

**JOE MOROLONG**  
LOCAL MUNICIPALITY

**“NC 451”**

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED BY  
THE MUNICIPAL MANAGER:  
MR TEBOGO TLHOAELE**

**AND**

**THE EMPLOYEE OF THE MUNICIPALITY  
DIRECTOR: TECHNICAL SERVICES DEPARTMENT  
MR LEBOGANG MOINWE**

**FOR THE**

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

**“Director Technical Services Department: Performance Agreement 2022/23 Financial Year”**

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## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

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

And

Mr. L. Moinwe as the Employee of the Municipality of Joe Morolong Local Municipality (hereinafter referred to as the **Employee**).

### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

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

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

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- 2.2 Specify Key objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employers expectations of the Employees performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery Budget Implementation Plan and the Budget of the Municipality;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the **Employee** for permanent employment and/or to assess whether the **Employee** has met the performance expectations applicable to his` job;
- 2.6 Appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

### 3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01<sup>st</sup> July 2022** and will remain in force until **30<sup>th</sup> June 2023**, 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

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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 **Employee**, and shall include key objectives; key performance indicators; target dates and weightings.

4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

#### 5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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

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**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.

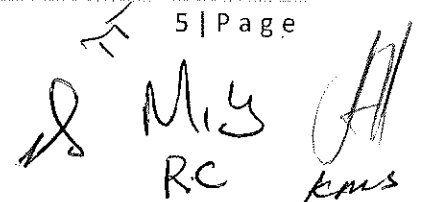
6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

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	65
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	00
Municipal Financial Viability and Management	15
Good Governance and Public Participation	10
<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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<b>CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES</b>		
<b>CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)</b>	<b>√ (INDICATE CHOICE)</b>	<b>WEIGHT</b>
<b><i>CORE MANAGERIAL COMPETENCIES</i></b>		
Strategic Capability and Leadership		5
Programme and Project Management		5
<b>Financial Management</b>	√	5
Change Management		5
Knowledge Management		5
Service Delivery Innovation		5
Problem Solving and Analysis		5
<b>People Management and Empowerment</b>	√	5
<b>Client Orientation and Customer Focus</b>	√	5
Communication		5
Honesty and Integrity		5
<b><i>CORE OCCUPATIONAL COMPETENCIES</i></b>		
Competence in Self- Management		5
Interpretation of and implementation within the legislative and national policy frameworks		5
Knowledge of developmental local government		5
Knowledge of Performance Management and Reporting		5
Knowledge of global and South African specific political, social and economic contexts		0
Competence in policy conceptualisation, analysis and implementation		5
Knowledge of more than one functional municipal field/discipline		5
Skills in Mediation		5
Skills in Governance		3

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CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)	√ (INDICATE CHOICE)	WEIGHT
Competence as required by other national line sector departments		2
Exceptional and dynamic creativity to improve the functioning of the municipality		5
		100%

## 7. EVALUATING PERFORMANCE

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

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

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

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

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

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

7.5 The annual performance appraisal will involve:

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

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and

with due regard to ad hoc tasks that had to be performed under the KPA.

- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable **assessment rating calculator must then be used to add the scores and calculate a final KPA score.**

### 7.5.2 Assessment of the CMCs

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

### 7.5.3 Overall rating

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

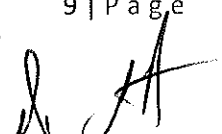
7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CMCs:

Level	Terminology	Description	Rating				
			1	2	3	4	5

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

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

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

7.7.1 Municipal Manager

7.7.2 Chairperson of the performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a Performance Audit Committee

7.7.3 A member of EXCO;

7.7.4 Municipal Manager from another municipality and

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:

8.2

Quarter	Months	Assessment
First quarter	July – September	October 2022
Second quarter	October – December	January 2023
Third quarter	January – March	April 2023
Fourth quarter	April – June	July 2023

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

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

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

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

## 9. DEVELOPMENTAL REQUIREMENTS

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

## 10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

10.1.1 Create an enabling environment to facilitate effective performance by the employee;

10.1.2 Provide access to skills development and capacity building opportunities;

10.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

10.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him to meet the performance objectives and targets established in terms of this Agreement; and

10.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

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## 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. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment rating calculator based on the following achievement:
- 12.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
  - 12.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%, in terms of the Joe Morolong Local Municipalities' PMS Policy.
- 12.3 In the case of unacceptable performance, the **Employer** shall –
- 12.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his performance; and
  - 12.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for

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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 salary increment in the agreement, must be mediated by

13.2.1 In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

13.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by

13.2.1 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee;

### 14. GENERAL


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

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

Thus done and signed at Joe Morolong Local Municipality on this the 01 day of July 2022.

