



JOE MOROLONG
LOCAL MUNICIPALITY

"NC 451"

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED BY
BY THE MUNICIPAL MAYOR:
MS DINEO LEUTLWETSE**

AND

**THE EMPLOYEE OF THE MUNICIPALITY
MUNICIPAL MANAGER:
MR TEBOGO TLHOAELE**

FOR THE

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

DD

TT
B.E.
M-B
TE

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of Joe Morolong Local Municipality herein represented by Ms. D. Leutlwetse in her capacity as the Municipal Mayor (hereinafter referred to as the **Employer** or Supervisor)

And

Mr T. Tlhoale 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;

DD

MT
B.E.
m-B

- 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.

DD

TM
B.E.
M-B

16

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

DD

TH
BE.
M-B
TE

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	0
Municipal Institutional Development and Transformation	80
Local Economic Development (LED)	0
Municipal Financial Viability and Management	05
Good Governance and Public Participation	15
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**:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and leadership		10
Programme and Project Management		5

DD

TE
BE
M-B

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	V	WEIGHT
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.

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	

DD

MT
B.E.
m-B

TE

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.					

DD

M
B.E.
m-b

TE

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 Manager responsible for PMS (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

DD

TS
BE
M-B

TE

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.

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.

DD
M
BE
n-b
16

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.

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.

DD
M
B.E.
M-B
16

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.

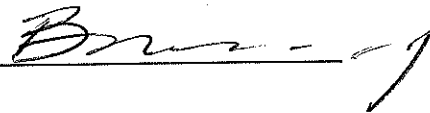
13. GENERAL

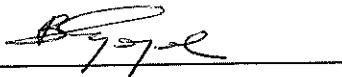
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

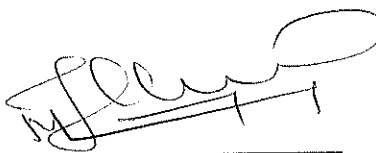
14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

AS WITNESSES:

1. 

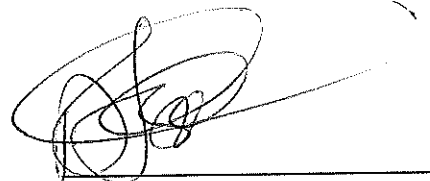
2. 


EMPLOYEE

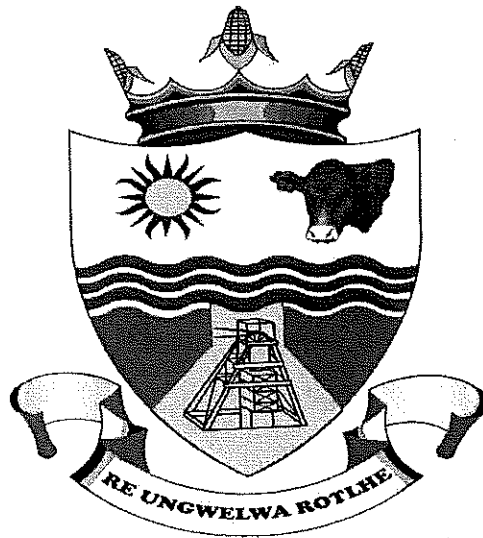
AS WITNESSES:

1. 

2. 


MUNICIPAL MAYOR

JOE MOROLONG LOCAL MUNICIPALITY



"NC 451"

MUNICIPAL MANAGER: MR TEBOGO TLHOAELE

TECHNICAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

2021/22 FINANCIAL YEAR

DD

M
B.E.
m.b

72

TABLE OF CONTENTS

CHAPTER 1

1. Executive Summary.....

1.1. Departmental Purpose.....

1.2. Functions of the Department

1.3. Link with the corporate strategy

1.3.1. Leading.....

1.3.2. Support from others

1.3.3. Support to others.....

1.4. Human Resources

1.4.1. Staffing Information.....

1.4.2. Departmental Organogram.....

1.5. Financial Resources.....

1.6. Customers and Service Delivery

CHAPTER 2

2. Departmental Scorecard

CHAPTER 3

3. Strategic Focus 1

3.1. Departmental Initiative Programmes and Targets (Supporting Activities)

CHAPTER 4

4. Strategic Focus 2

4.1. Departmental Initiative Programmes and Target (Core Business).....

CHAPTER 5.....

CHAPTER 6

6. Financial Information.....

6.1. Departmental Projected Income by Source

6.2. Departmental Projected Income by Vote.....

6.3. Departmental Projected Operational Expenditure

CHAPTER 7

7. Ward Information for Expenditure and Service

DD

M
BE
M-B
TG

CHAPTER 1

1. Departmental Purpose

- ✚ To lead and manage the Municipality; to monitor and evaluate the implementation of programmes & projects, promote community participation.

