

Fezile Dabi

District Municipality

**PERFORMANCE AGREEMENT OF THE
DIRECTOR: LED & TOURISM
2015/16**

PERFORMANCE AGREEMENT

Made and entered into by and between:

Fezile Dabi District Municipality, as represented by the Municipal Manager, **Ms L Molibeli** (herein after referred to as "the employer")

and

Mrs V Moloi, (herein after referred to as the "employee"), employed as the Director: Local Economic Development & Tourism

for the period: 1 July 2015 to 30 June 2016

Whereby it is agreed as follows:

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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.
- 1.5 This performance contract is for the 2015/16 financial year only.

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 as well as the Contract of Employment entered into between the parties;
- 2.2 Comply with Annexure A Local Government: Competency Framework for Senior Managers.
- 2.3 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;
- 2.4 specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.5 monitor and measure performance against set targeted outputs;
- 2.6 use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

- 2.7 appropriately reward the Employee in accordance with the Employer's performance management policy 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 service delivery.

3. Commencement and Duration

- 3.1 This Agreement will commence on the **1 July 2015** and will remain in force until **30 June 2016** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next quarter or any portion thereof, if applicable.
- 3.2 The parties will review the provisions of this Agreement at the end of each quarter. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least every quarter (if applicable) by not later than the beginning of each successive quarter.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. Performance Objectives

- 4.1 The Performance Plan (Annexure A) sets out:
- a) the performance objectives and targets that must be met by the Employee; and
 - b) the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

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- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. Performance Management System

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee agrees to participate in the performance management and development system that the Employer adopts.
- 5.5 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.
- 5.6 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.
- a) The Employee must be assessed against both components with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leading & Core Competencies respectively. Both the Leading Competencies and Core Competencies consist of competencies each, with the Leading Competencies having twenty driving competencies that communicate what is expected for effective performance in the municipality, on the other hand, the Core Competencies act as drivers to ensure that the leading competencies are executed at an optimal level. There is no hierarchical connotation to the KPAs and Competencies and all KPAs and Competencies are essential to the role of the Employee to influence high

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performance. All KPAs and Competencies are therefore considered as measurable and critical in assessing the level of the Employee's performance.

- b) Each area of assessment will be weighted and will contribute a specific part to the total score.
- c) KPAs covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.

5.7 The Employee's assessment will be based on his/ her performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPAs) = 80% of the total Score	Weighting
Municipal Transformation and Organisational Development	10
Basic Service Delivery and Infrastructure Development	0
Local Economic Development	60
Financial Management & Viability	10
Good Governance & Public Participation	20
TOTAL	100

5.8 The Leading & Core competencies will make up the other 20% of the Employee's assessment score. Competencies 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:

Nr.	LEADING COMPETENCIES		
	Competency Description	Driving Competencies	Weighting
1	Strategic Direction and Leadership	<ul style="list-style-type: none">• Impact and influence• Institutional Performance Management• Strategic Planning and Management• Organisational Awareness	
2	People Management	<ul style="list-style-type: none">• Human Capital Planning and Development• Diversity Management• Employee Relations Management• Negotiation and Dispute Management	
3	Program and Project Management	<ul style="list-style-type: none">• Program and Project Planning and Implementation• Service Delivery Management• Program and Project Monitoring and Evaluation	
4	Financial Management	<ul style="list-style-type: none">• Budget Planning and Execution• Financial Strategy and Delivery• Financial Reporting and Monitoring	
5	Change Leadership	<ul style="list-style-type: none">• Change and Vision and Strategy• Process Design and Improvement• Change Impact Monitoring and Evaluation	
6	Governance Leadership	<ul style="list-style-type: none">• Policy Formulation• Risk and Compliance Management• Cooperative Governance	
Nr	CORE COMPETENCIES		Weighting
	Competency Description		
1	Moral Competence		
2	Planning and Organising		
3	Analysis and Innovation		
4	Knowledge and Information Management		
5	Communication		
6	Resulting and Quality Focus		
TOTAL (Leading & Core Competencies)			20



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6. Evaluating Performance

- 6.1 The employee shall submit the quarterly performance report within seven (7) working days after the end of the quarter, which will be supported by relevant and sufficient documentary evidence.
- 6.2 The quarterly performance reports, including the supporting evidence, shall be subject both internal and external audit.
- 6.3 The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 6.4 The annual performance appraisal will involve:

6.4.1 Assessment of the achievement of results as outlined in the performance plan:

- a) Each KPA shall 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 KPA
- b) An indicative rating on the five-point scale shall be provided for each KPA.
- c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

6.4.2 Assessment of the Competencies

- a) Each Competency shall be assessed according to the extent to which the specified standards have been met.
- b) An indicative rating on the five-point scale shall be provided for each Competency.
- c) This rating shall be multiplied by the weighting given to each Competency during the contracting process, to provide a score.
- d) The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

6.4.3 Overall rating

- a) An overall rating shall be calculated using the applicable assessment-rating calculator. Such overall rating shall represent the outcome of the performance appraisal.

