

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: PLANNING AND DEVELOPMENT DEPARTMENT  
MR KEMOTHIBILE VINCENT PHIRI

FOR THE

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

“Director Planning and Development Department: Performance Agreement 2021/ 22 Financial Year”

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T.M. M.  
B.P.L. BE  
K.K. K.v.

## 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

Mr K.V Phiri 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;

"Director Planning and Development Department: Performance Agreement 2021/ 22 Financial Year"

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BPL, B.E., K.K., T.E., T.E.

- 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 **01<sup>st</sup> July 2021** and will remain in force until **30<sup>th</sup> 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 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

B.P.C. BE. K.V. K.K.

**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	10
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	35
Municipal Financial Viability and Management.	10
Good Governance and Public Participation	35
<b>Total</b>	<b>100%</b>

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 (✓)

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 K.K.      K.V.

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	v	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** 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** 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:

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K.K. B.V.

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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 K.K.V.



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 from another municipality
- 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

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

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*B.P.L. K.K. K.V.*

## 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.

## 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**.

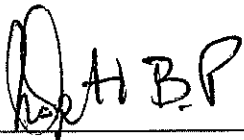
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14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

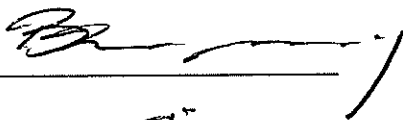
AS WITNESSES:


1. 

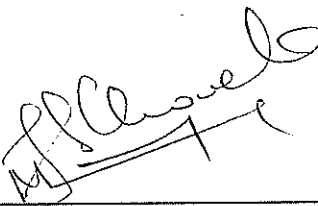
2. 

  
EMPLOYEE

AS WITNESSES:

1. 

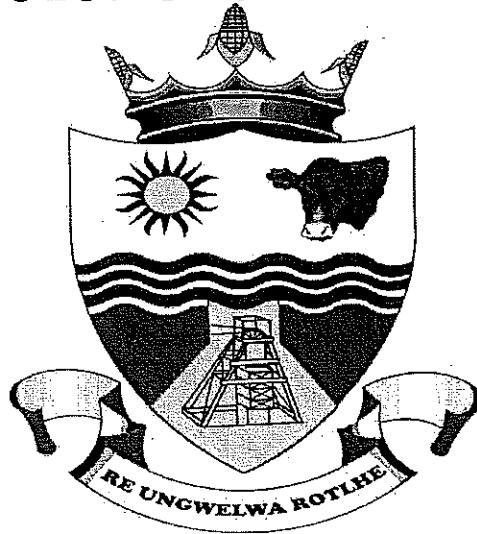
2. 

  
MUNICIPAL MANAGER

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K.V.

# ANNEXURE A

## JOE MOROLONG LOCAL MUNICIPALITY



"NC 451"

DIRECTOR PLANNING AND DEVELOPMENT: MR K.V PHIRI

TECHNICAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

2021/22 FINANCIAL YEAR

"Director Planning and Development Department: Performance Agreement 2021/ 22 Financial Year"

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K.V. Phiri  
K.K.

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*K.V.*

## CHAPTER 1

### 1. EXECUTIVE SUMMARY

#### 1.1. Departmental Purpose

To lead and direct the Municipal Integrated Development Planning and make sure that all identified municipal priorities are communicated to all departments including other government departments in making sure that the municipality is able to implement its mandate with regard to the Integrated Development Plan and Land Use Management

To lead and direct the Municipal Performance Management System by ensuring that PMS regulations and the Municipal PMS policy are well adhered to.

