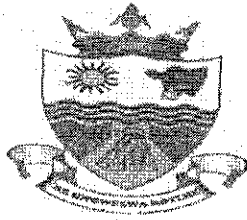


JOE MOROLONG LOCAL MUNICIPALITY



JOE MOROLONG
LOCAL MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF JOE MOROLONG AS
REPRESENTED BY THE MUNICIPAL MANAGER:
MR TSHEPO MCDONALD BLOOM

AND

THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR: PLANNING AND DEVELOPMENT DEPARTMENT
MR KEMOTHIBILE VINCENT PHIRI

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of Joe Morolong Local Municipality herein represented by Mr. TM Bloom 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;
- 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.

22
K.V. Phiri
L.M.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2015 and will remain in force until 30 June 2016, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next 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.

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.

K.V.

DDM

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5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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

6.1 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.

6.2 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

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

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

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

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	00
Municipal Institutional Development and Transformation	25
Local Economic Development (LED)	0
Municipal Financial Viability and Management	0
Good Governance and Public Participation	75
Total	100%

6.4 The CMCs will make up the other 20% of the **Employee's** assessment score. CMCs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**:

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 LDM
 K.V.
 L.H.

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

7. EVALUATING PERFORMANCE

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

- 7.1.1 The standards and procedures for evaluating the **Employee's** performance; and
- 7.1.2 The intervals for the evaluation of the **Employee's** performance.

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

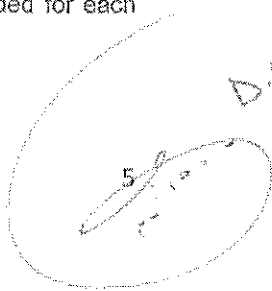
7.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.

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

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.


 D.D.M
 K.V
 L.N

- (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

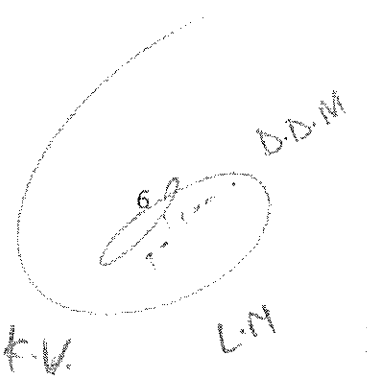
- (a) Each CMC should be assessed according to the extent to which the specified standards have been met.
- (b) An Indicative rating on the five-point scale should be provided for each CMC.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores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



 6.2
 F.V.
 L.M.
 D.D.M.

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

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

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

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

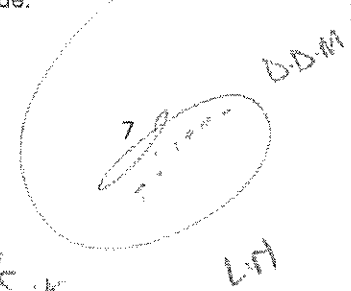
First quarter	:	July – September
Second quarter	:	October – December
Third quarter	:	January – March
Fourth quarter	:	April – June

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.



 K.V. L.H. D.D.M.

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.

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**.

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 De Moorburg on this the 10 day of July 2015

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. D.D.M

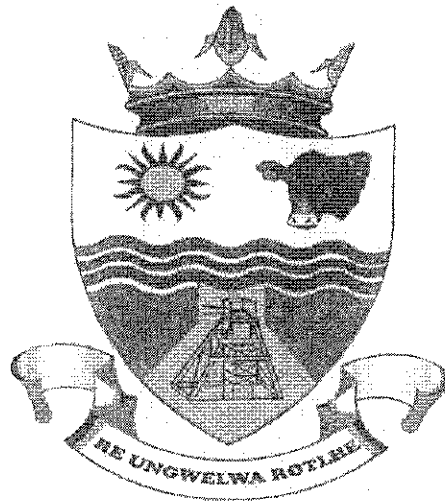
2. _____

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MUNICIPAL MANAGER

ANNEXURE A

JOE MOROLONG LOCAL MUNICIPALITY

"NC 451"



2015/16 FINANCIAL YEAR

DIRECTOR: MR K.V PHIRI

TECHNICAL SERVICE DELIVERY AND BUDGET
IMPLEMENTATION PLAN (SDBIP)

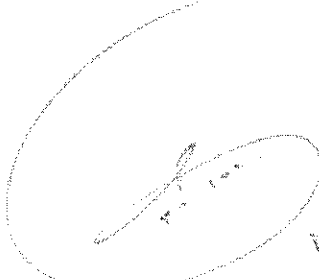

K.V. 2015
L.M.

