JOE MOROLONG LOCAL MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MUNICIPALITY OF JOE MOROLONG AS REPRESENTED BY THE MAYOR: MS DORCAS MOREMI

AND

THE EMPLOYEE OF THE MUNICIPALITY
MUNICIPAL MANAGER
MR TSHEPO MACDONALD BLOOM

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

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

And

Mr T.M. Bloom 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 55(1) 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 55(2) 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 55(1) and (2)) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 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;

2.2 Specify accountabilities as set out in the Performance Plan (Annexure A);

2.3 Monitor and measure performance against set targeted outputs;

2.4 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;

2.5 Appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and

2.6 Give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

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

3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.

3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met by the **Employee**; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.

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

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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

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

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

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

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

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

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

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

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	20
Municipal Institutional Development and Transformation	55
Local Economic Development (LED)	0
Municipal Financial Viability and Management	0
Good Governance and Public Participation	25
Total	**100%**

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

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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 Municipal Manager
7.7.5 Manager responsible for Human Resources (secretariat)

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

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

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

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

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

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

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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.

12.4 In the case of unacceptable performance, the **Employer** shall –

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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 Jan Mooiplaas ...on this the 10 day of July 2015

AS WITNESSES:

1. _____

2. _____

EMPLOYEE

AS WITNESSES:

1. Matshidiso Thebegaque

2. _____

MUNICIPAL MAYOR

JOE MOROLONG LOCAL MUNICIPALITY

NC "451"

DEPARTMENT: MUNICIPAL MANAGER'S OFFICE

TECHNICAL SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2015/16 FINANCIAL YEAR