2. Functions of the Department

- ✚ To ensure that the organisation strives towards the attainment of its Vision and Mission
- ✚ Ensure legislative compliance
- ✚ To provide strategic decisions
- ✚ To ensure organisational transformation
- ✚ To ensure accountability
- ✚ Promote community participation

DD

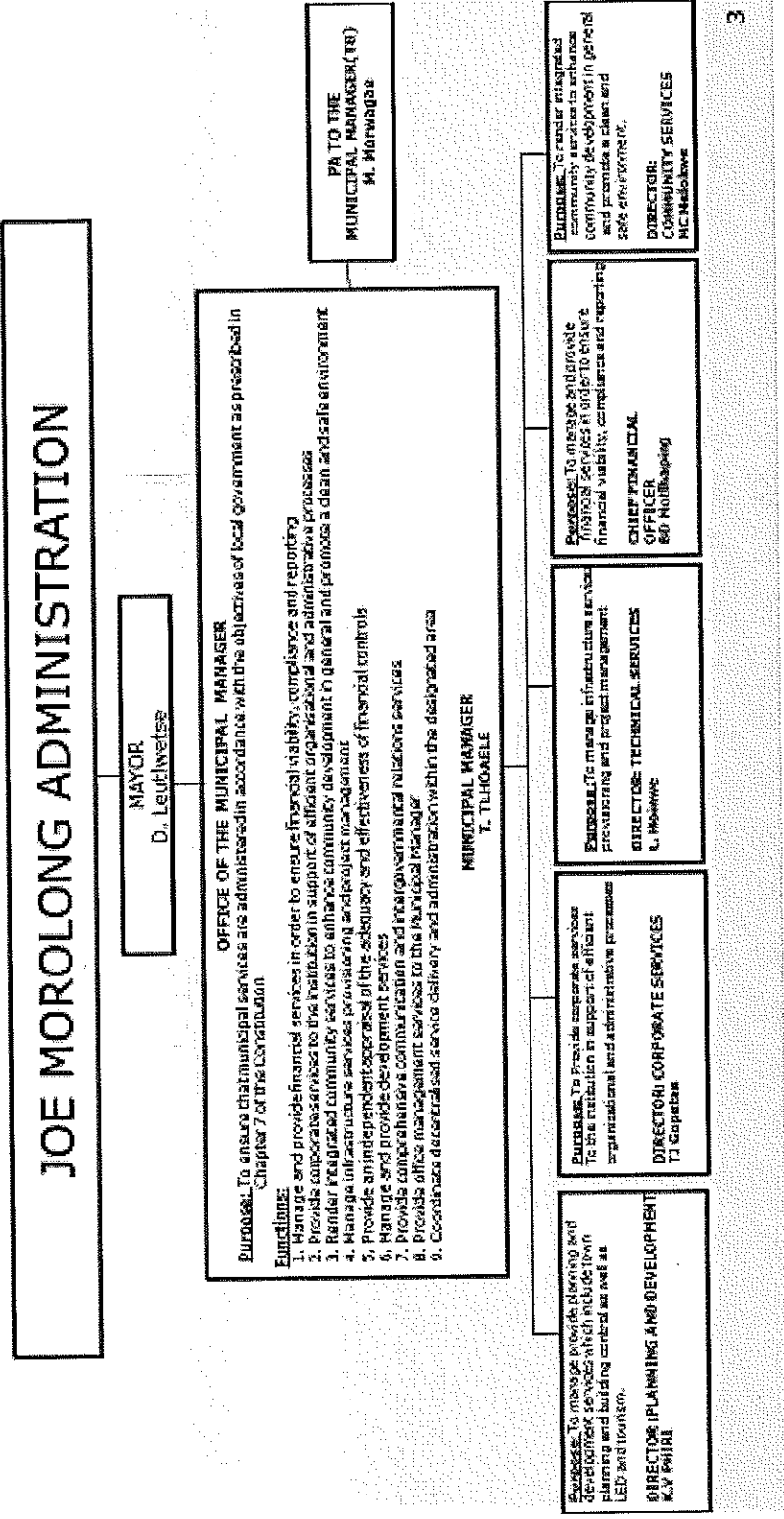
TV TE
BE
M-B

Departmental Organogram

No of Occupied Positions: 03

No of Occupied Positions: 03

DETAILED EXECUTIVE STRUCTURE FOR JOE MOROLONG LOCAL MUNICIPALITY