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1.4. Staffing Information

1.5. Link with the corporate strategy

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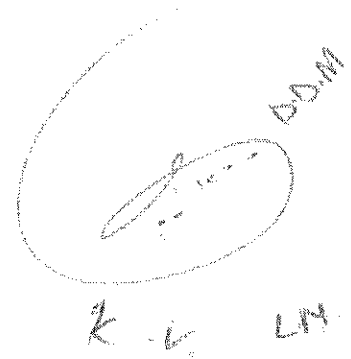
1.6. Financial Resources

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CHAPTER 2.....

2. Strategic Focus 1

2.1. Departmental Initiative Programmes and Targets (Supporting Activities)

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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.

1.2. Functions of the Department

- Develops and directs the implementation of IDP, PMS and Town and Regional Planning.

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.
 - 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.

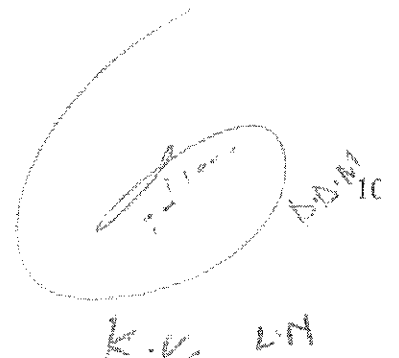
Human Resource

Director

Manager: IDP and PMS

Manager: Town Planning

IDP/PMS officer

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1.3. Departmental Organogram
 1.4. Staffing Information

Type	Gender		Total Number	Cost in Rands
	Male	Female		
Director	1		1	
IDP/PMS Manager		1	1	
IDP/PMS Officer		1	1	
Manager: Town Planning		1		
Total	1	3	4	R2, 413, 970.20

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

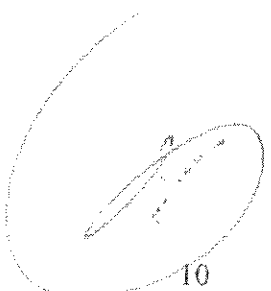
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 DD-M

1.5.2. Support from other departments

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


 10
 D.D.M
 K.L. L.H

Financial Resources

0601 PLANNING &
DEVELOPMENT

VOTE NUMBER	DESCRIPTION	2014/15	ADJUSTED BUDGET	2015/16	2016/17	2017/18
	RENTAL: FACILITIES & EQUIPMENT					
0601/0703/0000	RENT INCOME	R 24 000.00	R 24 000.00			
	SUBTOTAL	R 24 000.00	R 24 000.00	R	R	R
	GOV GRANT & SUBSIDY: NATIONAL					
0601/1621/0000	GRANTS					
	SUBTOTAL		R	R	R	R
	GOV GRANT & SUBSIDY: PROVINCIAL					
0601/1621/0000	GRANTS					
	SUBTOTAL		R	R	R	R
	OTHER INCOME					
0601/1731/0000	MISCELLANEOUS INCOME					
	SUBTOTAL					

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K. C. L. M. D.D.M.

