

JOE MOROLONG
LOCAL MUNICIPALITY

“NC 451”

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED BY THE MUNICIPAL MANAGER:

MR TEBOGO TLHOAELE

AND

THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR: COMMUNITY SERVICES DEPARTMENT
MRS MATHAMSANQA CARNATION MELOKWE

FOR THE

FINANCIAL YEAR: 01ST JULY 2021 – 30TH JUNE 2022

“Director Community Services Department: Performance Agreement 2021/22 Financial Year”

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of Joe Morolong Local Municipality herein represented by Mr T. Tlhoale in his capacity as the Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mrs M.C Melokwe as the Employee of the Municipality of Joe Morolong Local Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

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;

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- 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 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` job;
- 2.6 Appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and
- 2.7 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 **01st July 2021** and will remain in force until **30th June 2022** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met by the **Employee**; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

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**.

6 THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS

6.1 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.

6.2 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.

6.2.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.

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

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

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	50
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	10
Municipal Financial Viability and Management	20
Good Governance and Public Participation	10
Total	100%

6.4 The CMCs will make up the other 20% of the **Employee's** assessment score. CMCs 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**:

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CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and leadership		10
Programme and Project Management		5
Financial Management		10
Change Management		5
Knowledge Management		5
Service Delivery Innovation		10
Problem Solving and Analytical Thinking		5
People and Diversity Management		5
Client Orientation and Customer Focus		5
Communication		5
Accountability and Ethical Conduct		5
Policy conceptualisation and implementation		5
Mediation skills		5
Advanced negotiation skills		5
Advanced influencing skills		5
Partnership and Stakeholder Relations		5
Supply Chain Management		5
		100%

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out -

7.1.1 The standards and procedures for evaluating the **Employee's** performance; and

7.1.2 The intervals for the evaluation of the **Employee's** performance.

7.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

7.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

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7.5 The annual performance appraisal will involve:

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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable **assessment rating calculator** (refer to paragraph 6.5.3 below) **must then be used to add the scores and calculate a final KPA score.**

7.5.2 Assessment of the CMCs

- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable **assessment rating calculator** (refer to paragraph 6.5.1) **must then be used to add the scores and calculate a final CMC score.**

7.5.3 Overall rating

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

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

Level	Terminology	Description	Rating					
			1	2	3	4	5	

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Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

7.7 For purposes of evaluating the performance of the **Employee**, an evaluation panel constituted by the following persons will be established –

- 7.7.1 Municipal Manager
- 7.7.2 Chairperson of the Audit Committee;
- 7.7.3 A member of EXCO;
- 7.7.4 Municipal Manager
- 7.7.5 Manager responsible for Human Resources (secretariat)

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

Quarter	Months	Assessment
First quarter	July – September	October 2021
Second quarter	October – December	January 2022
Third quarter	January – March	April 2022
Fourth quarter	April – June	July 2022

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8.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

8.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

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

8.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

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9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 10.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 10.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

11.1.1 A direct effect on the performance of any of the **Employee's** functions;

11.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

11.1.3 A substantial financial effect on the **Employer**.

11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as

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soon as is practicable to enable the **Employee** to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance.
- 12.3 The **Employee** will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least twelve months (12) service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.
- 12.4 In the case of unacceptable performance, the **Employer** shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his performance; and
- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his duties.

13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 13.1.1 The MEC for Cooperative Governance, Human Settlement and Traditional Affairs in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 13.1.2 Any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

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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 contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at Joe Morolong Local Municipality on this 28 day of ~~February~~ January 2022.

AS WITNESSES:

1. [Signature]

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EMPLOYEE

2. [Signature]

AS WITNESSES:

1. [Signature]

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MUNICIPAL MANAGER

2. [Signature]

