

# 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:

AND

THE EMPLOYEE OF THE MUNICIPALITY  
DIRECTOR: CORPORATE SERVICES DEPARTMENT  
MR TATOLO JOB GOPETSE

FOR THE

FINANCIAL YEAR: 1 JULY 2017 – 30 JUNE 2018

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

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

And

Mr T.J Gopetse 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

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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 **1<sup>st</sup> July 2017** and will remain in force until **30 June 2018**, 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.

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**5 PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.

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

- 6.1 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - 6.2.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Managerial Competencies (CMCs) respectively.
  - 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 6.2.3 KPAs covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.
- 6.3 The **Employee's** assessment will be based on his performance in terms of the outputs/ outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0
Municipal Institutional Development and Transformation	80
Local Economic Development (LED)	0
Municipal Financial Viability and Management	05
Good Governance and Public Participation	15
<b>Total</b>	<b>100%</b>

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

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

## 7. EVALUATING PERFORMANCE

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

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

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


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

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

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.

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- (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.					

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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 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:

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.

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## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

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

## 11. CONSULTATION

- 11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
  - 11.1.1 A direct effect on the performance of any of the **Employee's** functions;
  - 11.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
  - 11.1.3 A substantial financial effect on the **Employer**.
- 11.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 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.

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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 Joe Morolong on this the 18 day of July 2018

AS WITNESSES:

1. [Signature]

[Signature]  
EMPLOYEE

2. [Signature]

AS WITNESSES:

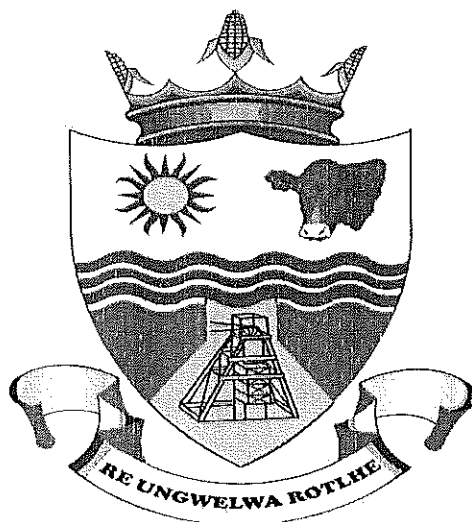
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MUNICIPAL MANAGER Mayor

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**JOE MOROLONG LOCAL  
MUNICIPALITY  
NC "451"**



**2017/18**

**DIRECTOR: T.J. GOPETSE**

**TECHNICAL SERVICE DELIVERY AND BUDGET  
IMPLEMENTATION PLAN (SDBIP)**

*T.J. Gopetse*

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# CHAPTER 1

## 1. Executive Summary

### 1.1. Departmental Purpose

To build a strong Municipal governance of Joe Morolong Local Municipality by rendering the corporate services to all departments and structures of the Municipality.

### 1.2. Functions of the Department

- Provision of an effective and efficient administrative support service to the Municipality with regard to all correspondence, enquiries, telephone services, printing, messenger services and management of all records and archives.
- Provision of an effective and integrated secretariat support to the council, all its committees and the, to ensure smooth running of the meetings and record keeping.
- Provision of Human Resources Management services to the municipality that ensures effective and efficient Human resource acquisition, maintenance and administration, development and utilization.
- Provision of effective and efficient events management, cleaning services by ensuring adequate coordination and cleaning services within the Municipality, timeous and high standard catering services and proper arrangement of resources for all internal events for various directorate.
- Assures implementation of broader policies and adherence of external regulations.
- Accountable for the planning, implementation, and optimizing of all activities and support required.
- Works with management to plan and implement programmes to meet Human Resource, Information Technology and other requirements supporting short and long-term business needs.
- Develops legal policies, procedures and guidelines to be utilised by all members of the Council, Municipal Manager, Directors and different units and sub-units.