AS WITNESSES:

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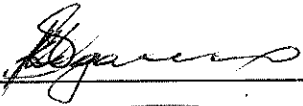
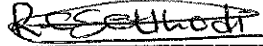
  
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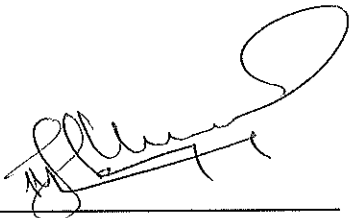
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AS WITNESSES:

  
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EMPLOYEE

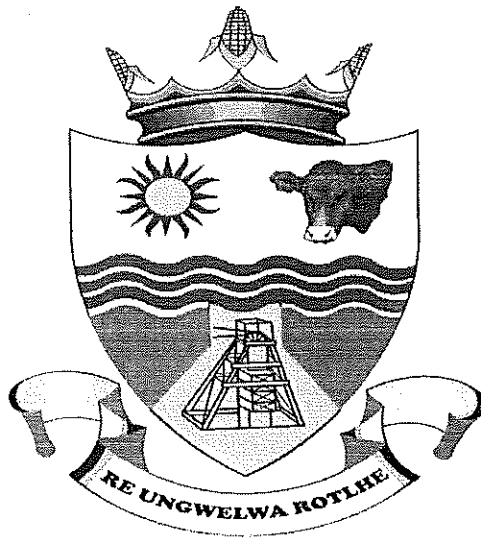
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MUNICIPAL MANAGER

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# ANNEXURE A

## JOE MOROLONG LOCAL MUNICIPALITY



**"NC 451"**

**DIRECTOR TECHNICAL SERVICES: MR L. MOINWE**

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

**2022/23 FINANCIAL YEAR**

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## CHAPTER 1

### 1. Executive Summary

#### 1.1. Departmental Purpose

To build strong Municipal governance of Joe Morolong Local Municipality by rendering Technical Services to all communities, departments and structures of the Municipality.

#### 1.2. Functions of the Department

- Provision of sustainable water and sanitation infrastructure to all the communities of Joe Morolong.
- To provide rural access- and internal roads.
- To provide maintenance of infrastructure (roads, bridges, electricity, buildings etc.).
- To facilitate the provision of Grid and Non-Grid electricity in the Joe Morolong jurisdictional areas.
- To alleviate the rate of unemployment through implementation of capital projects by complying with EPWP principles.
- Assisting the emerging local contractors by trainings on site and enforcement of compliance.
- To manage, monitor and supervise contractors and consultants on infrastructure projects.
- Prepare business plans for infrastructure projects.
- To provide in-service training to local students within Joe Morolong area.
- To liaise with communities for project implementation.
- To advice Council on infrastructure investments.
- Liaise with internal departments for management of all infrastructure related projects.
- Preparing project specifications and estimates.
- Enforce compliance with statutory requirements (OHS, ECSA, CIDB, GCC, CESA, etc.),
- Liaise with other government stakeholders on all infrastructure projects within Joe Morolong municipal area.
- Identify projects for implementation and investment.
- Develop policies for EPWP projects to ensure Labour Intensive Construction projects are implemented to alleviate poverty by creating job opportunities.
- Provision of technical advice on maintenance of municipal amenities.
- Identification of electrification requirements in un-electrified areas.
- Co-ordinate projects with Eskom.
- Source funding for investment in infrastructure.

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- Management of municipal plant and fleet.
- Preparation of maintenance plan based on ward needs.
- To ensure community have access to Water and Sanitation.
- To monitor Quality and Quantity of water.
- To ensure water quality complies with SANS 241.
- To ensure waste water complies with waste water guidelines.