	RANGE TOTAL INCOME	R	24 000.00	R	24 000.00	R		R		R	
	EMPLOYEE: REMUNERATION										
0601/3001/0000	SALARIES	R	1 132 368.00	R	1 076 066.00	R	1 403 303.00	R	1 484 694.57	R	1 563 383.39
0601/3011/0000	ANNUAL LEAVE BONUS	R	66 661.00	R	42 332.00	R	116 942.00	R	123 724.64	R	130 282.04
0601/3021/0000	OVERTIME	R	28 113.00	R	15 751.00	R	5 052.80	R	5 345.86	R	5 629.19
0601/3039/0000	ALLOWANCE - TEL	R	8 331.00	R	17 600.00	R	31 223.00	R	33 033.93	R	34 784.73
0601/3041/0000	ALLOWANCE - TRAVEL	R	239 232.00	R	448 086.00	R	543 744.00	R	575 281.15	R	605 771.05
0601/3051/0000	SUBSIDY - HOUSING	R	23 923.00	R	37 420.00	R	54 366.00	R	57 519.23	R	60 567.75
0601/3013/0000	PERFORMANCE BONUS										
	SUBTOTAL	R	1 518 628.00	R	1 637 235.00	R	2 154 630.80	R	2 279 599.38	R	2 400 418.15
	EMPLOYEE CONTRIBUTIONS SOCIAL										
0601/3101/0000	CONTRI. INDUSTRIAL	R	244.00	R	244.00	R	346.00	R	366.07	R	385.47
0601/3103/0000	CONTRI. MEDICAL	R	57 980.00	R	40 428.00	R	124 081.00	R	131 277.70	R	138 235.42
0601/3105/0000	CONTRI. PENSION	R	91 446.00	R	91 446.00	R	108 178.00	R	114 452.32	R	120 518.30
0601/3111/0000	CONTRI. UIF	R	5 718.00	R	5 354.00	R	7 582.00	R	8 021.76	R	8 446.91
	CONTR. S.D.L	R	17 916.00	R	13 326.00	R	19 152.20	R	20 263.03	R	21 336.97
	SUBTOTAL	R	173 304.00	R	150 798.00	R	259 339.20	R	274 380.88	R	288 923.06
	REPAIR & MAINTENANCE										
0601/3812/0000	FARMS										
0601/3857/0000	VEHICLE	R	-	R	-	R	-	R	-	R	-
	SUBTOTAL	R	-	R	-	R	-	R	-	R	-
	CONTRACTED SERVICES										
0601/4204/0000	CONSULTANCY FEES										
0601/4234/0000	PROFESSIONAL FEES										
	SUBTOTAL	R	-	R	-	R	-	R	-	R	-



 P. L. L. M. D. D. 466

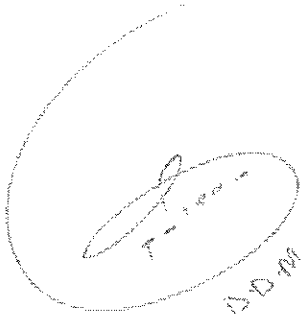
		R	486 214.00	R	237 958.00	R	815 000.00	R	42 200.00	R	44 521.00
	SUBTOTAL										
	CONTRIB TO FUNDS & RESERVES										
0601/6001/0000	CONTAINER										
0601/6033/0000	KIANG KOP										
	COMPUTER										
0601/6063/0000	VEHICLE										
	SUBTOTAL	R	-	R	-	R	-	R	-	R	-
	RANGE TOTAL	R	2 178 146.00	R	2 025 991.00	R	4 228 970.00	R	2 596 180.28	R	2 733 862.21

1.6. Customers and Service Delivery

Customer Group	Service Name	Level
Internal Departments	<ul style="list-style-type: none"> ▶ IDP ▶ Coordinate the review process of the IDP ▶ 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 	High
	<ul style="list-style-type: none"> ▶ PMS ▶ Coordinate the implementation of PMS regulations and policy ▶ Coordinates the development of the municipal SDBIPs ▶ Reporting on municipal performance; i.e. 	
	<ul style="list-style-type: none"> ▶ Quarterly performance reports ▶ Mid-year performance report ▶ Annual performance report ▶ Annual report 	

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	<p>Oversight report</p> <ul style="list-style-type: none"> ▲ Ensure the functionality of the Municipal Public Accounts Committee (MPAC) <p>Town and Regional Planning</p> <ul style="list-style-type: none"> ▲ Ensure the smooth implementation of the Spatial Planning and Land Use Management Act (SPLUMA) 	
Mayor and Municipal Manager	<p>Secretariat Services</p> <ul style="list-style-type: none"> ▲ IDP Steering Committee ▲ IDP Representative Forum ▲ IDP Consultation Meetings ▲ Municipal Planning Tribunal ▲ Performance contracts of the MM and senior managers <p>Reporting- municipal performance</p> <ul style="list-style-type: none"> ▲ Quarterly ▲ Mid – year ▲ Annually 	High
Council, Committees & Councillors	<p>Support</p> <ul style="list-style-type: none"> ▲ IDP Representative Forum ▲ Top Layer SDBIP 	Medium
Public/Communities	<p>Consultation</p> <ul style="list-style-type: none"> ▲ IDP ▲ Budget ▲ SDBIP ▲ Performance contracts of the MM and senior managers 	High


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 C.M

CHAPTER 2

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE, COMMUNICATION TRANSFORMATION

2.1. STRATEGIES, KPI AND TARGETS

1. Strategy for Each Objective

1.1. Improve Credit rating

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

1.2. 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 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.