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### 1.3. Link with the corporate strategy

### 1.3.1. Lead Corporate Objectives

- ❖ Enhance Customer services
- ❖ Improve Technology Efficiency
- ❖ Achieve positive climate for employees
- ❖ Recruit and retain staff
- ❖ Train Personnel
- ❖ Achieve Employment Equity
- ❖ Records and Achieves services
- ❖ Telephone Services
- ❖ Secretariat Services to Council

### 1.3.2. Support from other departments

LEAD FUNCTION	SUPPORT EXPECTED
Achieve of positive employee climate	Participation of all departments by motivating their employees
Recruit and Retain staff	Participation of all Directors in the appointment process and adherence to relevant policies
Train Personnel	Participation of all Directors in the skills gap analysis. Participation of all Directors and LLF in the development of the WSP
Achieve Employment Equity	Participation of all Directors in the implementation of the EE plan

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### 1.3.3. Support to Other departments

LEAD FUNCTION	SUPPORT EXPECTED
Deliver Competitive Services	Draft the Service Level Agreements
Promote Collaborative Solutions	Development of the internal Communication Systems
Promote good governance	Draft and development of the HR related policies.
Recruit and retain staff	Enquire on vacancies to be filled and logistical arrangements
Train Personnel	Participation of all Directors in the skills gap analysis. Participation of all Directors and LLF in the development of the WSP

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#### 1.4. Human Resources

All employees of the Corporate Services as indicated on the latest organogram of the Department, namely;

- 1 Director: Corporate Services
- 1 Human Resources Manager
  - 13 Employees
- 1 IT Manager
  - 2 Employee
- 1 Records Manager
  - 2 Registry clerk
- 1 Council Committee Clerk.

##### 1.4.1. Staffing Information

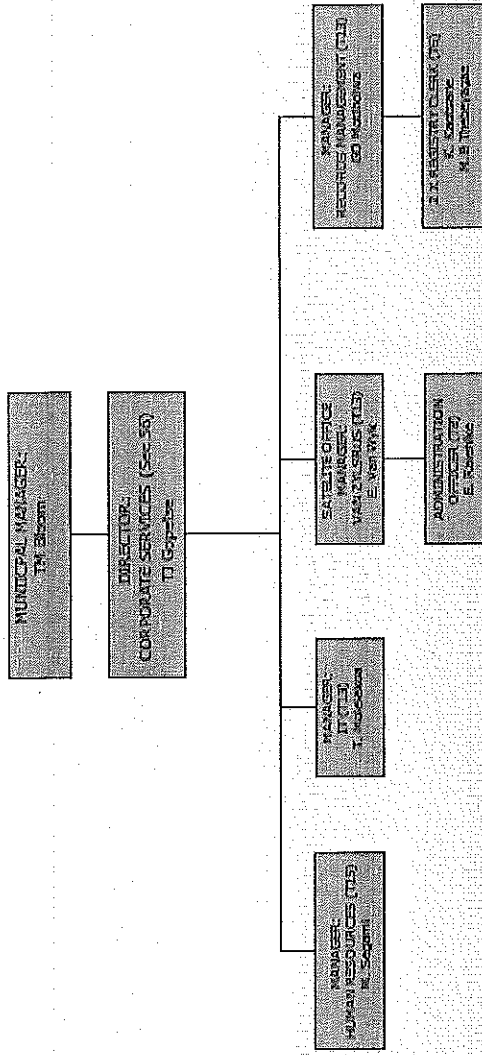
Type	Gender		Total Number	Cost in Rands
	Male	Female		
Director: Corporate Services	1	0	1	
Human Resources Unit	4	10	14	
IT Unit	2	1	3	
Council Support Unit	1	0	1	
Registry Unit	1	2	3	
<b>Total</b>	<b>7</b>	<b>12</b>	<b>22</b>	<b>See attached</b>

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### 1.4.2. Departmental Organogram

DETAILED STRUCTURE FOR THE DIRECTORATE: CORPORATE SERVICES



### 1.5. Financial Resources

- The Operating Budget for the department for next Financial Year (2016/2017) is R .....(see SBDIP)
- The Operating Budget for the directorate for the next MTEF period is R.....(see attached)