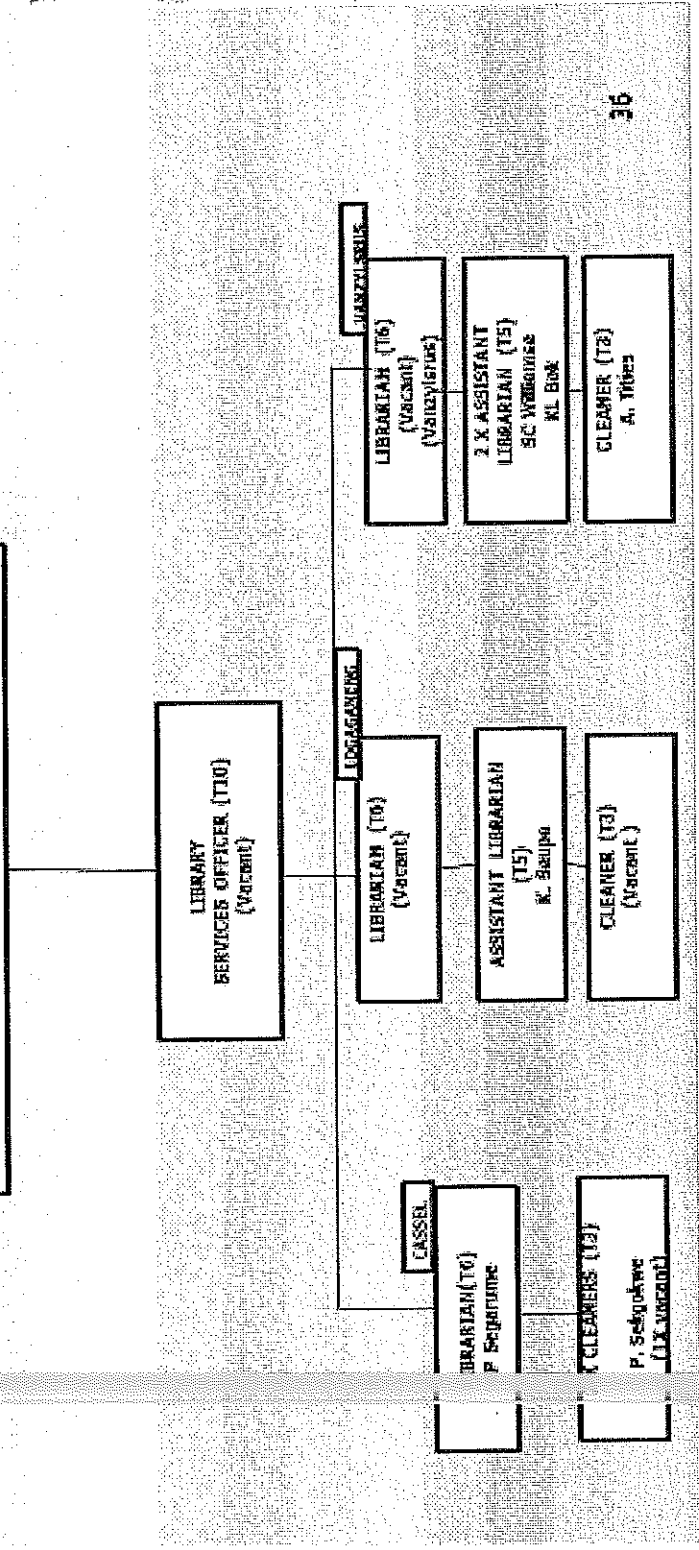
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DETAILED STRUCTURE FOR THE DIRECTORATE: COMMUNITY SERVICES (LIBRARY SERVICES UNIT)

PURPOSE: To administer library services in accordance with provincial and council policies.

FUNCTIONS:

1. Identify and satisfy the communities' needs regarding library services.
2. Manage the procurement, lending and use of library material.
3. Manage user education and promote reading.