To create an enabling environment for local economic development and tourism

#### 1.2. Functions of the Department

- Develops and directs the implementation of IDP, PMS and Town and Regional Planning
- Coordinate and promote Local Economic development and Tourism.
- Coordination and implementation of Expanded Public Works Programme

##### 1.2.1. IDP

- Coordinate the review process of the IDP
  - Monitor and manage the necessary inter-governmental liaison between national, provincial- and local government with regards to the IDP process
- Ensure the effectiveness of stakeholder management through IDP representative forum**
- Ensures public participation by communities in the municipal affairs
  - Ensure alignment between the IDP and Budget

##### 1.2.2. PMS

- Coordinate the implementation of PMS regulations and policy
- Coordinate the development and implementation of the municipal SDBIPs
- Reporting on municipal performance: i.e.

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- Quarterly performance reports
- Mid-year performance report
- Annual performance report
- Annual report
- Oversight report

- To provide support to Municipal Public Accounts Committee (MPAC)

### 1.2.3 Town and Regional Planning

- To ensure that the municipality implement the Spatial Planning and Land Use Management Act (SPLUMA) and fulfil its mandate with regard to the Town and Regional Planning.

### 1.2.3. Local Economic Development

- Coordinate and promote Local Economic development and Tourism.
- Coordination and implementation of Expanded Public Works Programme