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VOTE NUMBER	DESCRIPTION	2016/17	PROPOSED ADJUSTED	2017/18	2018/19	2019/20
0301/0703/0000	RENTAL: FACILITIES & EQUIPMENT					
	RENT INCOME	R 49 897.06	R 106 570.06	R 80 000.00	R 84 640.00	R 89 549.12
	SUBTOTAL	R 49 897.06	R 106 570.06	R 80 000.00	R 84 640.00	R 89 549.12
OTHER INCOME						
0301/1708/0000	CELLPHONES	30 000.00	30 000.00	20 000.00	25 000.00	20 000.00
0301/1706/0000	LGSEITA	30 000.00	30 000.00	35 000.00	35 000.00	40 000.00
0301/0717/0000	PHOTOSTAT CHARGES	3 000.00	4 487.00	1 500.00	3 500.00	4 000.00
0301/1718/0000	TEA	18 000.00				
0301/1725/0000	PARKING CHARGES	70 000.00	70 000.00	43 200.00	75 000.00	80 000.00
0301/1721/0000	TELEPHONE ACC P	111 000.00	111 000.00	150 000.00	68 500.00	69 000.00
	SUBTOTAL	R 262 000.00	R 245 487.00	R 244 700.00	R 207 000.00	R 213 000.00
	RANGE TOTAL INCOME	R 311 897.06	R 351 057.06	R 324 700.00	R 291 640.00	R 302 549.12
EMPLOYEE: REMUNERATION						
0301/3001/0000	SALARIES	5 037 618.37	5 037 618.37	5 239 875.47	5 584 268.00	5 887 524.08
0301/3011/0000	ANNUAL LEAVE BONUS	323 400.44	323 400.44	342 904.46	369 872.68	398 493.02
0301/3021/0000	OVERTIME	10 800.00	10 800.00	11 448.00	12 184.88	12 862.87
0301/3030/0000	ALLOWANCE - TEL	531 352.37	531 352.37	563 233.51	597 027.52	632 849.17
0301/3031/0000	SUBSIDY - HOUSING	495 855.45	495 855.45	525 606.82	557 143.23	590 571.82
0301/3055/0000	ACCRUED LEAVE	100 000.00	100 000.00			
	SUBTOTAL	R 6 539 826.67	R 6 863 904.23	R 7 262 216.27	R 7 129 789.24	R 7 567 576.60
EMPLOYEE: SOCIAL CONTRIBUTIONS						
0301/3101/0000	CONTR. INDUSTRIAL	2 328.52	2 328.52	2 468.23	2 616.33	2 773.31
0301/3103/0000	CONTR. MEDICAL	383 318.02	383 318.02	406 317.10	430 696.13	456 537.90
0301/3105/0000	CONTR. PENSION	735 708.26	869 708.26	779 850.75	826 641.90	876 240.31
0301/3111/0000	CONTR. UIF	36 965.21	36 965.21	39 183.41	41 285.42	43 398.84
0301/3112/0000	CONTR. SOL	30 376.18	30 376.18	32 339.72	34 302.68	36 265.64
	SUBTOTAL	R 1 208 696.26	R 1 418 199.18	R 1 281 217.97	R 1 368 871.68	R 1 439 676.61
REPAIR & MAINTENANCE						
0301/3803/0000	BUILDINGS - OTHER	250 000.00	398 850.00	300 000.00	317 400.00	335 809.20
0301/3818/0000	VEHICLES	80 000.00	88 701.00	100 000.00	105 800.00	111 936.40
	SUBTOTAL	R 330 000.00	R 487 551.00	R 400 000.00	R 423 200.00	R 447 745.60
CONTRACTED SERVICES						
0301/3820/0000	MAINTENANCE AGREEMENT	700 000.00	780 000.00	800 000.00	846 400.00	895 491.20
0301/4213/0000	PRIVATE SECURITIES	2 100 000.00	2 100 000.00	2 247 000.00	2 377 326.00	2 515 210.91
0301/4489/0000	SOFTWARE LICENSE	420 000.00	240 000.00	846 000.00	846 000.00	895 491.20
	SUBTOTAL	R 3 220 000.00	R 3 120 000.00	R 3 847 000.00	R 4 070 126.00	R 4 306 193.31
GENERAL EXPENSES						
0301/4403/0000	Printing & Stationery	160 000.00	180 000.00	250 000.00	284 500.00	279 841.00
0301/4415/0000	BOOKS + PUBLICATION	250 000.00	250 000.00	150 000.00	158 700.00	167 904.60
0301/4418/0000	CELLPHONE	25 000.00	21 950.00	50 000.00	52 900.00	55 968.20
0301/4444/0000	PRINTING	400 000.00	600 000.00	500 000.00	529 000.00	559 692.00
0301/4447/0000	DEPT. ELECTRICITY	80 000.00	40 000.00	100 000.00	105 800.00	111 936.40
0301/4478/0000	IT CONSUMABLES	20 000.00	10 000.00	20 000.00	21 150.00	22 387.28
0301/4524/0000	INTERVIEW & INDUCTION	10 000.00	5 000.00	10 000.00	10 580.00	11 193.64
0301/4501/0000	ACCOMMODATION NEW STAFF	60 000.00	60 000.00	65 000.00	68 770.00	72 758.66
0301/4422/0000	POSTAGES	15 000.00	15 000.00	15 000.00	15 870.00	16 790.46
0301/4455/0000	CLEANING MATERIAL	15 000.00	15 000.00	15 000.00	15 900.00	16 820.46
0301/4457/0000	FUEL & OIL: CAR	3 000.00	3 000.00	3 000.00	3 200.00	3 400.00
0301/4507/0000	JOB EVALUATION LEVY	370 000.00	468 349.00	400 000.00	423 200.00	447 745.60
0301/4523/0000	TRAVEL EXPENSE	180 000.00	108 195.00	150 000.00	190 440.00	201 485.52
0301/4533/0000	VEHICLE LICENCE	100 000.00	100 000.00	200 000.00	200 000.00	223 872.80
0301/4539/0000	WORKMAN COMPENSATION	500 000.00	500 000.00	558 500.00	590 998.80	625 276.73
0301/4535/0000	SALGA LEVIES	300 000.00	300 000.00	300 000.00	315 000.00	330 000.00
0301/4538/0000	Skills Development	40 000.00	32 500.00	60 000.00	63 480.00	67 161.84
0301/4469/0000	OCCUPATIONAL HEALTH SAFETY	3 500.00	3 500.00	10 000.00	10 580.00	11 193.64
0301/4472/0000	HOUSEHOLD EXP	3 500.00	3 500.00	10 000.00	10 580.00	11 193.64
	SUBTOTAL	R 2 718 500.00	R 2 849 014.00	R 3 238 600.00	R 3 426 438.80	R 3 625 172.25
CONTRIBUTION TO FUNDS & RESERVES						
0301/6044/0000	CARPORAT	1 800 000.00	1 79 802.00	1 591 400.00	1 60 000.00	160 000.00
0301/6001/0000	FINANCING (CHURCHILL)	59 000.00	1 000 000.00	1 000 000.00	500 000.00	250 000.00
0301/6007/0000	TELECOMMUNICATION(UPGRADING)		100 000.00	100 000.00		
	OFFICE EQUIPMENT		100 000.00	100 000.00		
	WATER DISPENSER		20 000.00	20 000.00		
0301/6029/0000	COMPUTERS & PRINTERS	400 000.00	250 000.00	100 000.00	350 000.00	400 000.00
0301/6031/0000	SOFTWARES	2 630 000.00	2 571 739.94	3 391 400.00	1 270 000.00	1 260 000.00
	SUBTOTAL	R 2 630 000.00	R 2 571 739.94	R 3 391 400.00	R 1 270 000.00	R 1 260 000.00
	RANGE TOTAL	R 16 547 022.86	R 17 308 406.36	R 18 884 434.24	R 17 677 645.09	R 18 636 264.27

