



**JOE MOROLONG**  
LOCAL MUNICIPALITY

# **PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

THE JOE MOROLONG LOCAL MUNICIPALITY AS REPRESENTED  
BY THE ACTING MUNICIPAL MANAGER:

**MR. TATOLO GOPETSE**

AND

THE EMPLOYEE OF THE MUNICIPALITY

DIRECTOR: TECHNICAL SERVICES

**MR. LEBOGANG MOINWE**

FOR THE PERIOD:

**01 JULY 2023 – 30 JUNE 2024**

## **THIS PERFORMANCE AGREEMENT IS ENTERED INTO BY AND BETWEEN:**

The Joe Morolong Local Municipality herein represented by Mr. T. Gopetse in his capacity as the Acting 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;
- 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 July 2023** and will remain in force until **30 June 2024**, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2. The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3. This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4. The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5. If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

### **4. PERFORMANCE OBJECTIVES**

- 4.1. The Performance Plan (Annexure A) sets out-
  - 4.1.1. The performance objectives and targets that must be met by the Employee; and

- 4.1.2. The time frames within which those performance objectives and targets must be met.
- 4.2. The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4. The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## **5. PERFORMANCE MANAGEMENT SYSTEM**

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

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES		
CORE MANAGERIAL and OCCUPATIONAL COMPETENCIES (CMC)	✓ (INDICATE CHOICE)	WEIGHT
<b>CORE MANAGERIAL COMPETENCIES</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>CORE OCCUPATIONAL COMPETENCIES</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
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** (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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					
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:

Quarter	Months	Assessment
First quarter	July – September	October 2023
Second quarter	October – December	January 2024
Third quarter	January – March	April 2024
Fourth quarter	April – June	July 2024

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.

## 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 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.

13.1.1. 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


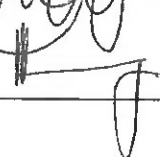
14.1. The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

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 Local Municipality on this the 03 day of July 2023.

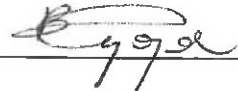
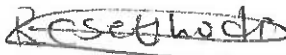
  
\_\_\_\_\_  
**EMPLOYEE**

AS WITNESSES:

1.  M. G. Madala  
2.  M. A. Khokhong

  
\_\_\_\_\_  
**ACTING MUNICIPAL MANAGER**

AS WITNESSES:

1.   
2. 

# **ANNEXURE A**

## **PERFORMANCE PLAN**

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

**DIRECTOR: TECHNICAL SERVICES**

**MR. LEBOGANG MOINWE**

**2023/2024 FINANCIAL YEAR**

## **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.

## **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.

### 3. Link with the Top Layer SDBIP

#### 3.1. Lead Corporate Objectives

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

#### 4. 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

#### 5. 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)	<ul style="list-style-type: none"><li>• Loading of information &amp; drinking water results every monthly on BDS</li><li>• Loading of information &amp; waste water results every monthly on GDS</li><li>• Provide Information on WUL Applications</li></ul>
• 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

## 6. Departmental Scorecard

KPI NO.	KEY PERFORMANCE AREA	IDP PROGRAMME/ PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				PORTFOLIO OF EVIDENCE	BUDGET
								Q1	Q2	Q3	Q4		
1.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP and Budget Implementation progress against predetermined objectives	Number of quarterly IDP/Budget/PMS Steering Committee meetings attended by 30 June 2024	4 quarterly IDP/Budget/PMS Steering Committee meetings attended by 30 June 2024	Number	Quarterly	1	1	1	1	Attendance Registers	
2.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure MSCOA compliance	Number of monthly MSCOA and IT meetings attended by 30 June 2024	12 monthly MSCOA and IT meetings attended by 30 June 2024	Number	Monthly	3	3	3	3	Attendance Registers	
3.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of monthly Technical Services departmental meetings held by 30 June 2024	12 monthly Technical Services departmental meetings held by 30 June 2024	Number	Monthly	3	3	3	3	Minutes and Attendance Registers	
4.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of monthly management meetings attended by 30 June 2024	12 monthly management meetings attended by 30 June 2024	Number	Monthly	3	3	3	3	Attendance Registers	
5.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly extended management meetings attended by 30 June 2024	4 quarterly extended management meetings attended by 30 June 2024	Number	Quarterly	1	1	1	1	Attendance Registers	

KPI NO.	KEY PERFORMANCE AREA	IDP PROGRAMME/ PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				PORTFOLIO OF EVIDENCE	BUDGET
								Q1	Q2	Q3	Q4		
6.	Basic Service Delivery and Infrastructure Development	Electricity	To provide electricity	% of queries on electricity quarterly attended to and resolved in JMLM by 30 June 2024	100% of queries on electricity attended to and resolved in JMLM by 30 June 2024	Percentage	Quarterly	100%	100%	100%	100%	Reports, Electricity queries register and signed off job cards	
7.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 2.2km of the Ncwelengwe Internal Road from gravel to paving blocks completed by 30 June 2024	Upgrade of 2.2km of the Ncwelengwe Internal Road from gravel to paving blocks completed by 30 June 2024	Date	Annually	-	-	-	2.2km	Close out report and Practical Completion Certificate	R12 000 000.00
8.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 1.8km of the Gahuwe to Dithakong Access Road from gravel to paving blocks completed by 30 June 2024	Upgrade of 1.8km of the Gahuwe to Dithakong Access Road from gravel to paving blocks completed by 30 June 2024	Date	Annually	-	-	-	1.8km	Close out report and Practical Completion Certificate	R8 387 760.00
9.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Number of quarterly progress reports on the blading of 1900km of roads developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly progress reports on the blading of 1900km of roads developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	475 km	475 km	475 km	475 km	Reports and proof of submission to the Municipal Manager	