6.5 The assessment of the performance of the employee will be based on the following five point rating scale for both KPAs and Competencies:

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 key 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	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.					
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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7. Schedule of Performance Reviews

7.1 The performance of the employee shall be reviewed on the following dates, with the understanding that the reviews in the first and third quarter may be verbal if the performance is satisfactory:

Period	Starting Date	End Date	Date of Review	Type of Review
1 st Quarter	1 July 2015	30 September 2015	Beginning October 2015	Quarterly review
2 nd Quarter	1 October 2015	31 December 2015	Beginning January 2016	Mid-year review
3 rd Quarter	1 January 2016	31 March 2016	Beginning April 2016	Quarterly review
4 th Quarter	1 April 2016	30 June 2016	Beginning July 2016	Annual Review

8. Performance Review Procedures

8.1 For the purpose of evaluating the performance of the employee for the year-end reviews, the evaluation panel constituted of the following persons shall be established:

8.1.1 The Municipal Manager

8.1.2 Chairperson of the Audit Committee

8.1.3 Member of the Mayoral Committee

8.1.4 Municipal Manager or Senior Manager from another municipality

8.2 The employer shall review the performance of the employee for the 1st, 2nd and 3rd Quarter in consultation with the employee.

8.3 The employer shall give performance feedback to the employee within 5 working days after each quarterly and annual performance assessment reviews.

8.4 The onus is on the employee to provide proof that he/she has met the key performance targets and standards, within the set time frames.

8.5 The employer and the employee must meet to conduct formal performance rating and agree to the final scores. It may be necessary to have two meetings before final agreement. In the event of a disagreement, the employer has the final say with regard to the final score that is given.

8.6 Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

- a) Deadline dates that have been met should be marked alongside with a 4.
- b) Deadline dates that have not been met should be marked alongside with a 6.
- c) Performance Indicators that have been supplied as evidence of achieving an objective should be marked alongside with a 4.
- d) Performance Indicators that have not been supplied as evidence of achieving an objective should be marked alongside with a 6.
- e) Any reasons for non-compliance should be recorded during the review session in the column marked "reason for deviation".

8.7 Members of the evaluation panel should make their own notes during the formal review meeting and should assign a score in relation to the weighting assigned to a specific objective. e.g. Should a specific objective have been assigned a weighting of 20 points and the objective was achieved then the score allocated would be 20. However, should the objective not have been achieved at all or no satisfactory evidence is provided then a score of 0 would be allocated. Should only a portion of the evidence have been provided, or only a portion of the objective have been achieved, with no valid reason for non-achievement, then a part score would be allocated e.g. 12 out of 20. It should be noted that many performance indicators do not allow for a partial score i.e. it either has or has not been achieved.

8.8 Only those items relevant for the review period in question should be scored.

8.9 The employer and the employee are to prepare and agree individual learning plan and to set new objectives, targets, performance indicators, weightings and dates, etc for the following financial year.

8.10 Poor work performance will be dealt with in terms of the incapacity procedure as outlined in the applicable Labour Legislation.

8.11 The employer shall keep a record of the review and assessment meetings.

8.12 Performance feedback shall be based on the employer assessment of the employee's performance;

8.13 The employer will be entitled to review and make reasonable changes to the provisions of the Performance Plan, from time to time for operational reasons. The employee will be fully consulted before any such changes are made.

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9. Management of Evaluation Outcomes

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

9.2 A performance bonus of between **5%** and **14%** of all-inclusive annual remuneration package may be paid to the employee in recognition of outstanding performance to be made up as follows:

9.2.1 The performance bonus payment shall be categorised in two bands with some ranges per band. The first performance bonus (cash rewards) payment band ranges between 5% and 9% of the all-inclusive remuneration package, as follows:

- i. A score of 130% -138% to qualify for 5% bonus;
- ii. A score of above 138%-148% to qualify for 7% bonus;
- iii. A score of above 148%-149% to qualify for 9%.

9.2.2 The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- i. A score of 150% - 155% to qualify for 10% bonus;
- ii. A score of above 155% - 160% to qualify for 13% bonus;
- iii. A score of above 160% to qualify for 14% bonus.