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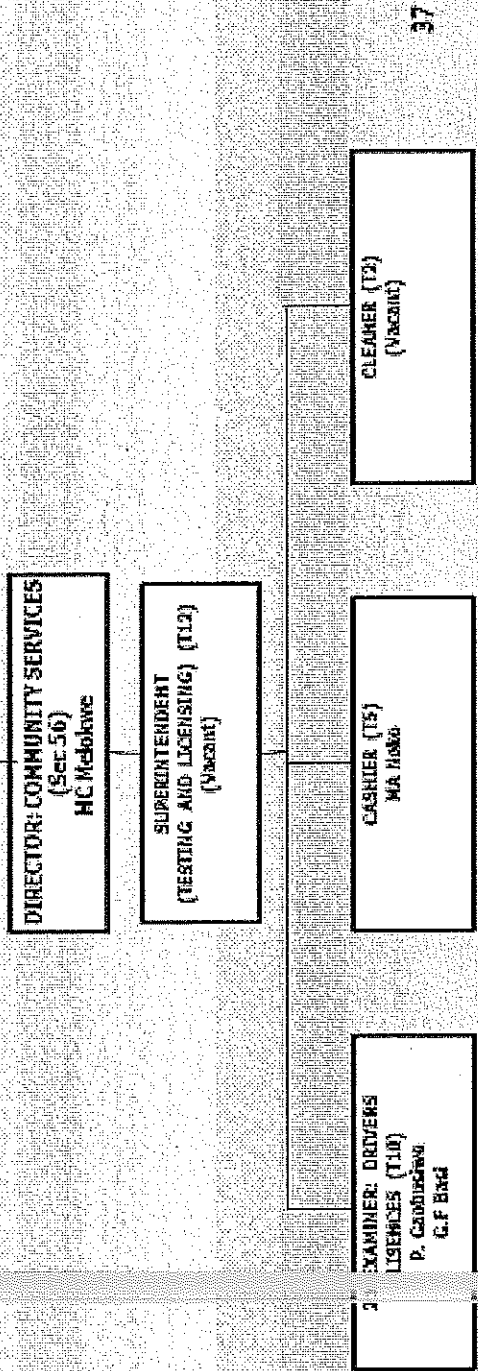
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DETAILED STRUCTURE FOR THE DIRECTORATE: COMMUNITY SERVICES- TRAFFIC MANAGEMENT UNIT

Purpose(s) To manage traffic law enforcement services.

Functions:

1. Ensure road safety: testing of learner drivers / drivers licenses and vehicle examination / testing services.
2. Implement traffic law enforcement and municipal by-laws regulations: visible traffic policing and law enforcement, speed limit enforcement, point and escort duties, roadblock operations, serving of summonses and execution of warrants.
3. Municipality by-laws: parking tickets, illegal occupancy and joint law enforcement operations.
4. Provide administrative support regarding:
5. Vehicle registration and renewals
6. Learner and drivers licenses
7. Applications and issuing of permits
8. Cashiers and receipting
9. Customer enquiries
10. Administer AARTO procedures.



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1.4. Staffing Information

Type	Gender		Total Number	Cost in Rands
	Male	Female		
Director		1	1	
Environmental Management Officer		1	1	
Examiner for Driving Licences		2	2	
Housing Officers	1	1	2	
Caretaker		1	1	
General Worker Cemetery/ Parks/ Sports and Recreation	4	2	8 (2 vacant)	
Firefighting Coordinator			1 (vacant)	
Refuse Removal/Sewer Removal: Operator			8	
Librarian	1	1	2	
Assistant Librarian		3	4 (1 vacant)	
Cleaner (Libraries)		3	4 (1 vacant)	
TOTAL			34	See attached budget

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1.5. Link with the corporate strategy

1.5.1. Lead Corporate Objectives

- Promote Sports, Arts and Culture
- Provide Library services
- Provide Housing
- Promote clean and safe Environment
- Provide traffic Services

1.5.2. Support from other Departments

LEAD FUNCTION	SUPPORT EXPECTED
❖ Promote Sports, Arts and Culture	❖ Support from Technical services department
❖ Provide traffic Services	❖ Technical support from finance department
❖ Promote clean and safe Environment	❖ Technical support for project management
❖ Provide Housing	❖ Technical support for project management
❖ Provide Library services	❖ Technical support from other departments
❖ Corporate services	❖ Support in terms of corporate services

1.5.3. Support to other Departments

LEAD FUNCTION	SUPPORT EXPECTED
❖ Promote Sports, Arts and Culture	❖ Provide recreational facilities
❖ Promote clean and safe	❖ Compliance to Environmental legislation
❖ Provide Housing	❖ Coordinate social support for human settlement
❖ Provide Library services	❖ Render library services

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CHAPTER 7A

STRATEGIC FOCUS AREA 1

GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESO SDBIP
					Q1	Q2	Q3	Q4	
KPI 1	To submit information for compilation of internal and external newsletters	Number of documents submitted for compilation of external newsletters by June 2022	2 documents submitted for compilation external newsletters	N/A		1 document submitted for compilation of external newsletter December 2021		1 document submitted for compilation of external newsletter by June 2022	RC