#### Human Resource

Director

Manager: IDP and PMS

Manager: Town Planning

IDP/PMS Officer

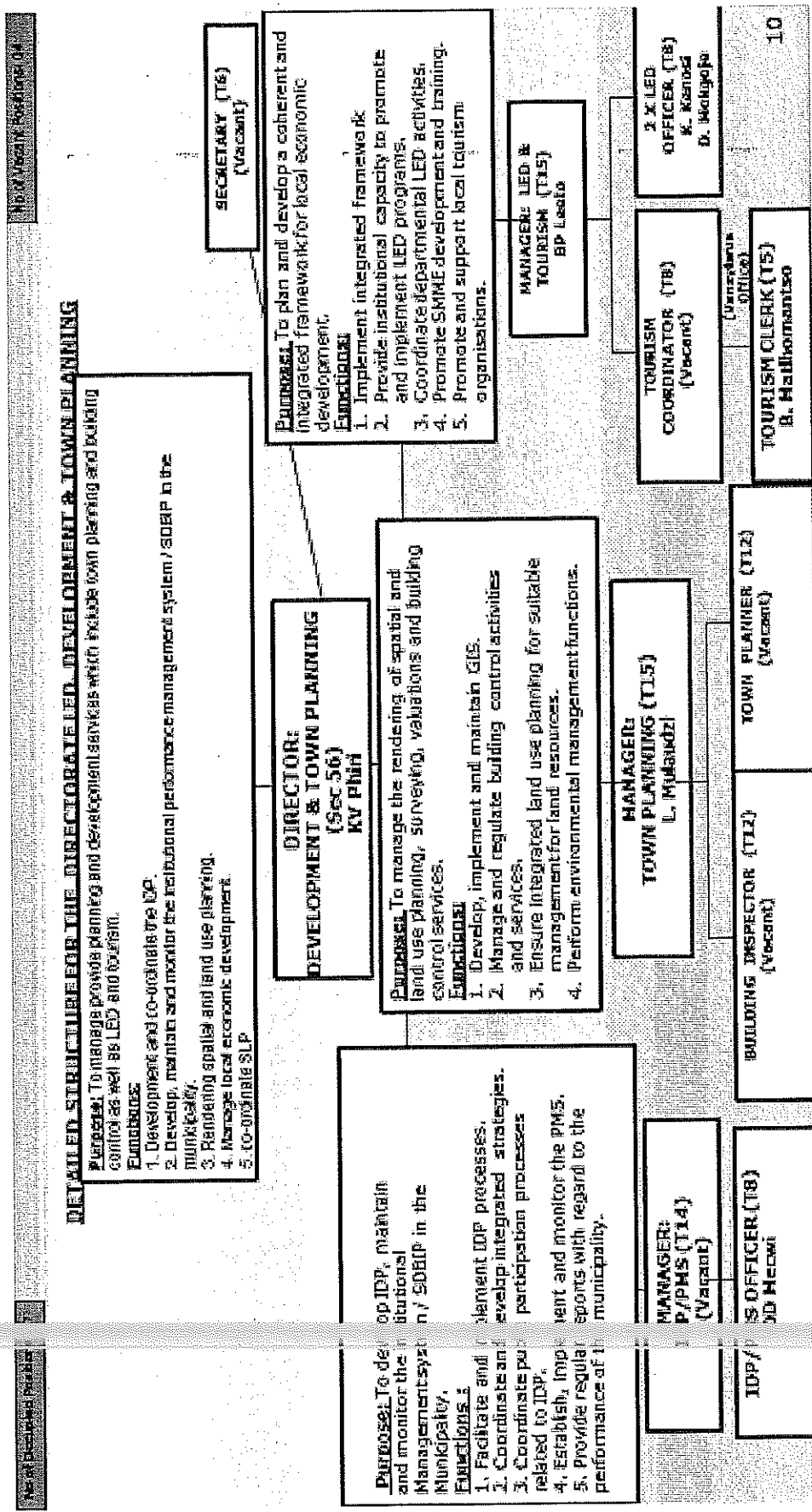
Manager LED & Tourism

LED Officers X2

Tourism Clerk

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1.3. Departmental Organogram



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 K.V. <sup>TE</sup>  
 B.P.L. KIK

1.4. Staffing Information

Type	Gender		Total Number
	Male	Female	
Director	1		1
IDP/PMS Manager		Vacant	1
LED Manager	1		1
Town Planning Manager		1	1
Town Planner		Vacant	1
LED Officers	1	1	2
IDP/PMS Officer		1	1
Tourism Clerk	1		1
Tourism Officer		Vacant	1
<b>Total</b>	<b>4</b>	<b>3</b>	<b>9</b>

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## 1.5. Link with the corporate strategy

### 1.5.1. Lead Corporate Objectives

- ❖ Enhance Customer services
- ❖ Improve public participation
- ❖ Promote stakeholder participation
- ❖ Enhance good governance
- ❖ Implement performance management system
- ❖ Coordinate the development of IDP
- ❖ Ensure implementation of IDP
- ❖ Land use management

### 1.5.2. Support from other departments

LEAD FUNCTION	SUPPORT EXPECTED
❖ Ensure implementation performance management system	<ul style="list-style-type: none"> <li>❖ Adherence to the PMS policy</li> <li>❖ Submit quarterly performance reports</li> </ul>
❖ Ensure implementation of IDP	<ul style="list-style-type: none"> <li>❖ Submission of all municipal performance report required</li> <li>❖ Adherence to the requirements of the IDP process</li> </ul>
❖ Enhance good governance	❖ Adherence to legislative requirements
❖ Ensure implementation of SPLUMA	❖ Adherence to the SPLUMA

### 1.5.3. Support to Other departments

LEAD FUNCTION	SUPPORT EXPECTED
❖ Ensure implementation performance management system	<ul style="list-style-type: none"> <li>❖ Monitor municipal quarterly performance based on the IDP, Budget and SDBIP</li> <li>❖ Submit municipal quarterly performance report to council</li> </ul>
❖ Ensure implementation of IDP	❖ Monitor the implementation of IDP on quarterly basis
❖ Enhance good governance	❖ Coordinate activities to ensure adherence to legislative requirements
❖ Ensure implementation of SPLUMA	❖ Familiarise departments with the act

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Financial Information  
 Department: Planning & Development