9.3. The performance achievement ranging between 80% and 129% shall be regarded as fully effective and therefore warranting the employer to acknowledge and or recognize, whichever is necessary.

9.3.1 This category of performance acknowledgement and recognition is a non-financial rewards system, which shall apply as follows:

- i. A score of 80% - 100% to get a letter of acknowledgement and recognition issued by the Executive Mayor;
- ii. A score of above 100% - 120% to get a recognition certificate from the Executive Mayor;
- iii. A score of above 120% - 129% to get an academic/ skills development programme grant to a maximum of **R 20 000** only, this to be paid to the learning

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institution of choice. The selected programme must be linked to the personal development plan contained in Annexure A.

10. Consequences of Substandard Performance

- 10.1 A level of performance achievement of below 60% shall warrant the employer to execute corrective measures that may include disciplinary measures due to incapacity.
- 10.2 Should the employee score below 60%, the employer, together with the employee shall develop a Remedial and Developmental Support Plan within 30 days of the Mid-Year Performance Review to assist the employee to improve performance. The design of the plan will be such that there should be performance improvement within 6 months of its implementation.
- 10.3 The plan will clearly specify that there should be performance improvement within 6 months of its implementation, and will also outline the responsibilities of the employer as well as the responsibilities of the employee with regard to its implementation.
- 10.4 If after 6 months, during the end-year performance review, the employee concerned still achieves a score of less than 60% and the employer has evidence or proof that it met its responsibilities in terms of implementing the remedial and developmental support plan, the employer will consider steps to terminate the contract of the employee on the grounds of poor performance or operational incapacity.

11. Obligations of the Employer

11.1 The employer shall:

- a) Create an enabling environment to facilitate effective performance by the employee;
- b) Provide access to skills development and capacity building opportunities;
- c) Work collectively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee;
- d) On request of the employee, delegate such powers reasonably as may be requested by the employee to enable him/her to meet the performance objectives and targets established in terms of this agreement;
- e) 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.

12. Consultation

12.1 The employer agrees to consult with the employee timeously where the exercising of the powers will have amongst other:-

- a) direct effect on the performance of any of the employee's functions;
- b) commit the employee to implement or to give effect to a decision made by the employer;
and
- c) a substantial financial effect on the employer

12.2 The employer agree to inform the employee of the outcome of any decision taken pursuant to the exercise of powers contemplated in 12.1 as soon as is practicable to enable the employee to take necessary action without delay.

13. Dispute Resolution

13.1 Any dispute 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:

13.1.1 The Executive Mayor within thirty (30) days of receipt of a formal dispute from the Employee.

13.1.2 In the event that the mediation process contemplated above fails, then the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

13.1.3 Any person appointed by the MEC;

13.2 In the event that the mediation process contemplated above fails, relevant clause of the Contract of Employment entered into by and between the employer and employee shall apply.

14. General

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

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

15. Whole Agreement

15.1 The parties to this contract agree that this contract constitutes the whole agreement and arrangement for the performance of the employee with effect from 01 July 2015.


15.2 No agreement, varying, adding to, deleting from or cancelling this contract, shall be effective unless reduced to writing and signed by both parties. The annexures to this contract will have the same force and effect as if they were written in this section of the contract.

Thus done and signed at SASOLBURG this 09th day of July 2015

EMPLOYEE:

Signature:  Name Print: EUMELENI VICTORIA MOKO

WITNESSES

1. Signature: 

2. Signature: 

Thus done and signed at SASOLBURG this 9th day of JULY 2015

EMPLOYER:

Signature:  Name Print: LENDI MOKOBI

WITNESSES

1. Signature: 

2. Signature: 

ANNEXURE A:

PERFORMANCE PLAN OF THE DIRECTOR: LOCAL ECONOMIC DEVELOPMENT (LED) & TOURISM OF FEZILE DABI DISTRICT MUNICIPALITY

1. Purpose

The performance plan defines the Council's expectations of the Employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities


The following objects of local government will inform Employee's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

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This plan consists of the following 4 parts:

- 1) Key Performance Areas (KPAs) schedule, detailing key objectives and their related performance indicators, weightings and target dates
- 2) A Competency Requirements (CR) schedule, setting out selected leading and core competencies
- 3) Personal Development Plan (PDP), for addressing developmental gaps
- 4) Record of assessment meetings (Control Sheet)

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1. Key Performance Areas schedule, detail key objective and their related performance indicators, weightings and target dates