CHAPTER 7C

STRATEGIC FOCUS AREA 3

LAND, HOUSING AND ENVIRONMENT

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESO SDBIP
					Q1	Q2	Q3	Q4	

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KPI 2	To facilitate housing programme	Number of campaigns in housing consumer education by June 2022	15 campaigns in housing consumer education held by June 2022	R900 000.00	1 environmental awareness campaign on safe and clean environment in 7 wards by September 2021 (Shalaneng, Gamokatedi, Madibeng, Mmatoto, Saamsokol and Logobate)	1 environmental awareness campaign on safe and clean environment in 8 wards by December 2021 (Ditlharapeng, Ditshipeng, Glenred, Lothakajane & Dithakong, Campton, Drieloop and Magagwe)	1 environmental awareness campaign on safe and clean environment in 7 wards by March 2022 (Perth, Padstow, Klein-Effel, Magojaneng, Dinokaneng, Metsimantsi, wyk 1 and Kgebetiwane)	1 environmental awareness campaign on safe and clean environment in 8 wards by June 2022 (Sekokwane, Danoon, Maseohatshhe, Lothakajane & Dithakong, Camden, Drieloop, and Gamasepa)	Campaign in housing consumer education held in 7 wards by June 2022	SCM processes	R1000 .00	R1000 .00	Attendance registers of housing campaigns in 15 wards	
KPI 3	To promote safe and clean environment	Number of environmental awareness campaigns conducted by June 2022	30 environmental awareness campaigns on safe and clean environment in all wards held by June 2022	R200 000.00	1 environmental awareness campaign on safe and clean environment in 7 wards by September 2021 (Shalaneng, Gamokatedi, Madibeng, Mmatoto, Saamsokol and Logobate)	1 environmental awareness campaign on safe and clean environment in 8 wards by December 2021 (Ditlharapeng, Ditshipeng, Glenred, Lothakajane & Dithakong, Campton, Drieloop and Magagwe)	1 environmental awareness campaign on safe and clean environment in 7 wards by March 2022 (Perth, Padstow, Klein-Effel, Magojaneng, Dinokaneng, Metsimantsi, wyk 1 and Kgebetiwane)	1 environmental awareness campaign on safe and clean environment in 8 wards by June 2022 (Sekokwane, Danoon, Maseohatshhe, Lothakajane & Dithakong, Camden, Drieloop, and Gamasepa)	Campaign in housing consumer education held in 8 wards by December 2021	1 environmental awareness campaign on safe and clean environment in 7 wards by March 2022 (Perth, Padstow, Klein-Effel, Magojaneng, Dinokaneng, Metsimantsi, wyk 1 and Kgebetiwane)	1 environmental awareness campaign on safe and clean environment in 7 wards by March 2022 (Perth, Padstow, Klein-Effel, Magojaneng, Dinokaneng, Metsimantsi, wyk 1 and Kgebetiwane)	1 environmental awareness campaign on safe and clean environment in 8 wards by June 2022 (Sekokwane, Danoon, Maseohatshhe, Lothakajane & Dithakong, Camden, Drieloop, and Gamasepa)	30 attendance registers of people attended the campaigns	
KPI 4	To provide recreational facilities	Number of recreational facilities developed by June 2022	1 Recreational Facilities Usage Policy developed by June 2022	N/A	1 Recreational Facilities Usage Policy developed by June 2022	Submission of draft Recreational Facilities Usage Policy to Council for noting by December 2021	Submission of Recreational Facilities Usage Policy to Council for approval by March 2022	Publication of Recreational Facilities Usage Policy in the Municipal website by June 2022	Submission of Recreational Facilities Usage Policy to Council for approval by March 2022	Submission of Recreational Facilities Usage Policy to Council for approval by March 2022	Publication of Recreational Facilities Usage Policy in the Municipal website by June 2022	R0.00	R0.00	Q1 & Q2: Council resolutions Q3: Publication notice/email to the office of the MM and IT