Project Name	Cost Estimate
NC451_Employee Related Cost_IDP_2021/2022	-
NC451_Employee Related Cost_IDP_2021/2022	18 600,00
NC451_Employee Related Cost_IDP_2021/2022	-
NC451_Employee Related Cost_IDP_2021/2022	-
NC451_Employee Related Cost_IDP_2021/2022	66 312,00
NC451_Employee Related Cost_IDP_2021/2022	-
NC451_Employee Related Cost_IDP_2021/2022	164 513,00
NC451_Employee Related Cost_IDP_2021/2022	795 745,00
NC451_Employee Related Cost_IDP_2021/2022	252,00
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NC451_Employee Related Cost_OFFICE OF DIRECTOR PLANNING & DEVELOPMENT_2021/2022	14 400,00
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NC451_Employee Related Costs_LED_2021/2022	37 594,00
NC451_Employee Related Costs_LED_2021/2022	

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NC451_Employee	Related Costs_LED_2021/2022	92 321,00
NC451_Employee	Related Costs_LED_2021/2022	5 050,00
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NC451_Municipal	Operational Cost_LED_2021/2022	10 000,00
NC451_Municipal	Operational Cost_LED_2021/2022	-

NC451\_Municipal Director Planning and Development 2021/2022  
 NC451\_Municipal Director Planning and Development 2021/2022  
 NC451\_Municipal Director Planning and Development 2021/2022  
 NC451\_Municipal Director Planning and Development 2021/2022

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NC451_Municipal	Operational Cost	OFFICE OF DIRECTOR PLANNING & DEVELOPMENT_2021/2022	-
NC451_Municipal	Operational Cost	OFFICE OF DIRECTOR PLANNING & DEVELOPMENT_2021/2022	50 000,00
NC451_Municipal	Operational Cost	OFFICE OF DIRECTOR PLANNING & DEVELOPMENT_2021/2022	10 000,00
NC451_Municipal	Operational Cost	OFFICE OF DIRECTOR PLANNING & DEVELOPMENT_2021/2022	-
NC451_Revenue	Revenue	PMS_2021/2022	-
NC451_Employee	Related Costs	PMS_2021/2022	-
NC451_Employee	Related Costs	PMS_2021/2022	-
NC451_Employee	Related Costs	PMS_2021/2022	64 796,00
NC451_Employee	Related Costs	PMS_2021/2022	-
NC451_Employee	Related Costs	PMS_2021/2022	-
NC451_Employee	Related Costs	PMS_2021/2022	777 556,00
NC451_Employee	Related Costs	PMS_2021/2022	594,00
NC451_Employee	Related Costs	PMS_2021/2022	-
NC451_Employee	Related Costs	PMS_2021/2022	139 960,00
NC451_Employee	Related Costs	PMS_2021/2022	3 792,00
NC451_Employee	Related Costs	PMS_2021/2022	-
NC451_Municipal	Operational Cost	Budget Roadshow_IDP and Budget_2021/2022	-
NC451_Municipal	Operational Cost	IDP_2021/2022	-
NC451_Municipal	Operational Cost	PMS_2021/2022	-
NC451_Municipal	Operational Cost	PMS_2021/2022	-
NC451_Municipal	Operational Cost	PMS_2021/2022	-
NC451_Municipal	Operational Cost	PMS_2021/2022	-
NC451_Municipal	Operational Cost	PMS_2021/2022	-
NC451_Operations	Revenue	OFFICE OF DIRECTOR PLANNING & DEVELOPMENT_2021/2022	(1 232 339,00)
NC451_Operations	Revenue	PMS_2021/2022	(986 707,00)
NC451_Targeted	Groups:Disabled_Mayor's Office	2021/2022	15 160,00
NC451_Municipal	operating Costs	EPWP_2021/2022	-
NC451_Municipal	operating Costs	EPWP_2021/2022	418 440,00
NC451_Municipal	operating Costs	EPWP_2021/2022	-
NC451_Municipal	operating Costs	EPWP_2021/2022	501 564,00
NC451_Municipal	operating Costs	EPWP_2021/2022	205 996,00
NC451_Municipal	operating Costs	EPWP_2021/2022	-

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## 1.6. Customers and Service Delivery