1.3. 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.

1.4. 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.

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1.5. 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.

1.6. Achieve Employment Equity

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

STRATEGIC FOCUS AREA 3 Land, Housing and Environment

2. Strategy for Each Objective

2.1 Land Use Management

- To ensure that the municipality implement its mandate with regard to the Land Use Management

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STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE, COMMUNICATION TRANSFORMATION

CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET				PORTFOLIO EVIDENCE
				1 st	2 nd	3 rd	4 th	
Promote Good Governance	Improved Audit Report	5%	1 Unqualified Report by November 2015	Submission of information for timeous compilation of Annual Performance Reports and Annual Financial Statement by 30 July 2015	Responding to all audit findings during process by November 2015	Submission of information for compilation of the Audit Action plan to February 2016	Submission of information for preparation of books for new annual financial statements by June 2016	Q 1 Document of information Q 2 Management report of information Q 3 Document of information Q 4 Document of information
Promote Good Governance	Number of IDP process plan developed	5%	1 IDP process plan developed and adopted by Council by 31 August 2015	Process plan to be adopted in 31 August 2015	Implementation of the process plan	Implementation of the process plan	Implementation of the process plan	Q 1 1. Copy of IDP Process plan 2. Council minutes 3. Resolution number Q 2, 3 and 4 Progress reports on the activities in the IDP process plan
Promote Good Governance	Implementation of the IDP process plan	5%	4 quarterly reports on the implementation of the IDP Process plan June 2016	1 quarterly reports on the implementation of the IDP Process plan by September 2015	1 quarterly reports on the implementation of the IDP Process plan by December 2015	1 quarterly reports on the implementation of the IDP Process plan by March 2016	1 quarterly reports on the implementation of the IDP Process plan by June 2016	Progress reports regarding the activities in the IDP process plan
Promote Good Governance	Number reports on IDP/Budget	5%	2 reports on IDP/ Budget community	Prepare schedule and presentation by	Advertise the schedule for the IDP	Prepare schedule for the IDP/Budget	1 report on IDP/Budget consultation	1. Schedule meetings for

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	consultation meetings		consultation meetings in all wards	September 2015	consultation meetings in the local newspaper by October 2014 1 report on IDP consultation submitted and approved by Council by December 2015	consultations by March 2015 Advertise the schedule for the IDP/Budget meetings in the local newspaper by March 2016	submitted and approved by Council by May 2016	2. Report on IDP consultation meetings 3. Council resolutions
Promote Good Governance	Number of IDP/Budget compiled	5%	1 IDP/Budget for 2016/17 FY submitted and adopted by Council on May 2016	Prepare the IDP/Budget document for 2015/16 by Sept 2015	Submit draft IDP/Budget to Council for noting by Dec 2015	Tabling of the draft reviewed IDP/Budget to Council by March 2016	Tabling of the final reviewed IDP/Budget to Council for Approval by 31 May 2016	Q 2 1. Draft IDP/Budget minutes 2. Council minutes and resolution for noting Q 3 1. Draft IDP/Budget minutes 2. Council minutes and resolution for approval Q 4 1. Final IDP/Budget minutes 2. Council minutes and resolution
Promote Good Governance	Number of reports on Annual performance assessment of the municipal manager and managers reporting directly to the municipal	5%	1 Annual performance assessment report 2014/15 FY submitted and adopted by Council by September 2015	1 report on Annual performance assessment for the 2014/15 FY by September 2015	1 quarterly performance assessment report for the 1 st quarter submitted and adopted by Council by October 2015	1 quarterly performance assessment report for the 2 nd quarter submitted for and adopted by Council by January 2016	1 quarterly performance assessment report for the 3 rd quarter submitted and adopted by Council by April 2016	Q 1 1. Annual performance assessment report 2. Council minutes and resolution Q 1, 2, 3 & 4 One performance assessment report per quarter and