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### 1.6. Customers and Service Delivery

Customer Group	Service		Improvement Plan
	Name	Level	
Internal Departments	Recruitment and selection Secretariat Services to Council & the whole municipality Training and Development (WSP) Labour Relations Maintenance of office buildings Records and postal services EEP OHS HR Services (Leave Admin)	High	<ol style="list-style-type: none"> <li>To hold workshops on Human Resource policies to Municipal officials.</li> <li>To budget for all items that needed urgent attention.</li> </ol>
Mayor and Municipal Manager	Secretariat Services HR Services Skills Development	High	<ol style="list-style-type: none"> <li>To develop schedule for Council meetings</li> <li>To develop skills development plan</li> </ol>
Council, Committees & Councillors	Secretariat Services HR Services Skills Development	High	<ol style="list-style-type: none"> <li>To develop schedule for Council meetings</li> <li>To develop skills development plan</li> </ol>
Public/Communities	Learnerships and Bursaries	Low	All learnerships and

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	Skills programmes		Bursaries skill programmes will be place on the notice board
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## CHAPTER 2

### STRATEGIES ,KPI AND TARGETS

#### 1. STRATEGY FOR EACH OBJECTIVES

##### **Promote Good Governance**

The Municipal 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 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 implementations 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 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.

##### **Enhanced Customer Service**

A community satisfaction survey is to be held twice a year. The municipality will improve complaint management system on our turn-around time to respond to community member's queries and enquiries.

##### **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 introduced. Ensure functioning of ward Committees.



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### **Deliver Collaboration Solution**

Regular Council meetings to take place. Level of cooperation between departments will be measured at frequent intervals. Regular meetings for all municipality 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.

### **Achieve Employment Equity**

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

### **Sound Record Management System**

To ensure that there is a sound records management system within the Municipality

### **Training of Councillors and Personnel**

That Councillors and personnel are train as required and planned.