Customer Group	Service	
	Name	Level
Internal Departments	<p><b>IDP</b></p> <ul style="list-style-type: none"> <li>➤ Coordinate the review process of the IDP</li> <li>➤ Ensure the effectiveness of stakeholder management through IDP representative forum</li> <li>➤ Ensures public participation by communities in the municipal affairs</li> <li>➤ Ensure alignment between the IDP and Budget</li> </ul> <p><b>PMS</b></p> <ul style="list-style-type: none"> <li>➤ Coordinate the implementation of PMS regulations and policy</li> <li>➤ Coordinates the development of the municipal SDBIPs</li> <li>➤ Reporting on municipal performance: i.e.               <ul style="list-style-type: none"> <li>- Quarterly Performance Reports</li> <li>- Mid-Year Performance Report</li> <li>- Annual Performance Report</li> <li>- Annual Report</li> <li>- Oversight Report</li> </ul> </li> </ul> <p><b>Town and Regional Planning</b></p> <ul style="list-style-type: none"> <li>➤ Ensure the smooth implementation of the Spatial Planning and Land Use Management Act (SPLUMA)</li> </ul>	High

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<b>Mayor and Municipal Manager</b>	<b>Secretariat Services</b> <ul style="list-style-type: none"> <li>➤ IDP Steering Committee</li> <li>➤ IDP Representative Forum</li> <li>➤ IDP Consultation Meetings</li> <li>➤ Municipal Planning Tribunal</li> <li>➤ Performance contracts of the MM and Senior Managers</li> </ul> <b>Reporting- Municipal Performance</b> <ul style="list-style-type: none"> <li>➤ Quarterly</li> <li>➤ Mid – Year</li> <li>➤ Annually</li> </ul>	High
<b>Council, Committees &amp; Councillors</b>	<b>Support</b> <ul style="list-style-type: none"> <li>➤ IDP Representative Forum</li> <li>➤ Top Layer SDBIP</li> </ul>	Medium
<b>Public/Communities</b>	<b>Consultation</b> <ul style="list-style-type: none"> <li>➤ IDP</li> <li>➤ Budget</li> <li>➤ SDBIP</li> <li>➤ Performance Contracts of the MM and Senior Managers</li> </ul>	High

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## CHAPTER 2

### STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE, COMMUNICATION AND TRANSFORMATION

#### 2.1. STRATEGIES, KPI AND TARGETS

#### 2. Strategy for Each Objective

##### 2.1. Improve Credit rating

Improve our ability to bill the consumers on time and writing off accounts that have been in arrears.

##### 2.2. Promote Good Governance

Department needs to continuously monitor the implementation of MFMA, IDP and the municipal PMS. The municipality must develop an audit action plan and the department to respond to the queries raised by the Auditor General.

Department has been receiving and responding to the regular internal audit report and acting on queries. The municipality will continue to ensure that all staff members are familiar with the policies and systems through regular workshops.

Continuous monitoring on the implications of new legislation for the municipality. Councillors and employees are to be familiarised with their respective code of conduct and make them aware of the functions of the Senior Management. Departmental meetings are to be regularised and internal planning improved. The delegation and PMS system is to be cascaded to all employees this financial year.

Council resolution register has been improved and updated regularly and this will be done continuously.

##### 2.3. Enhance Customer Service

A community satisfaction survey is to be held once annually. The department is to improve our turn-around time to respond to community members' queries and enquiries.

#### 2.4. Improve Communication

Implementation of the communication policy and corporate calendar. An IT-supported internal/ external newsletter is to be produced. Ensure functioning of ward Committees.

#### 2.5. Deliver Collaborative Solutions

Regular portfolio committee meetings to take place. Level of cooperation within the department will be measured at frequent intervals. Regular meetings for all departmental staff are to be used to develop common vision and shared values. Municipality will continue to interact with sector departments at different platforms including the IDP Rep Forum.