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 2015/16
 2016

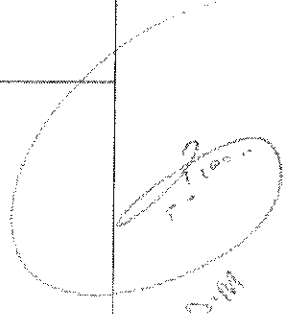
	manager		3 quarterly reports on assessment of the municipal manager and managers reporting directly to the municipal manager by June 2016							Council resolutions and signed minutes
Promote Good Governance	Technical SDBIP performance agreements developed and signed	5%	1 report to Council on the developed and signed technical SDBIPs and performance agreements by September 2015	Report to Council on the developed and signed tech SDBIPs and performance contracts by July 2015	1 municipal performance report on Top layer SDBIP for the 1 st quarter submitted and adopted by Council December 2015	1 municipal performance report on Top layer SDBIP for the 2 nd quarter submitted and adopted by Council January 2016	1 municipal performance report on Top layer SDBIP for the 3 rd quarter submitted and adopted by Council March 2016	Four Quarterly performance report, one report per quarter	Q 1 1. Copy of technical SDBIPs and signed performance agreements	
Promote Good Governance	Number of performance reports on Top layer SDBIP submitted	5%	4 performance reports submitted and adopted by Council on June 2016	1 municipal performance report on Top layer SDBIP for the previous financial year 2014/15 submitted and adopted by Council September 2015	1 municipal performance report on Top layer SDBIP for the 1 st quarter submitted and adopted by Council December 2015	1 municipal performance report on Top layer SDBIP for the 2 nd quarter submitted and adopted by Council January 2016	1 municipal performance report on Top layer SDBIP for the 3 rd quarter submitted and adopted by Council March 2016			
Promote Good Governance	Number of section	5%	1 section 72 report			Section report			Q 3 1. Copy of section 72	

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report submitted	Number of annual reports submitted	5%	submitted and adopted by Council by 25 January 2016	submitted and adopted by Council by 25 January 2016	submitted and adopted by Council by 25 January 2016	report
Promote Good Governance	Number of annual reports submitted	5%	1 Annual report adopted and submitted to COGHSTA, Provincial Legislature, Provincial and National Treasury by December 2015	Annual report adopted and submitted to COGHSTA, Provincial Legislature, Provincial and National Treasury by January 2016	3 departmental meetings held by June 2016	Q2 1. Copy of annual report 2. Minutes and council resolution number 3. Acknowledgement letters from COGHSTA, provincial legislature, provincial and national treasury 12 signed copies of departmental meetings minutes
Promote Good Governance	Number of departmental meetings held	5%	12 departmental meetings held by June 2016	3 departmental meetings held by September 2015	3 departmental meetings held by December 2015	4 documents submitted for compilation of internal and external newsletters 2 documents submitted for compilation of external newsletters
Enhance Customer Service	Number of information documents submitted for compilation of internal newsletters	5	4 documents submitted for compilation of internal and external newsletters	1 document submitted for compilation of internal newsletter	1 document submitted for compilation of internal newsletter	4 documents submitted for compilation of internal newsletters (1 document per quarter) 2 documents submitted for compilation of external newsletters (1 document per quarter)
Deliver	Number of IDP	5%	4 Rep Forum	1 Rep Forum	1 Rep Forum	Four signed minutes

Collaborative Solutions	Rep Forum meetings to be held	5%	meetings to be held by June 2016	meeting to be held by September 2015	meeting to be held by December 2015	meeting to be held by March 2016	meeting to be held by June 2016	of IDP Rep Forum meetings. 1 Rep Forum meeting per quarter
Promote public participation	Number of IDP/ Budget community consultation meetings in 15 wards	5%	2 IDP/ Budget community consultation in 15 wards by June 2016	Submit schedule of consultations to Council for approval by September 2015	1 IDP community consultation by December 2015	Submit schedule of IDP/Budget consultations to Council for approval by March 2016	1 IDP/Budget community consultation by June 2016	Q1 Schedule of consultation meetings. Q2 Minutes and attendance registers of consultation meetings Q3 Schedule of consultation meetings Q4 Minutes and attendance registers of consultation meetings
Town and regional planning	Number of reports on Audited municipal land	5%	1 report on all Land belonging to municipality identified by March 2016		1 draft municipal land audit report by December 2015	Municipal land audit report submitted to Council for approval by March 2016		Land audit report
Town and regional planning	Number of land acquisition policy developed	5%	1 land acquisition policy developed by December 2015		Draft acquisition policy developed and submitted to Council for adoption by December 2015			Land policy acquisition