### **Customer and Services**

To improve IT services within the Municipality.

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STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE, COMMUNICATION TRANSFORMATION

Corporate Strategy	KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	BUDGET	QUARTERLY PERFORMANCE				PORTFOLIO EVIDENCE
				Q1	Q2	Q3	Q4	
Promote Good Governance	Number of workshops on policies	4 workshops on policies and conduct by June 2018	n/a	1 workshop on policies by September 2017	1 workshop on policies by December 2017	1 workshop on policies by March 2018	1 workshop on policies by June 2018	Q 1 Attendance register Q 2 Attendance register Q 3 Attendance register Q 4 Attendance register
				3 Department meetings held by September 2017	3 Departmental meetings held by December 2017	3 Departmental meetings held by March 2018	3 Departmental meetings held by June 2018	Q 1 Attendance register and minutes Q 2 Attendance register and minutes Q 3 Attendance register and minutes Q 4 Attendance register and minutes
				1 quarterly updated Council resolution of the last quarter for the previous financial year 2015/16	1 quarterly updated Council resolution registers developed and submitted to council by	1 quarterly updated Council resolution registers developed and submitted to council	1 quarterly updated Council resolution registers developed and submitted to council by	Q 1 Resolution register Q 2 Resolution register Q 3 Resolution register Q 4 Resolution register

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Corporate Strategy	KEY PERFORMAN CE INDICATOR	ANNUAL TARGET 2016/2017	BUDGET	QUARTERLY PERFORMANCE				PORTFOLIO EVIDENCE
				Q1	Q2	Q3	Q4	
		to council by June 2018		submitted and adopted by council by September 2017	December 2017	by March 2018	June 2018	
<b>Deliver Collaborate Solutions</b>	Number of regulated Council committees, Council and general staff meetings	4 Council committees, Council and general staff meetings to be held by June 2018		1 Council committees, Council meetings to be held by September 2017	1 Council committees, Council meetings to be held by December 2017	1 Council committees, Council meetings to be held by March 2018	1 Council committees, Council meetings to be held by June 2018 Development of Council itinerary for the 2017/18 FY	Q 1 Attendance register and minutes Q 2 Attendance register and minutes Q 3 Attendance register and minutes Q 4 Attendance register and minutes
	Number of LLF meetings held	12 LLF meetings to be held by June 2018		3 meetings to be held by September 2017	3 meetings to be held by December 2017	3 meetings to be held by March 2018	3 meetings to be held by June 2018	Q 1 Council itinerary and Council resolution Q 1 Attendance registers and minutes Q 2 Attendance registers and minutes Q 3 Attendance registers and minutes Q 4 Attendance registers and minutes

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Corporate Strategy	KEY PERFORMAN CE INDICATOR	ANNUAL TARGET 2016/2017	BUDGET	QUARTERLY PERFORMANCE				PORTFOLIO EVIDENCE
				Q1	Q2	Q3	Q4	
Achieve Employment Equity	Number of reviewed EE plan	1 reviewed EE plan by December 2018		Actual review of the plan through relevant structure(LLF) by September 2017	Submission to Council for adoption by October 2016. Submission to Department of Labour by December 2017	Publication of the report on the notice boards by March 2018		Council resolution and reviewed EE plan
				1 quarterly report submitted to Council by September 2017	1 quarterly report submitted to Council by December 2017	1 quarterly report submitted to Council by March 2018	1 quarterly report submitted to Council by June 2018	Q 1 quarterly report and Council resolution Q 2 Attendance registers and minutes Q 3 Attendance registers and minutes Q 4 Attendance registers and minutes
Improve ICT efficiency	Number of quarterly reviewed Employment Equity plan reports submitted to Council	4 quarterly reports submitted to council by June 2018		1 quarterly reports on IT by September 2017	1 quarterly reports on IT by December 2017	1 quarterly reports on IT by March 2018	1 quarterly reports on IT by June 2018	Q 1 quarterly report and Council resolution Q 2 quarterly report and Council resolution Q 3 quarterly report and Council resolution Q 4 quarterly report and Council resolution