#### 2.6. Achieve Employment Equity

The municipality is to review the existing employment equity plan. Department is to report on its implementation on a quarterly basis.

CHAPTER 7A  
 STRATEGIC FOCUS AREA 1  
 GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION

KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 1	To develop IDP Process Plan	Number of IDP process plan by 31 August 2021	1 IDP process plan developed and adopted by Council by 31 August 2021	N/A	IDP Process Plan adopted in 31 August 2021					R0.00	R0.00	R0.00	R0.00	Copy of IDP Process Plan
KPI 2	To report on the implementation of activities in the IDP process plan	Number of reports on IDP process plan by June 2022	4 reports on the implementation of activities in the IDP process plan by June 2022	N/A	1 report on the implementation of activities in the IDP process plan by December 2021	1 report on the implementation of activities in the IDP process plan by March 2022	1 report on the implementation of activities in the IDP process plan by June 2022			R0.00	R0.00	R0.00	R0.00	4 reports on the implementation of activities in the IDP process plan
KPI 3	To convene 2 community consultation meetings on IDP/ Budget	Number of community consultation meetings by June 2022	2 IDP/ Budget for 2 community consultation meetings in all wards by June 2022	N/A	Prepare community consultation schedule by September 2021	Advertise the schedule for the IDP/Budget consultation meetings in the local newspaper by March 2022	Convene IDP/Budget community consultation meetings and submit report to council by May			R0.00	R0.00	R0.00	R0.00	2 copy of the schedule 2 copy of presentation on to

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 4	To compile IDP & Budget and submit to council for approval	Number of IDP & Budget completed by May 2022	1 IDP & Budget for 2021/22 FY submitted and adopted by Council	N/A	meetings in the local newspaper by October 2021 1 IDP consultation meetings held by December 2021	2022								communities 2 copies of adverts 2 attendance registers 2 reports of community consultation meetings Copy of draft and final IDP and Budget Council resolutions
KPI 5	To compile annual and quarterly performance assessment reports	Number of annual and quarterly performance assessment reports completed by	1 Annual performance assessment report for 2020/21 FY submitted and adopted by	N/A	1 quarterly performance assessment report for the 1st quarter 2021/22 FY submitted and		1 quarterly performance assessment report for the 2nd quarter 2021/22 FY submitted for	1 quarterly performance assessment report for the 3rd quarter 2021/22 FY submitted and						1 Annual performance assessment report for 2020/21 FY and council

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
		June 2022	Council by September 2022 3 quarterly reports on assessment of the municipal manager and managers reporting directly to the municipal manager		September 2021	adopted by Council by December 2021	and adopted by Council by March 2022	adopted by Council by June 2022						resolution 3 copies of performance assessment report and council resolution numbers
KPI 6	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 of 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						Copy of external newsletters
KPI 7	To hold 4 IDP Representative Forum meetings	Number of IDP Representative Forum meetings held by June 2022	4 IDP Representative Forum meetings held by June 2022	N/A	1 IDP Representative Forum meetings held by September 2021	1 IDP Representative Forum meetings held by December 2021	1 IDP Representative Forum meetings held by March 2022	1 IDP Representative Forum meetings held by June 2022						Minutes of IDP Representative Forum meetings Attendance