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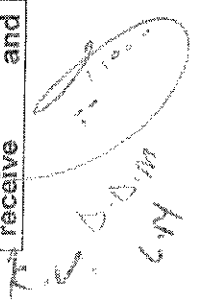
Town and regional planning	Number of reports on the implementation of SPLUMA	5%	4 quarterly reports on the implementation by June 2016	1 quarterly report on the implementation of SPLUMA by September 2015	1 quarterly report on the implementation of SPLUMA by December 2015	1 quarterly report on the implementation of SPLUMA by March 2016	1 quarterly report on the implementation of SPLUMA by June 2016	4 quarterly reports on the implementation by June 2016
Town planning (Institutional Readiness)	Number of established municipal cooperation		1 municipal cooperation established by September 2015	Council approval and resolution Letter circulated agreeing to cooperation and notice published	Established Planning and Development Directorate in line with COGHSTA regulations			Q1 2. Council resolution on the established municipal cooperation
Town planning (Institutional Readiness)	Number of organogram to make provision for SPLUMA activities		1 organogram to address SPLUMA activities by September 2015					Q2 1. Reviewed organogram 2. Council resolution
Town planning (Institutional Readiness)	Number of IDP 2015/16 making provision for SPLUMA implementation		1 IDP catering for SPLUMA implementation by June 2016				Review or amend the IDP to cater for the implementation of SPLUMA	Q3 Reviewed IDP Council resolution
Town planning (Institutional Readiness)	Number of Land use bylaws promulgated		Council to promulgate Land use bylaws by June 2016	Draft Land use bylaws submitted to Council by September 2015	Land use bylaws promulgated by December 2015			Q1 Bylaws Council resolution
Town planning (Establishment)	Number of municipal		1 tribunal established	To determine whether a				Q1 1. List of tribunal

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of municipal tribunal)	tribunal established	through the correct procedures	single or joint tribunal to be established	<p>Resolution to tribunal option</p> <p>Report back to NC SPLUMA Forum on this matter</p> <p>Publish notice on establishment of tribunal</p> <p>Consultation between municipalities to decide on joint tribunal</p> <p>MOU signed by municipalities</p> <p>Gazette MOU Council resolution on the code of conduct</p>	<p>members</p> <p>2. Council resolution</p> <p>3. Public notice</p> <p>4. MOU signed between municipalities</p> <p>5. Code of conduct for members</p>
Town planning (Establishment of municipal tribunal)	Number of selected and appointed members of JMPT	1 joint municipal planning tribunal by September	MM identifies pool of potential members. MM secures	<p>Screening- apply selection criteria.</p> <p>Select internal</p>	<p>Q 2</p> <p>1. Council resolution for members serving in the tribunal</p>

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			2015	commitment of potential members. MM report to Council on nomination of non-official members. Council resolution to call for nominations. Publish call for nominations in newspapers.	official members. Select Chair/Deputy MM prepares report to Council for appointment of members including the code of conduct. Council resolution confirming appointments			
Town planning (Establishment of municipal tribunal)	Number of support operational requirements for the tribunal.		1 support development program for the smooth operation of the tribunal by September 2015	Municipalities have to develop a programme for the smooth operation of SPLUMA				Q 1 Approved programme developed for the smooth operation of the tribunal
Town Planning (Establishment of appeal authority)	Number of appeal authority and procedures to be established/ formulated		1 appeal authority and procedures be established/ formulated by September 2015	Determine institutional form of appeal authority.				Q 1 Members of appeal authority body Council resolution
Town Planning (Ability to receive and	Ability to receive and process an		Staff identified to deal with applications	Receive and process applications as	Receive and process applications as	Receive and process applications as	Receive and process applications as	Q 1 List of staff members identified