DD

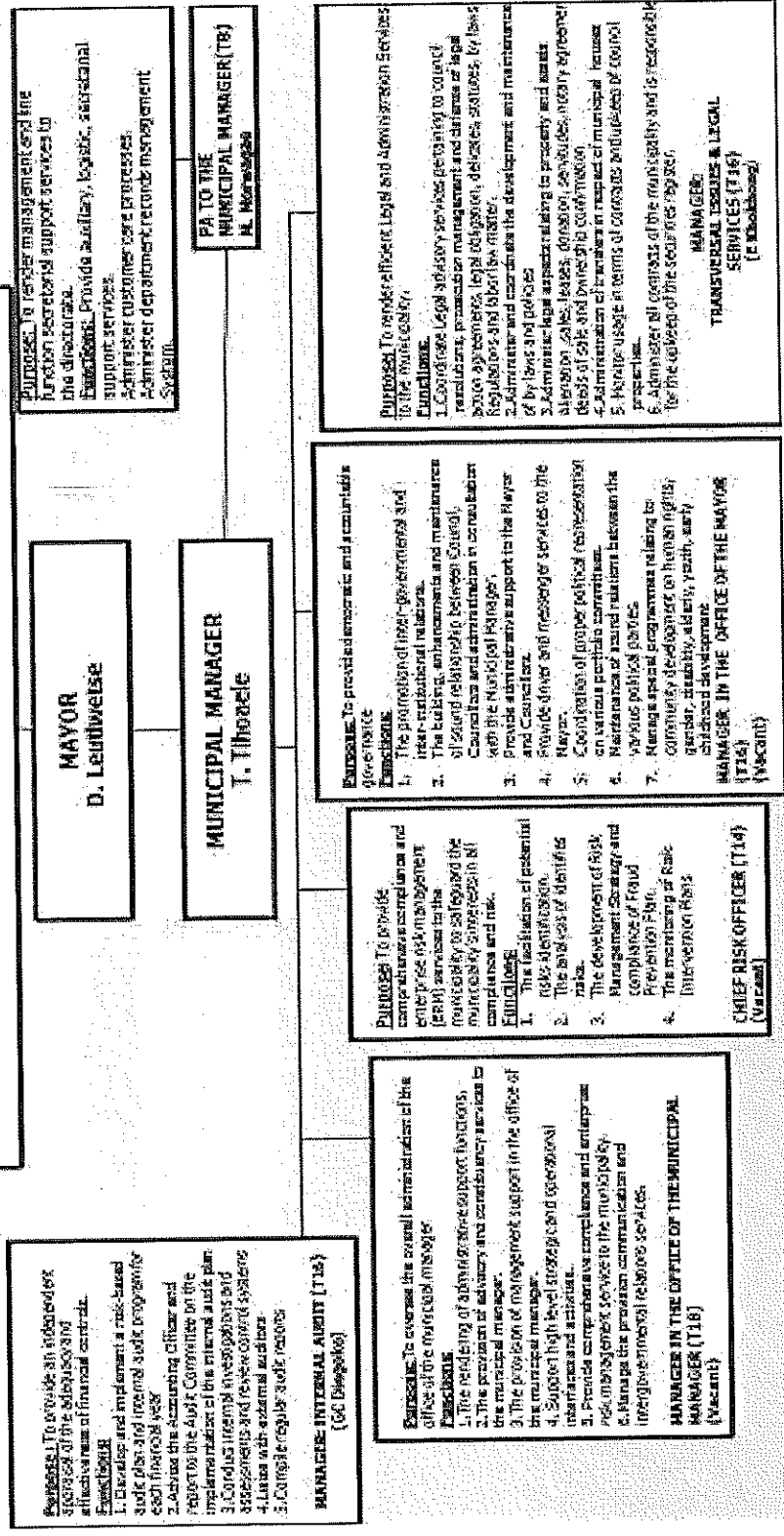
BE
M-B
TE

No. of District Positions: 00

No. of District Positions: 00

DETAILED EXECUTIVE STRUCTURE FOR JOE MOROLONG LOCAL MUNICIPALITY

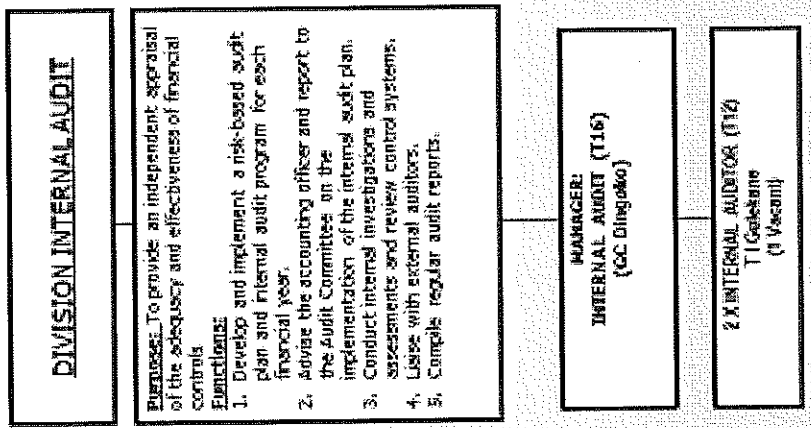
JOE MOROLONG ADMINISTRATION



DD

Handwritten initials and marks at the bottom right of the page.

DETAILED STRUCTURE FOR THE OFFICE OF THE MUNICIPAL MANAGER (INTERNAL AUDIT SECTION)



Purposes: To provide an independent appraisal of the adequacy and effectiveness of financial controls.