### 1.3. Link with the corporate strategy

#### 1.3.1. Lead Corporate Objectives

- ❖ Upgrade and maintain water infrastructure
- ❖ Maintain and upgrade internal and access roads
- ❖ Provide infrastructure services (Electricity, Water and Sanitation)

#### 1.3.2. Support from other departments

LEAD FUNCTION	SUPPORT EXPECTED
❖ Upgrade and maintain water infrastructure	Participation of all directorates in development of O&M water infrastructure master plan
❖ Maintain and upgrade internal and access roads	Participation of all directorates in development of O&M roads infrastructure master plan
❖ Provide infrastructure services (Electricity, Water and Sanitation)	Participation of all Directorates in the development of WSDP
❖ Water Quality Management(Water & Waste Water)	Participation of all Directorates in Blue Drop & Green Drop
❖ Water Conservation and Water Demand Management.	Participation of all Directorates in NO DROP
❖ Regularly Performance Management System.	Participation of all Directorates in RPMS
❖ Customer Relation Management	Participation of all Directorates in resolving queries under Water & Waste Water

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### 1.3.3. Support to Other departments

LEAD FUNCTION	SUPPORT EXPECTED
❖ Upgrade and maintain water infrastructure	Provide information on time
❖ Maintain and upgrade internal and access roads	Provide information on time
❖ Provide infrastructure services (Electricity, Water and Sanitation)	Provide information on time
❖ Water Quality Management (Water & Waste Water)	Loading of information & drinking water results every monthly on BDS Loading of information & waste water results every monthly on GDS Provide Information on WUL Applications
❖ Water Conservation and Water Demand Management	Provide information on water usages every 20 <sup>th</sup> of the monthly (Bulk water, Treatment, Losses )
❖ Regularly Performance Management System.	Participate in RPMS Audit on annually basis
❖ Customer Relation Management	Provide information on quires under Water & Waste Water on quarterly basis

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#### 1.4. Customers and Service Delivery

Customer Group	Service		Past Performance	Improvement Plan
	Name	Level		
Internal Departments	Recruitment and selection	High	Moderate:  Interdepartmental meetings  Arranged mostly between finance and technical	Invitation of monthly interdepartmental meetings to be extended to HR, Planning, MM's office and Community Services
	Identify training and development needs			
	Coordinate maintenance of office buildings			
	OHS  HR Services (Leave, overtime and standby)			
Mayor and Municipal Manager	Provide technical support	High	Good:	Improved planning
Council, Committees & Councillors	Provide technical information	High	Good:	Improve on communication
	Advice on infrastructure development and investment			Utilise the portfolio Committee gatherings
Public / Communities	Provide infrastructure services	High	Moderate: Inadequate budget  Development of O&M plans	Implementation and review of plans
	Operation and Maintenance of infrastructure			

## CHAPTER 2

### 2.1. STRATEGIES, KPI AND TARGETS

#### 1. Strategy for Each Objective

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### **1.1. Promote Good Governance**

The municipality needs to continuously monitor the implementation of MFMA and the municipal PMS. The internal audit is to conduct a risk analysis and develop an audit plan. Management is to receive regular internal audit reports and to act on these. The municipality has to ensure that all staff members are familiar with policies and systems.

The municipality is to upgrade its legal section and to monitor implications of all new legislation for the municipality. Councillors and employees are to be familiarised with their respective code of conduct and make them aware of the functions of the Senior Management. The delegation & PMS system is to be cascaded to all employees. A council's resolutions register is to be improved and updated regularly.

### **1.2. Enhance Customer Service**

A community satisfaction survey is to be held twice per annum. The municipality is to improve time taken to respond to community members' queries and enquiries. Suggestion boxes are to be established. Information about planned services disruptions is to be communicated in advance and community must be updated of unexpected disruptions.

### **1.3. Upgrade and maintain water infrastructure**

Assessment on existing infrastructure must be done frequently. Development of water infrastructure business plans for sourcing of funding. Development and implementation of operation and maintenance plan. Application of general project management principles.

### **1.4. Maintain and upgrade internal and access roads**

Assessment on existing infrastructure. Development of business plan for source funding. Development and implementation maintenance plan.

