	Implementation of the Engobo Revitalisation Strategy	SDID - 34	Engobo Revitalisation Strategy Implemented	2 (Strategies)	R7 Million	Engobo LM	Transfer funds to Engobo LM Progress Report & Monitoring	Submission of Progress Report, Transfer of funds & Monitoring	Submission of Progress Report, Transfer of funds & Monitoring	Submission of Progress Report, Transfer of funds & Monitoring	1. Proof of transfer of funds 2. Progress report submitted to the Standing Committee	Development Planning Manager
				Paving, greening and beautification programme implemented in 7 LMs	SDID - 35	Implemented Paving & Greening projects in 7 LMs	4 Municipalities	R10.5 M	District-wide	Development of Business Plan & Monitoring Report	Submission of Progress Report, & Monitoring Report	Submission of Progress Report, & Monitoring Report	Submission of Progress Report, & Monitoring Report	1. Approved business plan; 2. Progress report submitted to the Standing Committee	Development Planning Manager
				Provide support in the development of the Kwa-Jo LSDF	SDID - 36	Developed & adopted Kwa Jo LSDF	Developed & adopted Kwa Jo LSDF	200 000	Engobo LM	Development of TOR & Appointment of service provider	Situational Analysis Report	Adopted 1st Draft LSDF	Adopted Final LSDF	LSDF for Kwa-Jo	Development Planning Manager
To promote Urban / Rural renewal to attract investors for Economic Development	Small Town Revitalisation	Town planning support	Based on Township Establishment and Ward Based Planning & SDFs	Development of Kwa Coghlan LSDF	SDID - 37	Adopted Final LSDF by LM	1 LSDF	600 000	Engobo LM	Development of TOR & Appointment of service provider	Submission of Progress Report & Monitoring	Submission of Progress Report & Monitoring	Adopted Final Draft SDF by LM	Draft SDF for the LM	Development Planning Manager
				Provide support in the development of the Xonxa Dam LSDF	SDID - 38	Adopted Final Draft LSDF	Adopted Final Draft LSDF	200 000	Enalahleni LM	Development of TOR & Appointment of service provider	Situational Analysis Report Submission of Progress Report & Monitoring	Adopted 1st Draft LSDF	Adopted Final Draft LSDF	Draft LSDF for Xonxa Dam	Development Planning Manager
				Provide support in the formalisation of Lady Frere Ext 6	SDID - 39	Approved GP layout	Un approved GP Layout	400 000	Enalahleni LM	Development of TOR & Appointment of service provider	Submission of Progress Report & Monitoring	Submission of Progress Report & Monitoring	Submission of Progress Report & Monitoring	Progress report submitted to the Standing Committee on support provided	Development Planning Manager