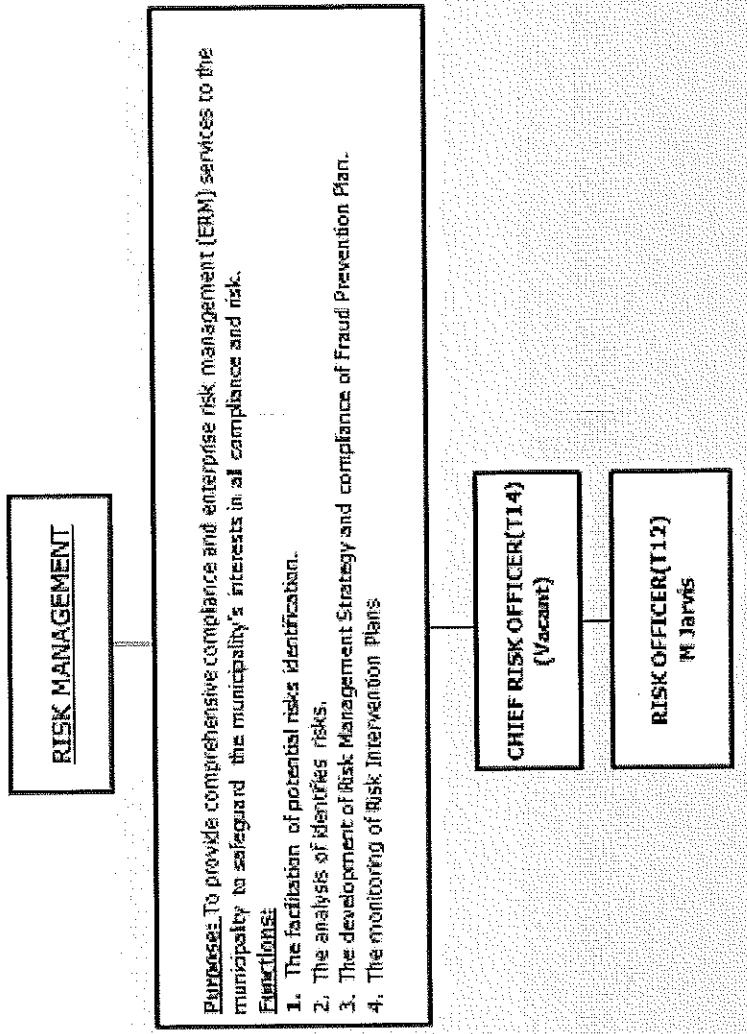
Functions:

1. Develop and implement a risk-based audit plan and internal audit program for each financial year.
2. Advise the accounting officer and report to the Audit Committee on the implementation of the internal audit plan.
3. Conduct internal investigations and assessments and review control systems.
4. Liaise with external auditors.
5. Complete regular audit reports.

DD

B.M. TE
m.b

DETAILED STRUCTURE FOR THE OFFICE OF THE MUNICIPAL MANAGER (RISK MANAGEMENT UNIT)



DA

M
B-E
M-B
TE

DETAILED STRUCTURE FOR THE MAYOR'S OFFICE

Purpose: To provide democratic and accountable governance

Functions:

1. The promotion of inter-governmental and inter-institutional relations.
2. The building, enhancement and maintenance of sound relationship between Council, Councilors and administration in consultation with the Municipal Manager.
3. Provide administrative support to the Mayor and Councilors.
4. Provide driver and messenger services to the Mayor.
5. Coordination of proper political representation on various portfolio committees.
6. Maintenance of sound relations between the various political parties.
7. Manage special programmes relating to community development on human rights, gender, disability, elderly, youth, early childhood development

MANAGER IN THE OFFICE OF THE MAYOR (T16)
(Vacant)

MANAGER IN THE OFFICE OF THE MAYOR (T16)
(Vacant)

Purpose: To coordinate special projects.

Functions:

1. The coordination of support functions of vulnerable groups.
2. The administration of educational support projects.
3. The coordination of cultural and sporting activities.

SPECIAL PROGRAMME COORDINATOR (T10)
(Vacant)

YOUTH ADVISOR
MO Muthurambasa (T6)

2 X SPECIAL PROGRAMME CLERK (T2)
SC Gopalan
TE Pradeepa

Purpose: To render management and line function secretarial support services to the office.

Functions:

1. Provide auxiliary, logistic, secretarial support services.
2. Administer customer care processes.
3. Administer department records management system.

PA TO THE MAYOR (TS)
(Vacant)