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CHAPTER 7A  
STRATEGIC FOCUS AREA 1

GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 1	To compile municipal website reports in line with MFMA section 75	Number of municipal website reports compiled in line with MFMA section 75	4 municipal website reports compiled in line with MFMA section 75 by 30 <sup>th</sup> June 2023	N/A	Q1 1 municipal website report compiled in line with MFMA section 75 by 30 <sup>th</sup> September 2022	Q2 1 municipal website report compiled in line with MFMA section 75 by 31 <sup>st</sup> December 2022	Q3 1 municipal website report compiled in line with MFMA section 75 by 31 <sup>st</sup> March 2023	Q4 1 municipal website report compiled in line with MFMA section 75 by 30 <sup>th</sup> June 2023	R0,00	R0,00	R0,00	R0,00	Q1-Q4= municipal website report
KPI 2	To hold departmental meetings	Number of departmental meetings held	12 departmental meetings held by 30 <sup>th</sup> June 2023	N/A	Q1 3 departmental meetings held by 30 <sup>th</sup> September 2022	Q2 3 departmental meetings held by 31 <sup>st</sup> December 2022	Q3 3 departmental meetings held by 31 <sup>st</sup> March 2023	Q4 3 departmental meetings held by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	Q1-Q4=Minutes of departmental meetings
KPI 3	To attend MSCO and IT meetings	Number of MSCO and IT meetings attended	12 MSCO and IT meetings attended by 30 <sup>th</sup> June 2023	N/A	Q1 3 MSCO and IT meetings attended by 30 <sup>th</sup> September 2022	Q2 3 MSCO and IT meetings attended by 31 <sup>st</sup> December 2022	Q3 3 MSCO and IT meetings attended by 31 <sup>st</sup> March 2023	Q4 3 MSCO and IT meetings attended by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	Q1-Q4= Minutes of MSCO and IT meetings

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KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 4	To attend management meetings	Number of management meetings attended	12 management meetings attended by 30 <sup>th</sup> June 2023	N/A	3 management meetings attended by 30 <sup>th</sup> September 2022	3 management meetings attended by 31 <sup>st</sup> December 2022	3 management meetings attended by 31 <sup>st</sup> March 2023	3 management meetings attended by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	Q1-Q4=Minutes of management meetings Attendance registers
KPI 5	To attend extended management meetings	Number of extended management meetings attended	4 Extended management meetings attended by 30 <sup>th</sup> June 2023	N/A	1 Extended management meetings attended by 30 <sup>th</sup> September 2022	1 Extended management meetings attended by 31 <sup>st</sup> December 2022	1 Extended management meetings attended by 31 <sup>st</sup> March 2023	1 Extended management meetings attended by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	N/A	Q1-Q4=Minutes of extended management meetings Attendance registers
KPI 6	To attend IDP/Budget/PMS Steering Committee meetings	Number of IDP/Budget/PMS Steering Committee meetings attended	4 IDP/Budget/PMS Steering Committee meetings attended by 30 <sup>th</sup> June 2023	R0.00	1 IDP/Budget/PMS Steering Committee meetings attended by 30 <sup>th</sup> September 2022	1 IDP/Budget/PMS Steering Committee meetings attended by 31 <sup>st</sup> December 2022	1 IDP/Budget/PMS Steering Committee meetings attended by 31 <sup>st</sup> March 2023	1 IDP/Budget/PMS Steering Committee meetings attended by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4=Minutes of IDP/Budget/PMS Steering Committee meetings Attendance registers

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CHAPTER 7B  
 STRATEGIC FOCUS AREA 2  
 INFRASTRUCTURE AND SERVICE DELIVERY

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POES		
					Q1	Q2	Q1	Q2	Q1	Q2	Q1	Q2			
KPI 7	Provide Electricity	% of queries on electricity received and attended to in JMLM	100% of queries on electricity received and attended to in JMLM by 30 <sup>th</sup> June 2023	N/A	100% of queries on electricity received and attended to in JMLM by 30 <sup>th</sup> September 2022	100% of queries on electricity received and attended to in JMLM by 31 <sup>st</sup> December 2022	100% of queries on electricity received and attended to in JMLM by 31 <sup>st</sup> March 2023	100% of queries on electricity received and attended to in JMLM by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	Q1-Q4= Report on electricity queries received and attended to electricity Queries register, Signed off job cards
KPI 8		% of queries on electricity attended to and resolved in JMLM	100% of queries on electricity attended to and resolved in JMLM by end 30 <sup>th</sup> June 2023	R0.00	100% of queries on electricity attended to and resolved in JMLM by 30 <sup>th</sup> September 2022	100% of queries on electricity attended to and resolved in JMLM by 31 <sup>st</sup> December 2022	100% of queries on electricity attended to and resolved in JMLM by 31 <sup>st</sup> March 2023	100% of queries on electricity attended to and resolved in JMLM by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	R0.00	R0.00	Q1-Q4= Report on electricity queries attended to and resolved electricity Queries register, Signed off job cards