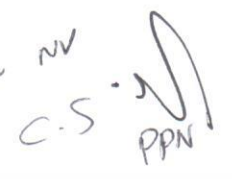
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KPA 2: LOCAL ECONOMIC DEVELOPMENT															WEIGHTING: 50%			
Measurable Objective	Priority Area	Programme	Strategy	KPI	Indicator Code	Annual Target	Baseline	Budget	Location/Ward	Quarterly Targets				Evidence	Indicator Custodian			
										Qrt 1	Qrt 2	Qrt 3	Qrt 4					
To prioritise Forestry as a sector that contributes to reduction of unemployment and economic development.	Forestry Development	Forestry Development	Development of Forestry strategy that focuses on value addition	Number of tree nursery projects supported	LED - 1	1 project supported	1 Nursery project	R 1 148 000	Kwa Jo Tree Nursery - Engobo LM	1. Storage sheds constructed 2. Refrigerator purchased	1. Identification of areas for greening 2. Awareness creation and marketing of nursery	Production and sale of seedlings	Production and sale of seedlings	1. Signed completion certificate; 2. Copy of invoice for the refrigerator; 3. Report on areas identified; Report on awareness creation and marketing 4. Production report; 5. Project revenue report	LED Manager			
			Continuous support to existing charcoals Continuous support to Tree Nursery	Number of charcoal projects supported	LED - 2	2 project supported	2 Charcoal projects	R 852 000	1. Sakhiizwe Charcoal Project - Cala Pass; 2. Engobo Charcoal Project - Egoso	1. Conduct market research to ensure feasibility of project; 2. Site visits by beneficiaries; 3. Conduct training on administration	1. Procurement of equipment; 2. Establishment of structure and ensuring stability 3. Primary production of charcoal	1. Testing of the quality of the product 2. Production of charcoal	Production and sale of charcoal	1. Report on market research; 2. Report on site visits; 3. Report on the quality of the charcoal produced 4. Production report; 5. Attendance registers for trainings and training manuals	LED Manager			
To ensure promotion and development of Tourism within the district	Tourism Promotion and Development	Tourism Support	Implementation of Tourism Integrated Plan	Tourism Institutional Framework Reviewed	LED - 3					1. Consultation of relevant stakeholders 2.	1. Drafting of the ToR for the service provider 2. Sourcing of the service provider 3. Commencement of the review	1. Workshoping internal and external stakeholders on the draft reviewed framework 2. Approval/Adoption of the framework by Council		1. Minutes of meetings and attendance registers 2. Advert and appointment letter of the service provider 3. Draft framework 4. Council resolution	LED Manager			
				LTOs supported through CHARTO	LED - 4	Functional CHARTO and 8 LTOs	Existing Institutional Framework Policy	R550 000.00		Development of ToR for CHARTO and Appoint the Exco Board; Finalisation of LTO formation; Evaluation of LTO Business plans;	Development of CHARTO Marketing Strategy and HR Plan	Implementation of the Marketing Strategy and HR Plan	Monitor and Evaluate	1. Signed reviewed ToR for LTOs 2. List of LTO elected committee members 3. Approved business plans and proposals 4. Quarterly implementation reports	LED Manager			
				Technical support provided to tourism SMEs	LED - 5	Operational Tourism Product Owners	Function and Sustainable Tourism Product Owners	R730 000		Situational Analysis of Accommodation Establishments in Engobo; Identification of Accommodation establishments to be supported; Development of support Action Plan	Identification of Tourism SME in the District for Support; Implementation of SMME support Action Plan	The development of Intervention plans for tourism projects in Enkwanca, Sakhiizwe and Inxuba Yethemba	Implementation of Business Plan and Training Programme	1. Situational analysis report; 2. Approved intervention plans; 3. Report to the Standing Committee on support provided	LED Manager			
	Tourism Promotion	Destination Marketing		Eastern Cape Midlands Strategy Reviewed	LED - 6	Eastern Cape Midlands Brand Strategy and Implementation Plan	Old Strategy in Place	R 770 000.00		Development of ToR and Appointment of Service Provider	Development of the Eastern Cape Midlands Brand Strategy and Implementation Plan	Implementation of the Brand Strategy and Action Plan	Monitoring and Evaluation of the Implementation plan	1. Approved ToR; 2. Approved reviewed Strategy	LED Manager			
				Number of tourism events hosted	LED - 7		Hosting of Annual Tourism and Heritage Activities	1980000.00		Heritage and Tourism Month	Development of Tourism Awareness and Implementation of the Tourism Awareness Campaign	Reporting on Tourism Month Activities and Tourism Awareness Campaign	Monitor and Evaluate	Report submitted to the Standing Committee on tourism events hosted	LED Manager			