PROTOCOL DRIVER TO THE MAYOR (TS)
#1. Sathish

DD

BE
m-5

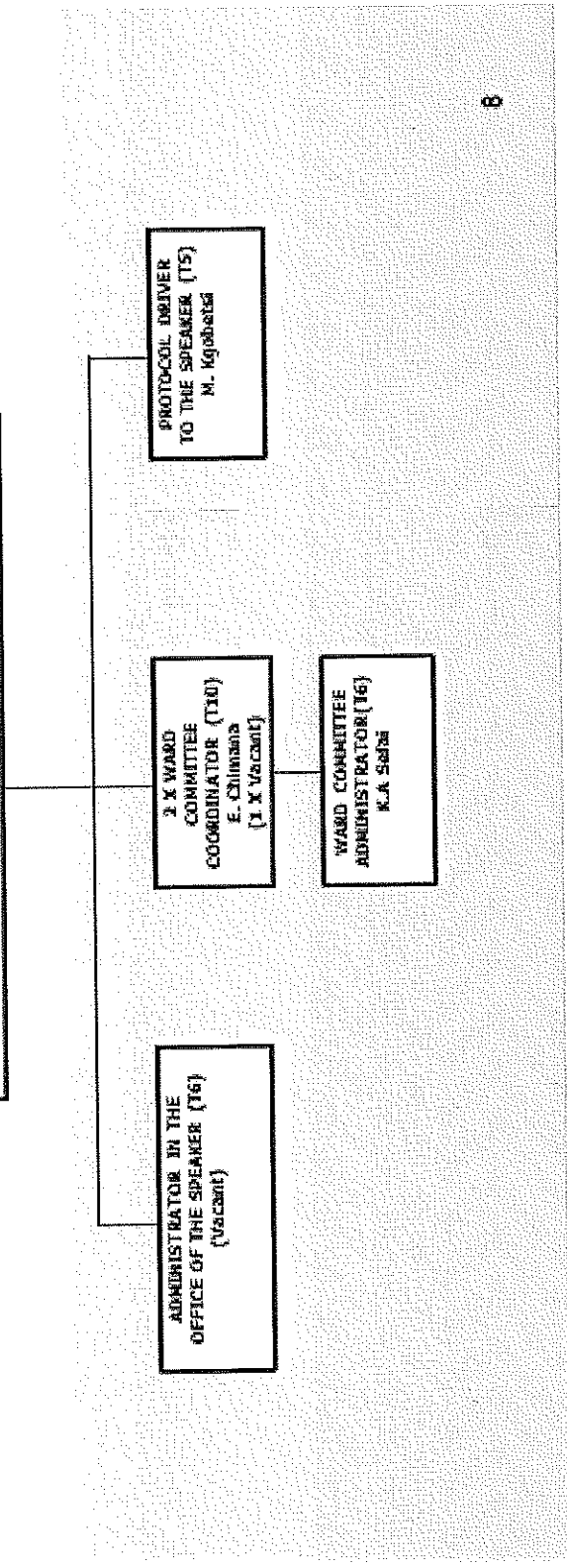
TE

DETAILED STRUCTURE FOR THE SPEAKER'S OFFICE

Purpose: To provide political leadership and strategic direction to Council.

Functions:

1. Facilitation of public participation in legislative matters.
2. Establishment and functioning of ward committees.
3. The rendering of administrative support to Councilors.
4. Responsible for the establishment and co-ordination of the ward committee system.
5. Provide administrative support to ward committees.



DD

25 B.F. 3.0

TE

DETAILED STRUCTURE FOR MUNICIPAL MANAGER'S OFFICE

Purpose: To oversee the overall administration of the office of the municipal manager.

Functions:

1. The rendering of administrative support functions.
2. The provision of advisory and consultancy services to the municipal manager.
3. The provision of management support in the office of the municipal manager.
4. Support high level strategic and operational interfaces and activities.
5. Provide comprehensive compliance and enterprise risk management services to the municipality.
6. Manage the provision communication and intergovernmental relations services

MANAGER IN THE OFFICE OF THE MUNICIPAL MANAGER (T18)
(Vacant)

MANAGER:
OFFICE OF THE MUNICIPAL MANAGER
(Vacant)

Purpose: To render public relations, organizational communication services, council tourism marketing national and tourism services.

Functions:

1. The provision of public relations services.
2. The development of communication framework and management of stakeholder relations.
3. The provision of internal and external communication procedures and systems.
4. The provision of organizations corporate branding services.
5. The provision of events management services.
6. The provision of design and media production services.

COMMUNICATION OFFICER (T10)
(Vacant)

DRIVER IN THE
POLITICAL OFFICE (T5)
(Vacant)

Purpose: To promote the efficient and effective governance.

Functions:

1. The provision of administrative support to the Municipal Public Accounts Committee.
2. The coordination of investigation on misappropriation of funds.
3. The coordination of the processing of annual report.
4. The provision support on the investigation of unauthorized, irregular or fruitless and wasteful expenditure.

MPAC ADMINISTRATOR (T10)
(Vacant)

DD

25
B.E.
TE
m-b

1.2. Staffing Information

Type	Gender		Total Number	Cost in Rands
	Male	Female		
Municipal Manager	1	0	1	
Manager: Transversal Issues & Legal Services	1	0	1	
Communications Officer	0	1	1	
Special Programme Officer	0	0	1	
Special Programme Clerk	0	1	1	
Special Programme Clerk	1	0	1	
PA : Mayor	0	1	1	
PA : Municipal Manager	0	1	1	
Ward Committee Coordinator	1	0	1	
Ward Committee Administrator	1	0	1	
Speaker's Administrator	0	1	1	
Protocol Driver to the Mayor	1	0	1	
Protocol Driver to Speaker	1	0	1	
TOTAL	7	6	13	

DD

M
BE
M-B
TE

1.3.1. Link with the Top Layer SDBIP

1. Promote Good Governance

- Promote good governance
- Ensure intergovernmental coordination

2. Provision of Legal Services

- Rendering effective legal services to Municipality is provided with the best possible legal services, advice and support, within Joe Morolong Local Municipality.
- Ensures implementation of broader policies and adherence to local government laws.
- Develop policies, procedures and guidelines to be utilised by all members of the Council, Municipal Manager, Directors and different units and sub-units.