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KPI 9	Provide Roads and Storm Water	Km's of Roads Upgraded from Gravel to Tar at Tsaelengwe (1,6km) and Washington (0,9km)	2,5 Km's of Road Upgraded from Gravel to Tar at Tsaelengwe (1,6km) and Washington (0,9km) by 30 <sup>th</sup> June 2023	CP001	R 20 144 786,22 (Grant Funded)	N/A	N/A	N/A	2,5 Km's Road Upgraded from Gravel to Tar at Tsaelengwe (1,6km) and Washington (0,9km) by end 30 <sup>th</sup> June 2023	R 2 000 000,00	R 8 000 000,00	R 7 000 000,00	R 3 144 786,44	Q4= Practical Completion Certificates
KPI 10		Km's of Roads Bladed	250Km's of Road Bladed by 30 <sup>th</sup> June 2023	R2 000 000,00		62.5Km's Road Bladed by 30 <sup>th</sup> September 2022	62.5Km's Road Bladed by 31 <sup>st</sup> December 2022	62.5Km's Road Bladed by 31 <sup>st</sup> March 2023	62.5Km's Road Bladed by 30 <sup>th</sup> June 2023	R500 000,00	R500 000,00	R500 000,00	R500 000,00	Q1-Q4= Quarterly Roads Bladed Reports, indicating the km's maintained


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*R.C.*  
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KPI 11	Provide Water	Number of households served with quality basic water supply at Bojelapotsane(47), Bush Buck(553), Esperenza/Churchill (144), Madula Ranch(292), Shalaneng(173), Penryn(76), Ganghaai(94), Permonkie(53)and Gamakgatle(69) (Water Backlog)	1 500 households served with quality basic water supply at Bojelapotsane (47), Bush Buck(553), Esperenza/Churchill(144), Madula Ranch(292), Shalaneng(173), Penryn(76), Ganghaai(94), Permonkie(53) and Gamakgatle(69) (Water Backlog) by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	R 67 114 636,79	CP003	R 7 106 814,26	N/A	N/A	N/A	1 500 households served with quality basic water supply at Bojelapotsane(47), Bush Buck(553), Esperenza/Churchill(144), MadulaRanch(292), Shalaneng(173), Penryn(76), Ganghaai(94), Permonkie(53) and Gamakgatle(69) (Water Backlog) by 30 <sup>th</sup> June 2023	R 8 900 000,00	R 16 790 249,53	R 26 574 393,91	R 14 849 993,35	Q4= Practical Completion Certificates  Statistics Census report of Households
KPI 12		Number of Borehole Refurbished at Madibeng, Maketlele, Washington, Galothhare	8 Borehole Refurbished at Madibeng, Maketlele, Washington, Galothhare by 30 <sup>th</sup> June 2023	N/A	N/A	N/A	R 7 106 814,26	R 7 106 814,26	R 7 106 814,26	N/A	N/A	N/A	8 Borehole Refurbished at Madibeng, Maketlele, Washington, Galothhare by 30 <sup>th</sup> June 2023	R 1 700 000,00	R 2 200 000,00	R 2 206 814,26	R 1 000 000,00	Q4= Close out report and Practical Completion Certificates





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KPI 13	% of queries on Water received and attended to in JMLM	100% of queries on water received and attended to in JMLM by 30 <sup>th</sup> June 2023	R0.00	100% of queries on water received and attended to in JMLM by 30 <sup>th</sup> September 2022	100% of queries on water received and attended to in JMLM by 31 <sup>st</sup> December 2022	100% of queries on water received and attended to in JMLM by 31 <sup>st</sup> March 2023	100% of queries on water received and attended to in JMLM by end 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4= Report on water queries received and attended to water Queries register, Signed off job cards
KPI 14	% of queries on Water attended to and resolved to in JMLM	100% of queries on Water attended to and resolved in JMLM by 30 <sup>th</sup> June 2023	R0.00	100% of queries on Water attended to and resolved in JMLM by 30 <sup>th</sup> September 2022	100% of queries on Water attended to and resolved in JMLM by 31 <sup>st</sup> December 2022	100% of queries on Water attended to and resolved in JMLM by 31 <sup>st</sup> March 2023	100% of queries on Water attended to and resolved in JMLM by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4= Report on water queries attended to and resolved water Queries register, Signed off job cards