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To increase contribution of Agriculture to the district economy	Crop Production and Agro-processing	Crop Production	improving crop production through introduction of new cultivars and supply of production inputs and	Increased Yield from 1.5 crop produced to 3.5 Commercialised clusters per Hectare	LED - 26	1200ha planted and harvested by the end of the year	R11.2m		Stakeholders mobilisation, facilitate production plans & finalise appointment of service provider to supply inputs. Facilitate funding for mechanisation centre	Procurement of production puts and mechanisation	Monitoring and reports	harvesting monitoring and reports	Quarterly production reports submitted to the Standing Committee	LED Manager	
				Revnitalisation of infrastructure	LED - 27	All planned ha covered and harvested	R1 700,000		facilitate summer crops production plans and co funding for tunnel facilities	Payments of invoices for production inputs	Request(service provider)and delivery of crop chemicals to production centres	Crop maintenance and harvesting and reports	Quarterly production reports submitted to the Standing Committee	LED Manager	
To increase contribution of livestock to the district economy	Livestock Development	Livestock	Improving the condition of livestock through capacity building, medication and value addition.	Implementation of the District Wide Livestock Improvement Programme	LED - 21	Livestock Improvement Programmes implemented in partnership with Private Commercial partner	R2 mil		Registration & District wide rollout of the programme	Livestock medication and mentorship	Livestock medication and mentorship	Livestock medication and mentorship	1. Registration list; 2. Quarterly report on support provided submitted to the Standing Committee	LED Manager	
				Development of a Chicken abattoir	LED - 22	Functional Chicken Abattoir	R1,850 mil		Approval of business plan and transfer of funds	Facilitate of partnership and commence with operation. Report on operations	Report on operations	Report on operations	Report on operations	1. Approved business plan; 2. Partnership agreements; 3. Proof of transfer of funds; 4. Operations report to the Standing Committee	LED Manager
				Number of feedlots constructed	LED - 23	2 feedlots constructed	2.9 mil		Logistics and signing of MOU with partners	1. Development of layouts and designs 2. Development of TOR for service provider 3. Appointment of service provider	Construction progress report	Hand over and progress report	1. Designs and layouts 2. TOR and appointment letter of the service provider 3. Signed hand-over certificate and photos	LED Manager	
				Cala abattoir functional	LED - 24	Abattoir functional	R2 mil	Sakhisizwe LM	Approval of plans for the extension of premises	Implementation of plan and approval of operational plan	Report on operations	Report on operations	Report on operations	1. Approved Construction plans; 2. Construction report to the Standing Committee	LED Manager
				Sheep production centres supported	LED - 25	Two production centres supported	R250 000		Approval of business plan and transfer of funds	Support to two sheep production centers	Report on construction and procurement of stock	Report on construction and procurement of stock	Report on construction and procurement of stock	1. Approved business plans; 2. Report to the standing committee on support provided	LED Manager

KPA 3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT										WEIGHTING: 5%				Indicator Custodian	
Measurable Objective	Priority Area	Programme	Strategy	KPI	Indicator Code	Annual Target	Baseline	Budget	Location/Ward	Quarterly Targets			Evidence		
										Qrt 1	Qrt 2	Qrt 3	Qrt 4		


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To create an environment within which employees can execute their duties and contribute to Councils vision	Human Resource Management	Personnel Management	Ensure availability of policies and systems that regulate the HR environment	% Compliance with HR procedures	MTOD - 2	100%						100%	100%	100%	100%	HR Report	Director: IPED
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KPA 4: FINANCIAL MANAGEMENT AND VIABILITY															WEIGHTING: 5%				
Measurable Objective	Priority Area	Programme	Strategy	KPI	Indicator Code	Annual Target	Baseline	Budget	Location/Ward	Quarterly Targets				Evidence	Indicator Custodian				
										Qrt 1	Qrt 2	Qrt 3	Qrt 4						
To ensure proper expenditure management in terms of approved budget and in line with DORA and National Treasury	Expenditure Management	Budget Management	Perform regular reporting on operational expenditure	% Operational Budget Actually Spent	FMV - 28 - 01	100%			Internal	10%	30%	70%	100%	Income and Expenditure Report	Director: IPED				
			Perform regular reporting on capital expenditure	% Capital Budget Actually Spent	FMV - 28 - 02	100%			Internal	0%	30%	60%	100%	Income and Expenditure Report	Director: IPED				
To ensure a fair, equitable, transparent, competitive and cost effective procurement of goods and services	Supply chain management	Demand Management	Quarterly SCM Reporting	% Reduction in deviation from SCM processes	FMV - 15 - 01	80%	5 Deviations		Internal	20%	40%	60%	80%	Quarterly SCM Report	Director: IPED				

KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION										20%					Indicator Custodian	
Measurable Objective	Priority Area	Programme	Strategy	KPI	Indicator Code	Annual Target	Baseline	Budget	Location/Ward	Quarterly Targets				Evidence	Indicator Custodian	
										Qrt 1	Qrt 2	Qrt 3	Qrt 4			
To ensure development of a People Centred 5 Year Credible IDP	Integrated Development Planning	Integrated Planning	Development and Review of 5 yr Integrated Development Plan	Review of the IDP	GGPP - 1	2014/2015 IDP Review	Reviewed 2013/2014 IDP	600,000	Internal	Adopted IDP Framework & Process Plan	Situational Analysis Report	Adopted 2014/15 Draft IDP Review	Adopted Final 2014/2015 IDP Review	1. Council Resolution adopting the process and framework plan; 2. Situational Analysis Report; 3. Council Resolution approving the draft IDP 4. Council Resolution adopting the IDP	Development Planning Manager	
e and efficient IDP Structures			Within the district	No of IDP Rep Forum meetings held	GGPP - 7 - 01	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders and media notification; 2. Attendance registers	Development Planning Manager	
				No of Housing Forum meetings held												1. Invitation to stakeholders; 2. Attendance registers

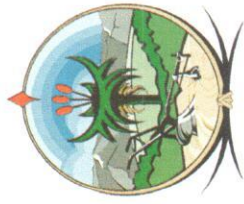
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Enhance intergovernmental relations within the district through effective	Intergovernmental Relations	Forums	To promote intergovernmental relations and coordination	No of Town Planners Forum meetings held GGPP - 7 - 03	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders; 2. Attendance registers	Development Planning Manager
				No of Tourism Forum meetings held GGPP - 7 - 04	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders; 2. Attendance registers	LED Manager
				No of SMME and Cooperative Forum meetings held GGPP - 7 - 05	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders; 2. Attendance registers	LED Manager
				No of LED Forum meetings held GGPP - 7 - 06	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders; 2. Attendance registers	LED Manager
				No of Agric Forum meetings held GGPP - 7 - 07	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders; 2. Attendance registers	LED Manager
				No of reference group GGPP - 7 - 08	4 meetings per annum	4 meetings held		Internal	1 forum meeting held	1 forum meeting held	1 forum meeting held	1. Invitation to stakeholders; 2. Attendance registers	LED Manager
Strengthen institutional performance planning, monitoring and evaluation	Performance Management	Quarterly Reporting	To ensure regular reporting	Number of quarterly performance reports and evidence files submitted GGPP - 22 - 01	4 Quarterly Reports and 4 evidence files for each quarter	4 Reports	0	Internal	1 Report and 1 evidence file	1 Report and 1 evidence file	1 Report and 1 evidence file	4 quarterly reports and 4 evidence files	Director: IPED
To strengthen good governance	Risk Management	Risk Management	To ensure management in departmental risks	% Implementation of risk recommendations as per departmental risk register GGPP - 11 - 01	100%	Institutional risk register		Internal	20%	80%	100%	Internal Risk report	Director: IPED

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 12/11/2023

ANNEXURE B



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

PERSONAL DEVELOPMENT PLAN OF:
MRS N.L. NQWAZI: DIRECTOR: INTEGRATED PLANNING AND ECONOMIC DEVELOPMENT
2013 - 2014 FINANCIAL YEAR

	TRAINING REQUIRED	DEVELOPMENT OPPORTUNITY (SKILL ACQUIRED)	CRITERIA TO JUDGE SUCCESS	METHOD OF DELIVERY	TIMEFRAME	EVIDENCE
PRIORITY 1	Finance for non-financial managers	Enhanced financial management capabilities	completion of certificate programme	Attendance of block sessions	1 year	Certificate
PRIORITY 2	Advanced programme in M&E	Enhanced Strategic Capabilities	completion of certificate programme	Attendance of block sessions	1 year	Certificate
PRIORITY 3						
PRIORITY 4						
PRIORITY 5						


MRS N.L. NQWAZI
DIRECTOR: IPED


Mr M.A. MENE
MUNICIPAL MANAGER