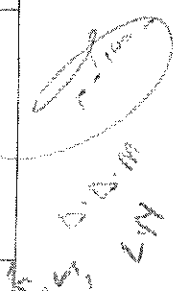


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process application)	an application and number of staff identified for work to be executed			and when there are new submissions	and when there are new submissions	and when there are new submissions	and when there are new submissions	Council resolution
Town Planning (Ability to receive and process an application)	Number of systems in place for the processing of an application	1 system in place for receiving and processing of application by September 2015	Put systems in place to receive and process an application, hard/software. The system will be manual					Q 1 System used for receiving and processing application
Town Planning (Ability to receive and process an application)	Number of reviewed existing tariff structure in place including bulk services contribution	To review existing tariffs and submit to council for approval by September 2015	Review existing tariffs annually as a revision of council tariffs (MFMA regulations) Presents to council for approval. Review all by-laws and ordinances relating to the fees, rates and levies payable for SPLUMA and related					Q 1 Council resolution

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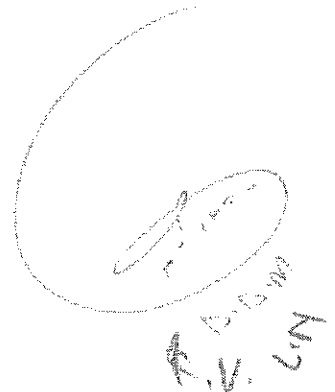
Town Planning and Capacity Building Program)	Number of training Capacity Building Program for council	of training and capacity building program council by September 2015	Training and capacity building program council by September 2015	activities (incl tariff policy) is undertaken	Municipal councils to avail themselves for planned training sessions	Q 1 Attendance register
Town Planning and Capacity Building Program)	Number of trained members	of MPT members by September 2015	Training of MPT members by September 2015	Identify members to be trained	Capacitated LMs to assist municipalities in need with the required expertise	Q 1 Attendance register
Town Planning and Capacity Building Program)	Number of administrative officials to be trained	of administrative officials to be trained by September 2015	Administrative officials to be trained by September 2015	Identify officials to be trained	Training commence	Q 1 Attendance register
Town planning Spatial Development Frameworks	Number of reviewed SDF that is SPLUMA compliant.	5%	1 reviewed SDF that is SPLUMA compliant by June 2016	Budget provisions for development of the SDF (Approximately R800 000.00.	Implement remedial action the DRDLR will propose in terms of their assessment of existing SDF	Q 4 Reviewed SDF Council resolution
Town Planning (Land use schemes)	Number of Developed SPLUMA compliant LUS.	5%	1 developed SPLUMA compliant LUS by June		Develop LUS that is SPLUMA compliant	Q 4 Developed LUS Council resolution



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			2016				Municipalities to develop an approved SPLUMA compliant LUS with land use survey included	



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ANNEXURE B

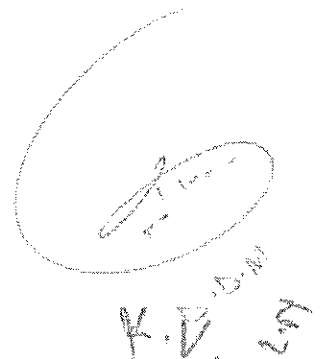
PERSONAL DEVELOPMENT PLAN

Entered into by and between

**[JOE MOROLONG LOCAL MUNICIPALITY]
MR TSHEPO MACDONALD BLOOM
["The Employer"]**

And

**[MR K.V. PHIRI]
(DIRECTOR: PLANNING AND DEVELOPMENT)
["The Employee"]**



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1. Personal Development Plan

1.1.1 A Municipality should be committed to

- (a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
- (b) Managing training and development within the ambit of relevant national policies and legislation.

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

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant 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.

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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.

Personal Development Plan of: K.V. PHIRI

Compiled on the 10/07/2015

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	Workshop and bench marking with similar successful institutions of our nature of business	12 months	Financial	Municipal manager
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 following	External provider, in line with identified unit standard and not exceeding R 8 000	6 months	Appraisal of managers reporting the MM	Municipal Manager: Training

K.V. PHIRI
2015

Training on the implementation of SPLUMA	Proper implementation of the act	Undergo training on implementation of SPLUMA	Attendance	1 week	Strategic	Municipal manager
Sustainable development	Degree in sustainable development	Research	Research	2 years	Strategic	Municipal manager

DIRECTOR : PLANNING AND DEVELOPMENT

Signature: 

MUNICIPAL MANAGER

Signature: 

D. S. M
L. N