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KPI 15	To monitor Water Losses	Number of Reports on Water Balance Submitted	4 Reports on Water Balance Submitted by 30 <sup>th</sup> June 2023	R 0.00	1 Report on Water Balance Submitted by 30 <sup>th</sup> September 2022	1 Report on Water Balance Submitted by 31 <sup>st</sup> December 2022	1 Report on Water Balance Submitted by 31 <sup>st</sup> March 2023	1 Report on Water Balance Submitted by 30 <sup>th</sup> June 2023	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	Q1-Q4= Reports for Water Balance
KPI 16	Provide Sanitation	Number of households provided with Sanitation at Eiffel/Klein Eiffel(30), Gatsheke(i(108), Goodhope(117) and Rowell 1 & 2 (35)(reduce Backlog)	290 Households provided with Sanitation at Eiffel/Klein Eiffel(30), Gatsheke(i(108), Goodhope(117) and Rowell 1 & 2 (35) (reduce Backlog) by 30 <sup>th</sup> June 2023	R 10 704 962,73	N/A	N/A	N/A	290 Households provided with Sanitation at Eiffel/Klein Eiffel(30), Gatsheke(i(108), Goodhope(117) and Rowell 1 & 2 (35) (reduced Backlog) by 30 <sup>th</sup> June 2023	R 3 612 958,43	R 3 612 958,43	R 3 612 958,43	R 3 612 958,43	Q4= 290 Happy Letters Close out report	

CHAPTER 7F  
 STRATEGIC FOCUS AREA 6  
 FINANCIAL VIABILITY

KPI NO	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS (KPI)	ANNUAL TARGET	BUDGET	TARGET FOR 2022/23 SDBIP PER QUARTER				RESOURCES ALLOCATED FOR 2022/23 SDBIP PER QUARTER				POE
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
KPI 17	To monitor and evaluate contracted service providers	Number of reports on the monitoring and evaluation of contracted service providers developed	4 reports on the monitoring and evaluation of contracted service providers developed by 30 <sup>th</sup> June 2023	R0.00	1 report on the monitoring and evaluation of contracted service providers developed by 30 <sup>th</sup> September 2022	1 report on the monitoring and evaluation of contracted service providers developed by 31 <sup>st</sup> December 2022	1 report on the monitoring and evaluation of contracted service providers developed by 31 <sup>st</sup> March 2023	1 report on the monitoring and evaluation of contracted service providers developed by 30 <sup>th</sup> June 2023	R0.00	R0.00	R0.00	R0.00	Q1-Q4 = reports on the monitoring and evaluation of contracted service providers

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# ANNEXURE B

## PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]

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

And

[MR L. MOINWE]  
(DIRECTOR: TECHNICAL 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 and Development System which 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, prioritize 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

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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.

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**Personal Development Plan of: Mr. L. Moinwe**

**Compiled on the 01/07/2022**

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested time frames	6. Work opportunity created to practice skill / development area	7. Support person
Best practices for achieving clean audit	Improve audit outcome towards clean audit.	Workshop on best practices for achieving clean and Municipal Finance Management Program	Workshop and benchmarking with similar successful institutions of our nature of business and attending of formal classes	October 2022 to December 2022	Proper supervision and adherence to legal prescripts	Municipal Manager
Advanced Computer Literacy	Improved presentations and report writing	Course	Attendance	January 2023 to March 2023	Improved quality of presentations and reports	Municipal Manager
Advance Project management	Improve project management	Enrolment with institution of higher learning	Attendance	6 months	Strategic	Municipal Manager
Public Management	Improve integrated community planning	Workshops/ seminars/ short courses	Attendance	12 months	Strategic	Municipal Manager
<b>Director Technical Services Department</b>						
Signature: 			Municipal Manager			
Signature: 			Signature:			

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