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KPI 5	To promote safe and clean environment	Number of guard houses constructed for Vanzylsrus landfill site by June 2022	1 guard house constructed for Vanzylsrus landfill site by June 2022	R150 000.00				Appointment of service provider by March 2022	Construction of the guard house commences by June 2022	R150 000.00	R0.00	Q1: Appointment letter Q2: Attendance register Q3: Close out report
KPI 6	To provide recreational facilities	Number of solar panels for weight bridge and guard house at Vanzylsrus landfill site by June 2022	1 Solar panel for weight bridge at Vanzylsrus landfill site	R250 000.00				Appointment of service provider by March 2022	Fitting of the Solar panels for the weight bridge commences by June 2022	R100 000.00	R150 000.00	Q1: appointment letter Q2: Attendance register Q3: closed out report
KPI 7	To provide recreational facilities	Number of repair and maintenance of solar panels at Glenred landfill site by June 2022	Repaired Solar panels for weight bridge at Glenred landfill site	R250 000.00				Appointment of service provider by March 2022	Fitting of the Solar panels for the weight bridge commences by June 2022	R100 000.00	R150 000.00	Q1: appointment letter Q2: Attendance register Q3: closed out report

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KPI 8	To promote safe and clean environment	Number of households provided with refuse removal services in Hotazel and Vanzylsrus by June 2022	877 households provided with refuse removal services in Hotazel and Vanzylsrus by June 2022	877 households provided with refuse removal services in Hotazel and Vanzylsrus by December 2021	877 households provided with refuse removal services in Hotazel and Vanzylsrus by September 2021	877 households provided with refuse removal services in Hotazel and Vanzylsrus by March 2022	877 households provided with refuse removal services in Hotazel and Vanzylsrus by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	Signed copies of collection schedule
KPI 9	To promote safe and clean environment	Number of refuse collection plan developed by December 2021	Developed refuse collection plan by December 2021	N/A	N/A	Community consultation at ward 9, 10, 11 and 12 by March 2022	Submit the community consultation report and refuse collection plan to Council for adoption by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	Approved collection plan
KPI 10	To promote safe and clean environment	Number of PPE purchased for employees by December 2021	Purchase of PPE for Refuse removal, Sewer removal, Sportsfields and Community Halls employees by December 2021	R300 000	R300 000	Appointment of service provider by March 2022	Purchase of PPE for employee tank by June 2021	R0.00	R0.00	R0.00	R0.00	R300 000.00	Q1: SCM reports Q2: Purchase order and delivery note
KPI 11	To promote safe and clean environment	Number of Septic Tanker by June 2022	Purchase of Septic Tank Trailer for Heuningvillei by June 2022	R300 000	R300 000	Appointment of service provider by March 2022	Purchase of the Septic Tank Trailer by June 2022	R0.00	R0.00	R0.00	R0.00	R300 000.00	Q1: SCM reports Q2: Purchase order and delivery note

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KPI 12	To promote safe and clean environment	Number of fire suppression attended to and emergency incidents by June 2022	4 quarterly reports on fire suppression and emergency incidents attended to	R60 000.00	1 quarterly report on working on veld fire suppression by September 2021	1 quarterly report on working on veld fire suppression by December 2021	1 quarterly report on working on veld fire suppression by March 2022	1 quarterly report on working on veld fire suppression by June 2022	R0.00	R0.00	R0.00	R0.00	R0.00	List of areas where veld fire was suppressed
KPI 13	To promote safe and clean environment	Number of established landfill site by June 2022	1 established Hotazel landfill site by June 2022	R500 000.00				Appointment of service provider by June 2021 EIA Process report by June 2022	R500 000.00					Copy of environmental authorization
KPI 14	To provide recreational facilities	Number of recreational facilities cleaned quarterly by June 2022	Cleaning of 25 recreational facilities on quarterly bases	R250 000.00 (including Municipal offices)	Cleaning of 25 municipal recreational facilities by September 2021	Cleaning of 25 municipal recreational facilities by December 2021	Cleaning of 25 municipal recreational facilities by March 2022	Cleaning of 25 municipal recreational facilities by June 2022	R250 000.00	R0.00	R0.00	R0.00	R0.00	Signed schedule of cleaned facilities
KPI 15	To provide recreational facilities	Number of sports fields maintained by March 2022	2 Sports fields maintained (Dithakong and Ncwelengwe) by March 2022	R400 000.00			Appointment of service provider by March 2022	Activities completed on maintenance of 2 sports fields (Dithakong and Ncwelengwe) by June 2022	R50 000.00	R350 000.00	R0.00	R0.00	R0.00	Q1: Appointment letter Q2: list of activities done per sport fields Q3: Close out report