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 8	To develop Top Layer SDBIP for 2022/23	Number of Top Layer SDBIP developed	1 Top Layer SDBIP for 2022/23 developed by June 2022	N/A					Top Layer SDBIP for 2022/23 developed	R0.00	R0.00	R0.00	R0.00	registers Copy of Top Layer SDBIP
KPI 9	To develop Technical SDBIP and performance agreements for senior managers and accounting officer	Number of technical SDBIP and performance agreements for senior managers and accounting officer developed and signed by June 2022	1 technical SDBIP developed and performance agreements for senior managers and accounting officer signed by June 2022	N/A	Technical SDBIP developed & performance contracts signed by all senior managers and the accounting officer by June 2022					R0.00	R0.00	R0.00	R0.00	Copy of SDBIP and signed Performance Contracts
KPI 10	To compile performance reports on Top Layer SDBIP	Number of performance reports on Top Layer SDBIP submitted by June 2022	4 performance reports on Top Layer SDBIP submitted and adopted by Council by June 2022	N/A	1 municipal performance report on Top layer SDBIP for the last quarter for the	1 municipal performance report on Top layer SDBIP for the 1 <sup>st</sup> quarter submitted and adopted by	1 municipal performance report on Top layer SDBIP for the 2 <sup>nd</sup> quarter submitted and adopted by	1 municipal performance report on Top layer SDBIP for the 3 <sup>rd</sup> quarter submitted and adopted by		R0.00	R0.00	R0.00	R0.00	4 copies of quarterly performance reports

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
					previous financial year 2020/21 submitted and adopted by Council by September 2021	adopted by Council by December 2021	Council by March 2022	Council by June 2022					
KPI 11	To compile section 72 report	Number of section 72 report submitted and adopted by Council by 25th January 2022	1 section 72 report submitted and adopted by Council by 25th January 2022	N/A			Section 72 report submitted and adopted by Council by 25th January 2022		R0.00	R0.00	R0.00	R0.00	Copy of section 72 report and council resolution
KPI 12	To compile Draft Annual Report	Number of Draft Annual Report submitted to Council and treasury by January 2022	1 Draft Annual Report submitted to Council for noting by August 2022 and submitted to COGHSTA, Provincial Legislature, Provincial and National Treasury	N/A			1 Draft Annual Report adopted by council for noting and submitted to COGHSTA, Provincial Legislature, Provincial and National Treasury by January 2022		R0.00	R0.00	R0.00	R0.00	Copy of Draft Annual Report and council resolution Proof of submissions to identified stakeholders

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 14	To report on Implementation of SPLUMA and Functionality of Tribunal	Number of reports implemented of SPLUMA and Functionality of the Tribunal by June 2022	4 quarterly reports on the Implementation of SPLUMA and Functionality of Tribunal by June 2022	R75,000.00	100% implementation of SPLUMA and Functionality of Tribunal by December 2021	100% implementation of SPLUMA and Functionality of Tribunal by March 2022	100% implementation of SPLUMA and Functionality of Tribunal by June 2022	100% implementation of SPLUMA and Functionality of Tribunal by June 2022	R0.00	R0.00	R0.00	R85,000.00	List of activities implemented in SPLUMA and minutes of the DMPT
KPI 15	To receive and Process all Land Development application as and when there are new applications	Number of received and processed land applications and when there are new applications by June 2022	4 quarterly reports on new received and processed all land development applications as and when there are new applications by June 2022	N/A	100% land applications received and processed by December 2021	100% land applications received and processed by March 2022	100% land applications received and processed by June 2022	100% land applications received and processed by June 2022	R0.00	R0.00	R0.00	R0.00	List of received applications and list of processed applications

CHAPTER 7D  
STRATEGIC FOCUS AREA 4  
SOCIAL CLUSTER

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- Handwritten signature: *B.P.U*
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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 16	Fencing of cemeteries	Number of cemeteries fenced by June 2022	Cemeteries fenced in Heuningvlei, Gahue, Makgaladi and Vanzyisrus by June 2022.	R1 126 000.00	Appointment of service providers for delivery of material by September 2021	Appointment of local labourers and project start by December 2021	Progress on 04 cemeteries fenced by March 2022	Closed out report by June 2022	R0.00	R588 600.00	R294 300.00	R294 300.00	Appointment letter of services provider, List of appointed local labourers Closed out report