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target		Progress on date of review
						Time frames	Quality	
Municipal Transformation and Organisational Development	10	1.4(b)	To ensure effective & efficient administration	100% of Post Audit Action Plan matters for 2014/15 relating to leadership, predetermined objectives and other matters addressed by 30 June 2016	2014/15 Audit Action Plan.	Quarter 1 - 30 September 2015, Quarter 2 - 31 December 2015, Quarter 3 - 31 March 2016 Quarter 4 - 30 June 2016	Quarterly reports on the progress of addressing matters out of the Post Audit Action Plan for 2014/15 relating to leadership, predetermined objectives and other matters	4
						31 December 2015, 30 June 2016	Bi-annual reports on the LED district forum meetings that took place during this time, including the minutes of the meetings.	2
Local Economic Development	60	3.1	To create an environment that stimulates local economic growth	2 biannual LED district forum meetings held by 30 June 2016	2014/15 biannual LED district forum meetings held.	30 June 2016	Annual report on the number of emerging farmers in agro-processing initiatives / projects by 30 June 2016	1
						Quarter 1 - 30 September 2015, Quarter 2 - 31 December 2015, Quarter 3 - 31 March 2016 Quarter 4 - 30 June 2016	Quarterly reports on the number of dedicated training interventions for SMMes within the district as part of entrepreneurial support by 30 June 2016	4

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
		3.4	To facilitate Integrated Early Childhood Development service delivery within the district	1 Annual Needs Analysis conducted and 4 Early Childhood Development Centres (ECDC) within the district assisted with capacity building programmes & provision of learning aids by 30 June 2016	2014/15 Needs Analysis Report.	1 July 2015 – 30 June 2016	Reports on the number of Annual Needs Analysis conducted (Needs analysis report) and number of Early Childhood Development Centers (ECDC) within the district assisted with capacity building programmes & provision of learning aids by 30 June 2016.	1 Needs Analysis Report, Quarterly reports on the Early Childhood Development Centres. (ECDC)	
		3.5(a)	To nurture the development of people's potential in the district through arts & culture	Assist up to 6 qualifying up and coming performing arts groups and up to 10 crafters from the district with enrolment and 3 year tuition in academic institutions by 30 June 2016	1 Groups, 7 Artists & 10 Crafters in 2014/15	1 July 2015 - 30 June 2016	Reports on the identified qualified up and coming performing arts groups and crafters from the district around the support with enrollment and progress on their 3 year tuition in academic institutions.	Up to 18 reports	
		3.5(b)		1 Exit package of equipment per group completing training during 2015/16 financial year	1 Sound system purchased as an exit package in 2014/15	1 July 2015 - 30 June 2016	Reports for each exit package of equipment that was procured for the groups completing training during the 2015/16 financial year.	1 per group completing training during the 2015/16 financial year	
		3.6	To plan, coordinate &	Coordinate 2 adventure	Powerboat	30 June 2016	Reports on the outcomes of	2 reports on	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
			support sports amongst the youth	sports programmes and 1 rural sports programme in collaboration with the provincial Departments of Sports, Arts & Culture by 30 June 2016	adventure sports and Team Fezile Dabi Mountain bike of 2014/15		the 2 adventure programmes and 1 rural sports programme that were coordinated to encourage youth to participate in sport.	the adventure programmes, 1 report on the rural sports programme	
		3.7(a)	To promote & develop the tourism sector in the District.	Review one (1) Tourism Sector Plan and submit in for approval by Council by 30 June 2016.	Developed FDDM Tourism Sector Plan approved by Council in 2014/15	30 June 2016	A reviewed and submitted Tourism Sector Plan approved by Council by 30 June 2016	1	
		3.7(c)		Assist 5 B&B establishments in the district with grading, provision of promotional material and provide Customer Care training by 30 June 2016.	5 B&B establishments assisted in 2014/15	30 June 2016	Reports on the process of each B&B establishment in the district that was assisted with grading, provision of promotional material and provided with Customer Care training by 30 June 2016	5	
		3.7(e)	To promote & develop the tourism sector in the District.	1 identified tourism attraction developed by 30 June 2016	Vrededorf Dome Hiking Trails and the Lion Route in 2014/15	30 June 2016	A report on the identified tourism attraction that was developed by 30 June 2016.	1	
		3.8	To promote and support community development programs	3 CBOs and / or Self-help groups identified and provided with dedicated	6 CBOs and / or Self-help groups in 2014/15	Quarter 1 - 30 September 2015, Quarter 2 - 31 December 2015, Quarter 3	Quarterly reports on the CBO or Self-help groups identified and provided with	3	