3. Enhance Communications and Customer relations

- To ensure effective and efficient internal and external communication
- To market all municipal events
- To manage & support tele-centres Ward committee support and development
- To promote the public image of the Municipality.

4. Coordinate empowerment of Youth, Women, Children, Persons living with HIV/AIDS, Senior citizens and Disabled person

- To facilitate formation of youth, women ,Senior citizens children , People with disabilities, HIV/Aids in municipality
- To coordinate empowerment of Youth ,Women, Children and people with disabilities

5. Public Participation

- To facilitate and support participatory democracy through the involvement of communities and relevant stakeholders including traditional Authorities
- Ward committee support and development
- Community development workers
- Community work programme

1.3.2. Support from other departments

LEAD FUNCTION	SUPPORT EXPECTED
Provide Municipal Planning	Finance ✓ Financial planning for the institution Technical & Community Services ✓ To do detailed project planning (capital and operational) and business plans Corporate Service & Planning & Development ✓ Internal institutional planning (organisational) Office of the Mayor & Planning & Development ✓ Feed community needs into the IDP and communicate government response to the community
Promote Good governance	✓ Comply with legislations applicable to the municipality ✓ Implement council resolutions and policies ✓ Regularly submit quarterly performance reports ✓ Implementation the delegation system.
Provide legal services	✓ Implement council resolutions ✓ Referral of legal matters
Improve Audit Opinion	✓ Timely respond to internal audit reports ✓ All departments to respond to internal audit reports
Promote Accountable, efficient and transparent organisation	✓ Implement council resolutions and adhere to all local government laws ✓ Support of all departments to provide with information
Enhance Communications and Customer relations	Corporation of all department to improve communication by providing information when requested
Coordinate empowerment of Youth, Women, Children, Persons living with HIV/AIDS, Senior citizens and Disabled person	Full participate in special programmes activities
Public Participation	✓ Fully participate in public participation programmes ✓ Attend all IDP Representative Forum Meetings

DD

TE
BE m-B

1.3.3. Support to Other departments

LEAD FUNCTION	SUPPORT EXPECTED
Provide Municipal Planning	Coordinate Municipal planning
Promote Good Governance	<ul style="list-style-type: none"> ✓ Comply with legislations applicable to the municipality ✓ Implement council resolutions and policies
Provide legal services	<ul style="list-style-type: none"> ✓ Implement council resolutions ✓ Manage legal matters
Improve Audit Opinion	<ul style="list-style-type: none"> ✓ Timely respond to internal audit reports
Promote Accountable, efficient and transparent organisation	<ul style="list-style-type: none"> ✓ Implement council resolutions and adhere to all local government laws
Enhance Communications and Customer relations	Efficiently communicate Municipal matters
Coordinate empowerment of Youth, Women, Children, Persons living with HIV/AIDS, Senior citizens and Disabled person	Plan special programmes activities
Public Participation	Plan public participation events

1.3.2. Supported by other department

Technical Services

- Facilitate the provision of community infrastructure

Corporate Services

- Recruit and Retain Talented Employees
- Achieve Employment Equity
- Improve Technology Efficiency

Community Services

- Promote LED and Tourism
- Coordinate the provision of housing services
- Promote safe and clean environment

Finance

- Achieve unqualified Audit opinion
- Adhere to budget timelines
- Improve Credit Rating
- Expand Tax Base

DD

M
BE.
TE

- Provide indigence information to assist the department in financial planning
- Increase Revenue

Planning & Development

- Facilitate IDP, Performance consultations
- Improve Spatial Planning

DD

M-B

BE

10

Financial Information
Department: Office of Municipal Manager

Project Name	Cost Estimate
NC451_Employee related Costs_Internal Audit_2021/2022	10 800,00
NC451_Employee related Costs_Internal Audit_2021/2022	101 903,00
NC451_Employee related Costs_Internal Audit_2021/2022	-
NC451_Employee related Costs_Internal Audit_2021/2022	-
NC451_Employee related Costs_Internal Audit_2021/2022	-
NC451_Employee related Costs_Internal Audit_2021/2022	1 222 833,00
NC451_Employee related Costs_Internal Audit_2021/2022	379,00
NC451_Employee related Costs_Internal Audit_2021/2022	76 898,00
NC451_Employee related Costs_Internal Audit_2021/2022	220 110,00
NC451_Employee related Costs_Internal Audit_2021/2022	5 689,00
NC451_Employee related Costs_Internal Audit_2021/2022	44 653,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	42 000,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	104 856,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	408 000,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	794 637,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	83 626,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	119,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	1 785,00
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	-
NC451_Employee related Costs_Office of the Municipal Manager_2021/2022	29 213,00