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KPI 16	To provide recreational facilities	Number of community halls constructed by June 2022	Construction of 2 community halls at Cardington and Washington by June 2022	R6 000 000.00	Appointment of contractor for the construction of 2 community halls (Cardington and Washington) by September 2021	Introduction of contractor to the community of Cardington and Washington by December 2021 Construction commences by December 2021	Construction of community halls (Cardington and Washington) by March 2022	Close out report by June 2022	R100 000.00	R400 000.00	R4 000 000.00	R600 000.00	Q1: Appointment letter Q2: Attendance register Q3: Site handover report Q4: progress Report Q4: Handover closed out report
KPI 17	To provide recreational facilities	Number of community halls maintained by June 2022	100% maintenance of community Rusfontein Wyk 10, Heuningvlei and Laxey) by June 2022	R400 000.00			Appointment of service provider for the maintenance of community halls Rusfontein Wyk 10, Heuningvlei and Laxey) by March 2022	Maintenance of community halls Rusfontein Wyk 10, Heuningvlei and Laxey) commences by June 2022 Close out report by June 2022	R2500 000.00	R1500 000.00	Q1: Appointment letter Q2: Attendance register Q2: Site handover Q3: list of all activities completed and closed out report		

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KPI 18	To promote safe and clean environment	Number of environmental promotional materials developed by December 2021	50	Promotional material developed by December 2021	R20 000.00 (including housing and traffic promotional materials)				Appointment of service provider by March 2022	Printing of promotional material by June 2022	R0.00	R0.00	R0.00	R0.00	Q1: Appointment letter Q2: Delivery note
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Financial Information
 Department: Community Services

Project Name	Cost Estimate
NC451_Capital Acquisition_EPWP_2021/2022	-
NC451_Capital Acquisition_EPWP_2021/2022	-
NC451_Capital Acquisition_Office of the Director Community Services_Assets_2021/2022	-
NC451_Capital Acquisition_Office of the Director Community Services_Community Facilities_2021/2022	-
NC451_Capital Acquisition_Office of the Director Community Services_Community Facilities_2021/2022	-
NC451_Capital Acquisition_Office of the Director Community Services_Community Facilities_2021/2022	-
NC451_Capital Acquisition_Office of the Director Community Services_Transport Assets_2021/2022	-
NC451_Capital Acquisition_Office of the Director Community Services1_2021/2022	7,800,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	22,525,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	306,745,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	10,000,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	278,237,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	1,042,506,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	336,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	56,304,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	187,651,00
NC451_Employee related Cost_ENVIRONMENTAL SERVICES_2021/2022	5,689,00
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-
NC451_Employee related Cost_Office of the Director Community Services_2021/2022	-

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NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	-
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	-
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	-
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	14 400,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	84 000,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	198 002,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	668 906,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	95'091,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	119,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	-
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	-
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	1 785,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	-
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	7 800,00
NC451_Emp	Employee related Cost_ Office of the Director Community Services_ 2021/2022	98 414,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	-
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	156 152,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	10 099,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	20 000,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	274 189,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	1 873 824,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	1 620,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	51 324,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	337 288,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	23 522,00
NC451_Emp	Employee related Cost_ RECREATIONAL SERVICES_ 2021/2022	800 000,00
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	300 000,00
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-
NC451_Mu	Municipal Operational Cost_ Recreational Services_ 2021/2022	-

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NC451_Municipal Operational Cost_ Recreational Services_2021/2022	
NC451_Municipal Operational Cost_ Recreational Services_2021/2022	14 683,00
NC451_Municipal Operational Cost_ Recreational Services_2021/2022	
NC451_Municipal Operational Cost_ Recreational Services_2021/2022	5,000,00
NC451_Municipal Operational Cost_ Recreational Services_2021/2022	
NC451_Municipal Operational Cost_ Recreational Services_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	6 960,00
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ ENVIRONMENTAL SERVICES_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	20 000,00
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	5 000,00
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Municipal Operational Cost_ Office of the Director Community Services_2021/2022	
NC451_Revenue_Environmental Services_2021/2022	
NC451_Waste Removal_Repairs and Maintenance_Landfill Site_2021/2022	3 000 000,00
NC451_Capital Acquisition_Halls_Cardington_2021/2022	
NC451_Capital Acquisition_Halls_Cardington_2021/2022	
NC451_Capital Acquisition_Halls_Washington_2021/2022	3 000 000,00
NC451_Capital Acquisition_Community Services_Computer Equipment_2021/2022	
NC451_Capital Acquisition_Environmental Services_Skip Unit_2021/2022	
NC451_Capital Acquisition_Environmental Services_2021/2022	