KPI NO.	KEY PERFORMANCE AREA	IDP PROGRAMME/ PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				PORTFOLIO OF EVIDENCE	BUDGET
								Q1	Q2	Q3	Q4		
10.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Number of quarterly progress reports on road maintenance developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly progress reports on road maintenance developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	Reports and proof of submission to the Municipal Manager	
11.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households served with quality basic water supply at Heuningvlei, Padstow, Esperanza/Churchill, Doxon 1&2, Gammakgatle, Dikking, Madularanch, Bushbuck and Skerma by 30 June 2024	2800 households served with quality basic water supply at Heuningvlei, Padstow, Esperanza/Churchill, Doxon 1&2, Gammakgatle, Dikking, Madularanch, Bushbuck and Skerma by 30 June 2024	Number	Annually	-	-	-	2800	Close out report and Practical Completion Certificates	R70 209 609.00
12.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of Boreholes Refurbished at Abbey, Dinokaneng, Lebonkeng & Rustfontein Wyk 10 by 30 June 2024	6 Boreholes Refurbished at Abbey, Dinokaneng, Lebonkeng & Rustfontein Wyk 10 by 30 June 2024	Number	Annually	-	-	-	6	Close out report and Practical Completion Certificates	R9 252 243.00
13.	Basic Service Delivery and Infrastructure Development	Water and Sanitation09	To provide bulk water and sanitation services	% of queries on water quarterly attended to and resolved in JMLM by 30 June 2024	100% of queries on water quarterly attended to and resolved in JMLM by 30 June 2024	Percentage	Quarterly	100%	100%	100%	100%	Reports	

KPI NO.	KEY PERFORMANCE AREA	IDP PROGRAMME/ PRIORITY AREA	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET (OUTPUT)	UNIT OF MEASUREMENT	REPORTING CYCLE	TARGET BREAKDOWN				PORTFOLIO OF EVIDENCE	BUDGET
								Q1	Q2	Q3	Q4		
14.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of quarterly reports on Water Balance developed and submitted to the Municipal Manager by 30 June 2024	4 quarterly reports on Water Balance developed and submitted to the Municipal Manager by 30 June 2024	Number	Quarterly	1	1	1	1	Reports and proof of submission to the Municipal Manager	
15.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households provided with Sanitation at Dithakong, Klein Eiffel, Eiffel and Rowell by 30 June 2024	405 households provided with Sanitation at Dithakong, Klein Eiffel, Eiffel and Rowell 1&2 by 30 June 2024	Number	Annually	-	-	-	405	Close out report and Practical Completion Certificates	R15 381 131.00
16.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of cemeteries fenced at Slough, Klein Damrose, Adalerly, Logaganeng, and Mahukubung by 30 June 2024	5 cemeteries fenced at Slough, Klein Damrose, Adalerly, Logaganeng, and Mahukubung by 30 June 2024	Date	Annually	-	-	-	5	Report	R1 439 000.00
17.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on the monitoring of the performance of contracts developed to the CFO by 30 June 2024	4 quarterly reports on the monitoring of the performance of contracts developed and submitted to the CFO by 30 June 2024	Number	Quarterly	1	1	1	1	Reports and prove of Submission to CFO	
18.	Local Economic Development	Local Economic Development	To promote local economic development	Number of jobs created through infrastructure projects by 30 June 2024	240 jobs created through infrastructure projects by 30 June 2024	Date	Annually	-	-	-	240	Report	R 720 000.00

# **ANNEXURE B**

## **PERSONAL DEVELOPMENT PLAN**

MADE AND ENTERED INTO BY AND BETWEEN:

THE JOE MOROLONG LOCAL MUNICIPALITY AS REPRESENTED  
BY THE ACTING MUNICIPAL MANAGER:

**MR. TATOLO GOPETSE**

AND

THE EMPLOYEE OF THE MUNICIPALITY

DIRECTOR: TECHNICAL SERVICES

**MR. L. MOINWE**

FOR THE PERIOD:

01 JULY 2023 – 30 JUNE 2024

## **1. Personal Development Plan**

- 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.
- 1.2. 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.
- 1.3. The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.
- 1.4. Compiling the Personal Development Plan

- a. Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- b. The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
  - i. Organizational needs, which include the following:
    - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
    - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
    - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
  - ii. Individual training needs that are job / career related.
- c. Next, the prioritization of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- d. Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure B, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- e. An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Annexure B, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit

standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

- f. Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- g. Column 4 of Annexure B: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- h. The suggested time frames (column 5 of Annexure B) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- i. Work opportunity created to practice skill / development areas, in column 6 of Annexure B, further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- j. The final column, column 7 of Annexure B, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

### Personal Development Plan of Mr. L. Moinwe

1. Skills/Performance Gap (In order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and/or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7.Support Person
Best practices for achieving clean audit	Improve audit outcome towards clean audit.	Workshop on best practices for achieving clean and Municipal Finance Management Program	Workshop and bench marking with similar successful institutions of our nature of business and attending of formal classes	October 2023 to December 2023	Proper supervision and adherence to legal prescripts	Municipal Manager
Advanced Computer Literacy	Improved presentations and report writing	Course	Attendance	January 2024 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</b>		<b>Acting Municipal Manager</b>				