DD

BE
 2.5

TE

NC451_Employee related Costs_Risk Management_2021/2022
 NC451_Employee related Costs_Risk Management_2021/2022
 NC451_Employee related Costs_Risk Management_2021/2022
 NC451_Employee related Costs_Risk Management_2021/2022
 NC451_Employee related Costs_Risk Management_2021/2022
 NC451_Employee related Costs_Risk Management_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Employee Related_Municipal Manager_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Internal Audit_2021/2022
 NC451_Municipal Operational Cost_Municipal Manager_2021/2022

-
 -
 350 558,00
 126,00
 30 784,00
 63 100,00
 1 896,00
 -
 21 600,00
 43 359,00
 -
 -
 188 598,00
 -
 20 000,00
 353 970,00
 2 263 182,00
 884,00
 140 871,00
 407 373,00
 15 169,00
 600 000,00
 -
 -
 -
 -
 20 000,00
 30 000,00
 10 219,00
 40 000,00
 10 000,00
 -
 3 000 000,00

B
 BB
 TB
 TB
 MB

NC451_Municipal Operational Cost_Risk Management_2021/2022	-
NC451_Operational Revenue_Internal Audit_2021/2022	(2 348 838,00)
NC451_Operational Revenue_Municipal Manager_2021/2022	(7 503 249,00)
NC451_Operational Revenue_Office of the Municipal Manager_2021/2022	(1 539 691,00)
NC451_Operational Revenue_Risk_2021/2022	(475 686,00)

DD

BE
TE
m-b

1.7. Customers and Service Delivery

Customer Group	Service		Improvement Plan
	Name	Level	
Internal Departments	Legal services Promote efficient communication Enhance public participation Promote accountability	High	
Mayor and Speaker	Legal services Promote efficient communication Enhance public participation	High	
Council, Committees & Councillors	Legal services Promote efficient communication Enhance public participation	High	
Public/Communities	Promote efficient communication Enhance public participation	Low	

CHAPTER 2

STRATEGIES, KPI AND TARGETS

STRATEGIC FOCUS AREA 1

Good Governance, Communication and Transformation

Strategies for each objective

➤ Promote Good Governance

The Municipality needs to continuously monitor the implementation of MFMA, IDP and the municipal PMS. The municipality has developed an audit action plan to respond to the queries raised by the Auditor General.

Management 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. Management 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.

➤ **Improve Communication**

Development and implementation of the communication policy. A corporate calendar is to be introduced. An IT-supported internal/ external newsletter is to be produced.

➤ **Enhance Customer Service**

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

STRATEGIC FOCUS AREA 4

SOCIAL CLUSTER

Strategies for each objective

➤ **Empowerment of designated groups**

To coordinate the development of youth, women, children, elderly persons and people with disabilities in the municipality. Coordinate the functionality of the Local AIDS Council.

STRATEGIC FOCUS AREA 5

COMMUNITY PARTICIPATION

Strategies for each objective

➤ **Enhance Stakeholder Participation**

The municipality is to develop and implement a community participation strategy. Coordinate the functionality of Ward Committee. Training of ward committees to intensify involvement in municipal affairs.

DP

TE
BE. m.B

**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				RESOURCES ALLOCATED FOR 2021/22 SDBIP PER QUARTER				POE	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
KPI 1	To develop and adopt Audit Action Plan	Number of Audit Action Plan developed and adopted by January 2022	1 adopted Audit Action Plan by January 2022	N/A			Submission of Audit Action Plan to Council for adoption			R0.00	R0.00	R0.00	R0.00	Audit action plan Council resolution
KPI 2	To review system of delegation	Number of reviewed system of delegation by September 2021	1 report on reviewed system of delegation by September 2021	N/A	1 reviewed system of delegations by September 2021					R0.00	R0.00	R0.00	R0.00	Copy of reviewed system of delegation Council resolution
KPI 3	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				R0.00	R0.00	R0.00	R0.00	Copy of external newsletters

DD

BE m3

10

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	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 report on publicized all municipal activities/events on municipal website	Number of publicized activities/events on municipal website by June 2022	4 quarterly publicized activities/events on municipal website by June 2022	N/A	Q1 1 report on publicized municipal activities/events on municipal website by September 2021	Q2 1 report on publicized municipal activities/events on municipal website by December 2021	Q3 1 report on publicized municipal activities/events on municipal website by March 2022	Q4 1 report on publicized municipal activities/events on municipal website June 2022	Q1 R0.00	Q2 R0.00	Q3 R0.00	Q4 R0.00	Proof of publications