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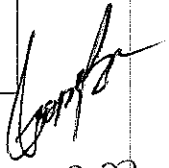
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Corporate Strategy	KEY PERFORMANCE INDICATOR	ANNUAL TARGET 2016/2017	BUDGET	QUARTERLY PERFORMANCE				PORTFOLIO EVIDENCE
				Q1	Q2	Q3	Q4	
Achieve positive employee climate	Number of reports on job description developed	2 reports on job descriptions developed by June 2018			1 report on job descriptions developed by December 2017		1 report on job description developed by June 2018	Q 1 reports on Job descriptions developed  Q 2 reports on Job descriptions developed
Workplace Skills Plan	Number of developed and submitted WSP to LGSETA	1 WSP Developed and Submitted to LGSETA April 2018			1 report on consolidation of inputs from various departments by December 2017	Draft WSP submitted to LLF and Council for approval by March 2018	1 WSP submitted to LGSETA and COGHSTA by April 2018	Work skills plan and Council resolution
Reduce budgeted Vacancy Rate	Number of reports on filling of vacant budgeted positions	3 reports on the filling of vacant budgeted positions by June 2018			1 quarterly report on the filling of vacant budgeted positions by December 2017	1 quarterly report on the filling of vacant budgeted positions by March 2018	1 quarterly report on the filling of vacant budgeted positions by June 2018	Q 1 Interview reports and appointment letters  Q 2 Interview reports and appointment letters Q 3 Interview reports and appointment letters
Training of Councilors and Personnel	Number of training reports submitted to Council	4 Training reports submitted to Council by June			1 quarterly training report submitted to Council by	1 quarterly training report submitted to Council	1 quarterly training report submitted to Council by	Q 1 quarterly report and Council resolution Q 2 quarterly report and Council

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Corporate Strategy	KEY PERFORMAN CE INDICATOR	ANNUAL TARGET 2016/2017	BUDGET	QUARTERLY PERFORMANCE				PORTFOLIO EVIDENCE
				Q1	Q2	Q3	Q4	
		2018		September 2017	December 2017	by March 2018	April 2018	resolution Q 3 quarterly report and Council resolution Q 4 quarterly report and Council resolution

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# CHAPTER 3

## 3. Financial Information

### 3.1. Departmental Projected Income by Source

	Budget	Jul 17	Aug 17	Sep 17	Oct 16	Nov 16	Dec 16	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Total
Finance & Administration														
LEVIES RECEIVED														
SKILLS DEVELOPMENT LEVY GRANT														
Total Projected Monthly Income														


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**3.2. Departmental Projected Income by Vote**

Not applicable to Corporate Services

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3.3. Departmental Projected Operational Expenditure

VOTE NO	PROJECT	BUDGET	JUL-17	AUG-17	SEP-17	OCT-17	NOV-17	DEC-17	JAN-18	FEB-18	MAR-18	APR-18	MAY-18	JUN-18	TOTAL
	DESCRIPTION														
FIN & ADMIN	SALARIES AND ALLOWANCES EMPLOYEES														
FIN & ADMIN	GENERAL EXPENDITURE														
FIN & ADMIN	REPAIRS AND MAINTENANCE														
FIN & ADMIN	CONTRIBUTION TOWARDS CAPITAL OUTLAY														
FIN & ADMIN	CONTRIBUTIONS BURSARIES & LEAVE GRATUITY														
	Total Monthly Expenditure														

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### 3.4. Features of Expenditure, Revenue Dependencies and, Discretionary and Non-discretionary

Not applicable to Corporate Services

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# CHAPTER 7

## 4. Ward Information for Expenditure and Service

Not applicable to Corporate Services Department

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**ANNEXURE B**

**PERSONAL DEVELOPMENT PLAN**

**Entered into by and between**

**[JOE MOROLONG LOCAL MUNICIPALITY]**

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**["The Employer"]**

**And**

**[MRT.J GOPETSE]**


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**(DIRECTOR CORPORATE SERVICES)  
["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.

### 1.1.4 Compiling the Personal Development Plan

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(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.

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(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.

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**Personal Development Plan of: MR T.J GOPETSE**

Compiled on the 11/07/2017

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	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 6 000	6 months	Appraisal of managers reporting to the MM	Municipal Manager: Training

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	relevant time frames							
Advance Project management	Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	6 months	Strategic		Municipal manager	
Human Resource Development	Ability to integrate the corporate services department to achieve the organizational goal	Course	Attendance	3 months			Municipal manager	
Financial management	Understanding of municipal financial system	Course	Attendance	3 months			Municipal manager	

**DIRECTOR CORPORATE SERVICES**

Signature: \_\_\_\_\_

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**MUNICIPAL MANAGER**      *MAYOR*

Signature: \_\_\_\_\_

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