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NC451_Capita	Acquisition_Housing_2021/2022	-
NC451_Capita	Acquisition_Libraries_2021/2022	-
NC451_Capita	Acquisition_Libraries_2021/2022	-
NC451_Capita	Acquisition_Office of the Director Corporate_Community Asset_2021/2022	-
NC451_Capita	Acquisition_Waste Removal_Guard House_2021/2022	-
NC451_Capita	Acquisition_Waste Removal_Solar Panel_2021/2022	-
NC451_Capita	Acquisition_LED_2021/2022	-
NC451_Capita	Acquisition_Traffic_2021/2022	-
NC451_Com	unity and awareness campaigns_COVID-19_2021/2022	-
NC451_Deco	amination of affected premises_COVID-19_2021/2022	1 800 000,00
NC451_Des	ing of Pit latrines_COVID-19_2021/2022	-
NC451_Emer	ncy Maintenance due to Covid-19 to own facilities_COVID-19_2021/2022	-
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	16 575,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	75 022,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	-
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	77 759,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	5 050,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	-
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	933 117,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	863,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	84 402,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	157 126,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	12 385,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	15 600,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	40 657,00
NC451_Emp	ee Related Cost_Library Services Unit_2021/2022	10 000,00
NC451_Emp	ee related Costs_Housing_2021/2022	292 995,00
NC451_Emp	ee related Costs_Housing_2021/2022	487 887,00
NC451_Emp	ee related Costs_Housing_2021/2022	252,00
NC451_Emp	ee related Costs_Housing_2021/2022	84 456,00
NC451_Emp	ee related Costs_Housing_2021/2022	100 805,00
NC451_Emp	ee related Costs_Housing_2021/2022	3 792,00
NC451_Emp	ee related Costs_Housing_2021/2022	-

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NC451_Emplo	ee related Costs_Traffic_2021/2022	48 773,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	81 720,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	-
NC451_Emplo	ee related Costs_Traffic_2021/2022	-
NC451_Emplo	ee related Costs_Traffic_2021/2022	980 636,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	484,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	129 129,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	204 886,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	7 585,00
NC451_Emplo	ee related Costs_Traffic_2021/2022	28 350,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	-
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	-
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	92 548,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	30 298,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	50 000,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	30 000,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	-
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	1 870 791,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	1 893,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	210 046,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	336 743,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	23 654,00
NC451_Emplo	ee related Costs_Waste Removal_2021/2022	1 500 000,00
NC451_Emplo	ee Related_COVID-19_2021/2022	-
NC451_Emplo	ee Related_COVID-19_2021/2022	-
NC451_Emplo	ee Related_COVID-19_2021/2022	-
NC451_Flu	accine to staff_COVID-19_2021/2022	-
NC451_Flu	accine to vulnerable groups_COVID-19_2021/2022	-
NC451_Focu	parcels_COVID-19_2021/2022	-
NC451_Hire	venues_COVID-19_2021/2022	-
NC451_Hire	/Bought tents_COVID-19_2021/2022	-
NC451_Ide	ification of specific mortuaries for Covid related corpse_COVID-19_2021/2022	-
NC451_Ide	ification of specific mortuaries for Covid related corpse_COVID-19_2021/2022	-