DD

m-6
A
B.E

TE

CHAPTER 7D
STRATEGIC FOCUS AREA 4
SOCIAL CLUSTER

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	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 5		Number of functionality of the Local AIDS Council (LAC) by June 2022	4 reports on functionality of the LAC by June 2022	R30 000.00	1 report on functionality of the LAC by September 2021	1 report on functionality of the LAC by December 2021	1 report on functionality of the LAC by March 2022	1 report on functionality of the LAC by June 2022	R7 500.00	R7 500.00	R7 500.00	R7 500.00	List of activities on LAC
KPI 6		Number of programs on youth development by June 2022	4 reports on programs on youth development by June 2022	R200 000.00	1 youth development programs by September 2021	1 youth development programs by December 2021	1 youth development programs by March 2022	1 youth development programs by June 2022	R5000 0.00	R5000 0.00	R5000 0.00	R5000 0.00	List (4) of youth programmes held
KPI 7		Number of Women & Children development programs by June 2022	4 Women & Children development programs by June 2022	R35 000.00	1 program on Women & Children development by December 2021	1 program on Women & Children development by December 2021	1 program on Women & Children development by March 2022	1 program on Women & Children development by June 2022	R8 750.00	R8 750.00	R8 750.00	R8 750.00	List (4) of woman programmes held

DD

35
D.C.
M-B
TE

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	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		Number of programs for disabled and elderly people by June 2022	4 programs for disabled and elderly people by June 2022	R30 000.00	1 program for disabled and elderly people by September 2021	1 program for disabled and elderly people by December 2021	1 program for disabled and elderly people by March 2022	1 program for disabled and elderly people by June 2022	R7 500.00	R7 500.00	R7 500.00	R7 500.00	List (4) of disabled and elderly programmes held

DD

BE
M-B
TE

CHAPTER 7E
 STRATEGIC FOCUS AREA
 COMMUNITY PARTICIPATION
 STRATEGIC FOCUS AREA

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	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 9	To pay stipend for ward committees	Number of stipends paid to ward committees by June 2022	15 ward committee stipends paid by June 2022	R1 500 000.00	15 of stipends paid to ward committees by September 2021	15 of stipend paid to ward committees by December 2021	15 of stipend paid to ward committees by March 2022	15 of stipend paid to ward committees by June 2022	R375 000.00	R375 000.00	R375 000.00	R375 000.00	Proof of stipend paid to ward committees
KPI 10	To provide accredited training for Councillors	Number of accredited training provided for Councillors by December 2021	Training provided for Councillors by December 2021	R1 500 000.00	Appointment of service provider by September 2021	Training provided for Councillors by December 2021			R0.00	R0.00			Q1: Appointment letter Q2: Delivery note
KPI 11	To provide accredited training for ward committees	Number of accredited training provided for ward	1 accredited training provided for 15 ward committees by	R1 500 000.00	1 accredited training provided for 15 ward committees by	1 accredited training provided for 15 ward committees by	1 accredited training provided for 15 ward committees by	Certificate for attendance for all 15 ward committee members by	R1 500 000.00	R1 500 000.00	R0.00	R0.00	Certificate of attendance for all 15 wards committees

DD

M-6

BE TE

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	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		
		committees by June 2022	March 2022					March 2022	June 2022					
KPI 12	To conduct Speaker's Forum meeting	Number speakers forum meetings held by June 2022	4 speakers forum meetings held by June 2022	R20 000.00	1 speaker's forum meeting by September 2021	1 speaker's forum meeting by December 2021	1 speaker's forum meeting by March 2022	1 speaker's forum meeting by June 2022	R5000 .00	R5000 .00	R5000 .00	R5000 .00	Minutes of the meetings and attendance registers	

DD

BE

M-B

TE

ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]

[“The Employer”]
(MUNICIPAL MAYOR)
[“MS D LEUTLWETSE”]

And

[MR T.TLHOAELE]
(MUNICIPAL MANAGER)
[“The Employee”]

DP

M.B

K.B.E

TE

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.

(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 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).

(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.

PP
M.B
B.E

10

Personal Development Plan of: Mr T. Tilhoaele

Compiled on the 24/01/2022

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 outcome towards clean audit.	Workshop on best practices for achieving clean and Municipal Finance Management Program	Workshop and bench marking with similar successful institutions of our nature of business and attending of formal classes	12 months	Proper supervision and adherence to legal prescripts	Municipal Mayor
Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace.	External provider, in line with identified unit standard and not exceeding R20 000	6 months	Appraisal of managers reporting to the MM	Municipal Mayor
Advanced Project Management	Ability to integrate the corporate services department to achieve the	Course	Attendance	6 months	Effective and efficient management of service delivery	Municipal Mayor



DD

KBE

M-B

TE

Human Resource Development	organizational goal Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	3 months	projects Effective and efficient HR Development systems	Municipal Mayor
Advanced Computer Literacy	Improved presentations and report writing	Course	Attendance	6 months	Improved quality of presentations and reports	Municipal Mayor

Municipal Manager  Signature: _____	Municipal Mayor  Signature: _____
--	---

DD

B/A
M.B
TE

DD

BE

TE

MB