Key Performance Area	Weighting	ID	Strategic Objective	Key Performance Indicator	Baseline Information	Target			Progress on date of review
						Time frames	Quality	Quantity	
Financial Management & Viability	10			assistance to sustain their programs by 30 June 2015		- 31 March 2016 Quarter 4 - 30 June 2016	dedicated assistance to sustain their programs		
		3.9	To promote and support youth development programs	1 Youth Enterprise Exhibition for youth owned businesses and cooperatives conducted by 30 June 2016	2014/15 Youth Enterprise Exhibition	30 June 2016	A report on the Youth Enterprise Exhibition for youth owned businesses and cooperatives that took place including photos of the event.	1	
		4.1(i)	To ensure financial management practices that enhance viability & compliance with the requirements of MFMA & other relevant legislation	Nil / Zero amount of unauthorised, irregular and fruitless & wasteful expenditure incurred due to non-compliance to the company's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA by 30 June 2016.	2014/15 Annual Financial Statements disclosure and the Auditor-General's Report	Quarter 1 - 30 September 2015, Quarter 2 - 31 December 2015, Quarter 3 - 31 March 2016 Quarter 4 - 30 June 2016	Quarterly reports on the R amount of irregular expenditure incurred due to non-compliance to the company's Supply Chain Management Policy, Supply Chain Management Regulations, 2005 and the MFMA	4	
Good Governance & Public Participation	20	5.7(d)	To promote and facilitate Intergovernmental Relations amongst stakeholders in the district.	2 LED Forum meetings held by 30 June 2016	Two (2) District LED Forum meetings in 2014/15	31 December 2015, 30 June 2016	Bi-annual reports on the LED forum meetings that took place during that time frame, including the minutes of the meetings	2	

2. Competency Requirements (CR) Schedule

This Competency Schedule measures the leading and core competencies of the employee.

Nr.	LEADING COMPETENCIES		
	Competency Description	Driving Competencies	Weighting
1	Strategic Direction and Leadership	<ul style="list-style-type: none">• Impact and influence• Institutional Performance Management• Strategic Planning and Management• Organisational Awareness	
2	People Management	<ul style="list-style-type: none">• Human Capital Planning and Development• Diversity Management• Employee Relations Management• Negotiation and Dispute Management	
3	Program and Project Management	<ul style="list-style-type: none">• Program and Project Planning and Implementation• Service Delivery Management• Program and Project Monitoring and Evaluation	
4	Financial Management	<ul style="list-style-type: none">• Budget Planning and Execution• Financial Strategy and Delivery• Financial Reporting and Monitoring	
5	Change Leadership	<ul style="list-style-type: none">• Change and Vision and Strategy• Process Design and Improvement• Change Impact Monitoring and Evaluation	
6	Governance Leadership	<ul style="list-style-type: none">• Policy Formulation• Risk and Compliance Management• Cooperative Governance	
Nr	CORE COMPETENCIES		Weighting
	Competency Description		
1	Moral Competence		
2	Planning and Organising		
3	Analysis and Innovation		
4	Knowledge and Information Management		
5	Communication		
6	Resulting and Quality Focus		
TOTAL (Leading & Core Competencies)			20

3. Personal Development Plan (PDP) Schedule (for addressing developmental gaps)

Employee's Name: STUMELWA VICTORIA MULOI

Employee Number: _____

Job Title: DIRECTOR: LED & TOURISM

Department: LED & TOURISM

Manager / Immediate Superior: L. Moli belu (Municipal Manager)

Date: 10 JULY 2015

Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
MARKETING; COMM & CUSTOMER RELAT. Marketing	Professional Marketing	Structured learning	Contact sessions	6 months	Marketing & Customer Rel.	Training Manager
Advanced LED Programme	Improved LED Management in	"	"	10 months	Enterprise Support	"
Tourism Management Trends	Insight of Tourism Trends	"	"		Tourism Management	"
Advanced Excel	Advanced application of LED	"	"		Presentations Calculations etc.	"
	Excel					

L.M

4. Record of Assessment Meetings (Control Sheet)

Employee's Name: ITUMELENG VICTORIA MOLOI Employee Number: _____

Job Title: DIRECTOR: LED & TOURISM Department: LED & TOURISM

Manager / Immediate Superior: Lindi Molibeli Date: 10 July 2015

Date of assessment meeting	Employee's views on differences of assessment	Comments of the Employer	Action to be taken if any (feedback to be given to employee)
Additional review:			

Thus done and signed at _____ this _____ day of _____ 2015

EMPLOYEE:

Signature: _____ Name Print: _____

WITNESSES

1. Signature: _____ 2. Signature: _____

Thus done and signed at _____ this _____ day of _____ 2015

EMPLOYER:

Signature: _____ Name Print: _____

WITNESSES

1. Signature: _____ 2. Signature: _____