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NC451_Installation of VIP toilets (Informal Settlements)_COVID-19_2021/2022	
NC451_Litigation relating to Covid - 19_COVID-19_2021/2022	
NC451_Municipal Operational Cost_Housing_2021/2022	30 000,00
NC451_Municipal Operational Cost_Housing_2021/2022	15 000,00
NC451_Municipal Operational Cost_Housing_2021/2022	
NC451_Municipal Operational Cost_Housing_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	9 543,00
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	9 812,00
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	2 000,00
NC451_Municipal Operational Cost_Library Services Unit_2021/2022	4 000,00
NC451_Municipal Operational Cost_Traffic_2021/2022	
NC451_Municipal Operational Cost_Traffic_2021/2022	
NC451_Municipal Operational Cost_Traffic_2021/2022	11 005,00
NC451_Municipal Operational Cost_Traffic_2021/2022	15 000,00
NC451_Municipal Operational Cost_Traffic_2021/2022	10 000,00
NC451_Municipal Operational Cost_Traffic_2021/2022	
NC451_Municipal Operational Cost_Waste Removal_2021/2022	18 621,00
NC451_Municipal Operational Cost_Waste Removal_2021/2022	(1 924 759,00)
NC451_Operational Revenue_Environmental Services_2021/2022	(187 662,00)
NC451_Operational Revenue_Library Services Unit_2021/2022	(1 087 328,00)
NC451_Operational Revenue_Office of the Director Community Services_2021/2022	
NC451_Operational Revenue_Recreational Services_2021/2022	
NC451_Operational Revenue_Recreational Services_2021/2022	
NC451_Operational Revenue_Recreational Services_2021/2022	(3 973 923,00)

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NC451_Revenue_Library Services Unit_2021/2022	-
NC451_Revenue_Library Services Unit_2021/2022	-
NC451_Revenue_Library Services Unit_2021/2022	-
NC451_Revenue_Library Services Unit_2021/2022	(1 200 000,00)
NC451_Revenue_Traffic_2021/2022	-
NC451_Revenue_Traffic_2021/2022	-
NC451_Revenue_Traffic_2021/2022	-
NC451_Sanitation of office building_COVID-19_2021/2022	-
NC451_Sanitation of office building_COVID-19_2021/2022	100 000,00
NC451_Temporary Relocation areas_COVID-19_2021/2022	-
NC451_Temporary toilets_COVID-19_2021/2022	-
NC451_Temporary toilets_COVID-19_2021/2022	-
NC451_Travel and subsistence_COVID-19_2021/2022	-
NC451_Travel and subsistence_COVID-19_2021/2022	-
NC451_Gains and Losses_Service Charges: Waste Removal_Residential_2021/2022	1 880 744,00
NC451_Gains and Losses_Property Rates_2021/2022	12 595 012,00

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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]

MR TEBOGO TLHOAELE

["The Employer"]

And

[MRS M.C MELOKWE]

(DIRECTOR: COMMUNITY SERVICES DEPARTMENT)

["The Employee"]

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1. Personal Development Plan

1.1.1 A Municipality should be committed to

(a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and

(b) Managing training and development within the ambit of relevant national policies and legislation.

1.1.2 A Municipality should follow an integrated approach to Human Resource Management, that is:

(a) Human resource development forms an integral part of human resource planning and management.

(b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.

(c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.

(d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant job descriptions and standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

(e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan

(a) Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organizational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

(ii) Individual training needs that are job / career related.

(c) Next, the prioritization of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs

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should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure B, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(e) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Annexure B, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

(g) Column 4 of Annexure B: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/ development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

(h) The suggested time frames (column 5 of Annexure B) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

(i) Work opportunity created to practice skill / development areas, in column 6 of Annexure B, further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

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


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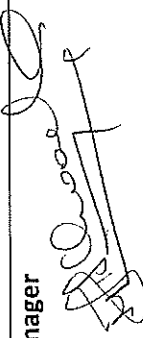
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1. Skills / Performance Gap (in order of priority)	2. Outcomes (Expected measurable indicators (quantity, quality and time frames))	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Best practices for achieving clean audit	Improve audit outcomes towards clean audit.	Workshop on best practices for achieving clean	Workshop and bench marking with similar successful institutions of our nature of business	12 months	Financial	Municipal Manager
Basic Excel Course	Improve computer skills	Workshops/seminars/ short courses	Attendance	12 months	Strategic	Municipal Manager
Environmental Management Courses	Improve Environmental Management	Enrolment with institution of higher learning	Attendance	12 months	Strategic	Municipal Manager

Director Community Services Department

Signature: 

Municipal Manager

Signature: 

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