CHAPTER 7G  
STRATEGIC FOCUS AREA 7  
LOCAL ECONOMIC DEVELOPMENT AND TOURISM

KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS (PI)	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 17	To report on Implementation of SPLUMA and	Number of reports on implementation	4 quarterly reports on the Implementation	R75,000.00	100% implementation of SPLUMA	100% implementation of SPLUMA and	100% implementation of SPLUMA and	100% implementation of SPLUMA and	R0.00	R0.00	R0.00	R85,000.00	List of activities implemented

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	Functionality of Tribunal	of SPLUMA and Functionality of the Tribunal by June 2022	of SPLUMA and Functionality of Tribunal by June 2022		SPLUMA and Functionality of Tribunal by September 2021	and Functionality of Tribunal by December 2021	Functionality of Tribunal by March 2022	Functionality of Tribunal by June 2022						d in SPLUMA and minutes of the DMPT
KPI 18	To create job opportunities through EPWP programme	Number of jobs created through Expanded Public Works Programme (EPWP) by June 2022	240 jobs created through EPWP by June 2022	N/A	60 jobs created through EPWP by September 2021	60 jobs created through EPWP by December 2021	60 jobs created through EPWP by March 2022	60 jobs created through EPWP by June 2022	R0.00	R0.00	R0.00	R0.00		list of appointed people
KPI 19	To support SMMEs development	Number of SMMEs supported by June 2022	SMMEs supported by June 2022	N/A	10 SMMEs supported by September 2021	15 SMMEs supported by December 2021	5 SMMEs supported by March 2022		R0.00	R0.00	R0.00	R0.00		List of 30 SMMEs supported

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 20	To support SMME development	Number of Local Economic Development Projects coordinated and supported by June 2022	24 Local Economic Development Projects coordinated and supported by June 2022	N/A	6 Local Economic Development Projects coordinated and supported by September 2021	6 Local Economic Development Projects coordinated and supported by December 2021	6 Local Economic Development Projects coordinated and supported by March 2022	6 Local Economic Development Projects coordinated and supported by June 2022	R0.00	R0.00	R0.00	R0.00	List of 24 Economic Development Projects coordinated and supported
KPI 21	Promote Economic Development and Tourism	Number of LED summits held December 2022	LED summit held by December 2022	R340 000.00		Hold an LED summit by December 2021				R340 000.00			LED Summit report and attendance register
KPI 22	To promote Economic Development	Number of Tourism exhibitions	1 Tourism Exhibitions conducted by	R40 000.00	1 Tourism Exhibitions conducted					R40 000.00			Proof of registration to the

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KPI NO	STRATEGIC OBJECTIVE	PERFORMANCE INDICATORS	ANNUAL TARGET	BUDGET	TARGET FOR 2021/22 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	and Tourism	conduct by September 2022	September 2022		by September 2022									tourism indaba
KPI 23	To Promote Tourism	Number of tourism boards to be erected by June 2022	6 tourism boards by June 2022	R45 000.00	Appointment of service providers by September 2021	Progress report of tourism boards erected by December 2021				R45 000.00	R0.00			Q1 Appointment letter Q2 Close out report

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ANNEXURE B

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PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]

[MR T. TLHOAELE]  
(MUNICIPAL MANAGER)  
["The Employer"]

And

[MR KEMOTHIBILE VINCENT PHIRI]  
(DIRECTOR: PLANNING AND DEVELOPMENT)  
["The Employee"]

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K.K. B.P.L

## 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 registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

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(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.
- 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 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 used to 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.

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(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).

(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.

Personal Development Plan of: Mr K.V. Phiri

Compiled on the 24/ / 2022

1. Skills / Performance Gap (in order of priority)	2. 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
Excel training	Certificate	Training in excel	Training	6 months	Institutional and Financial Management	Municipal Manager
Project management	Certificate	Training in project management	Training	6 months	Project Manager	Municipal Manager
Sustainable development	Agree in sustainable development	Research	Research	2 years	Strategic	Municipal Manager

Director Planning and Development Department	Municipal Manager
Signature: 	Signature: 

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