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CHAPTER 1

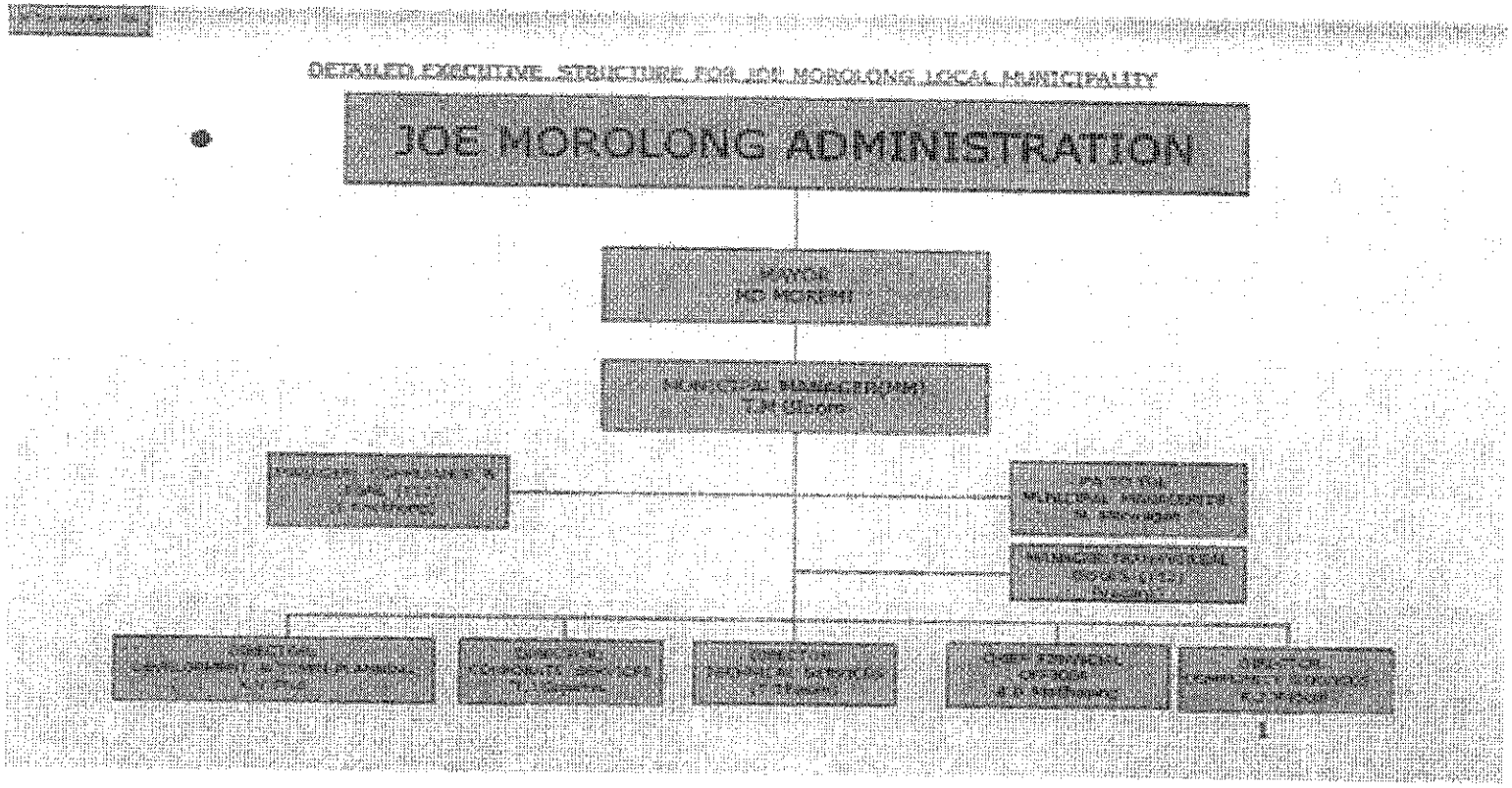
1. **Departmental Purpose**

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

2. **Functions of the Department**

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

Organogram



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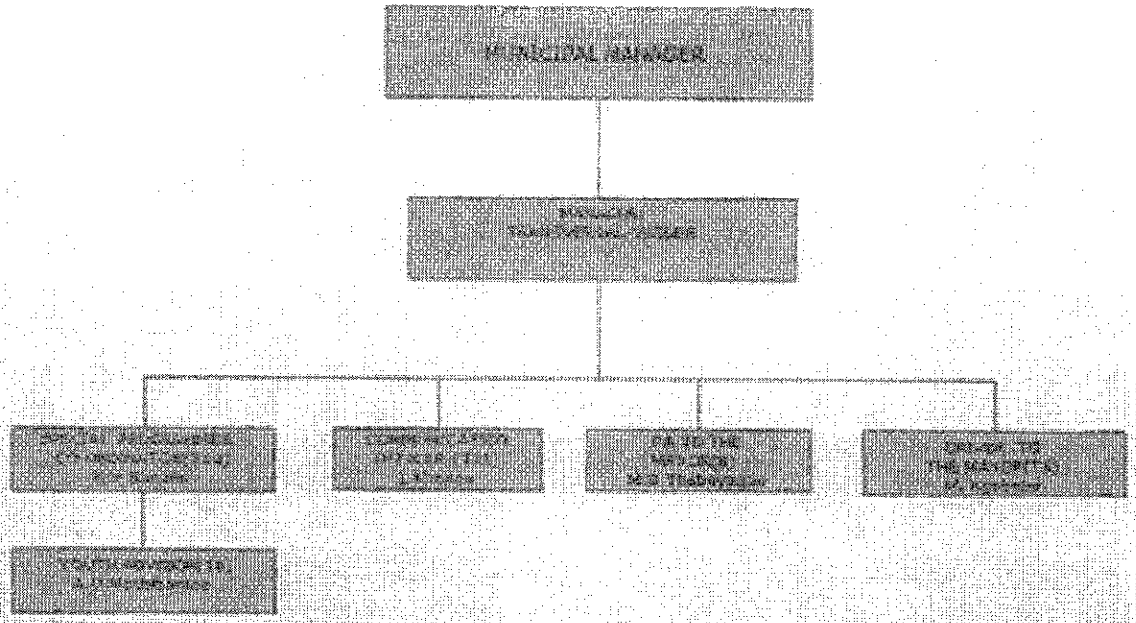
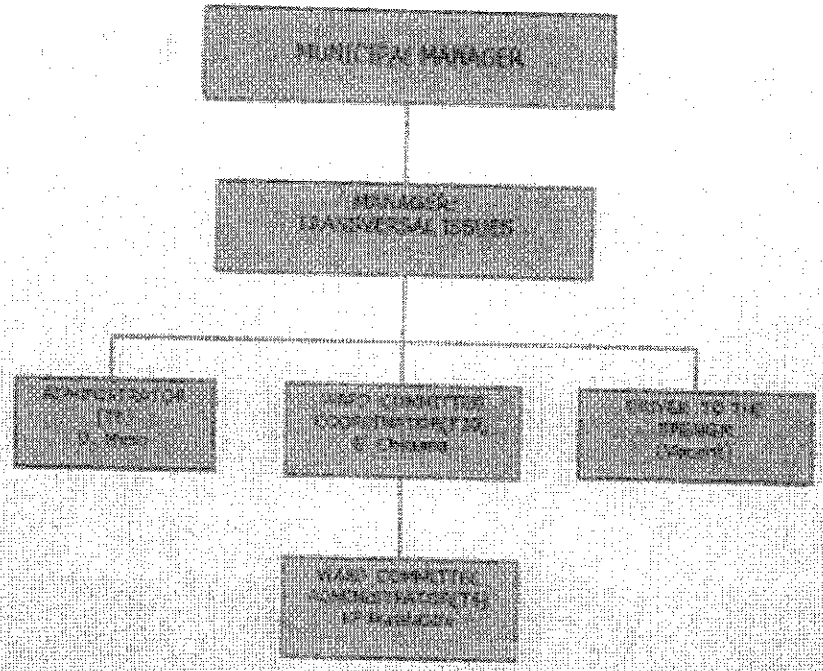
DETAILED STRUCTURE FOR THE MAYOR'S OFFICE



DETAILED STRUCTURE FOR THE SPEAKER'S OFFICE



1.2. Staffing Information

Type	Gender		Total Number	Cost in Rands
	Male	Female		
Municipal Manager	1	0	1	
Manager: Transversal Issues & Legal Services	1	0	1	
Communications Officer	0	1	1	
Special Programme Co-ordinator	1	0	1	
Youth Advisor	1	0	1	
PA : Mayor	0	1	1	
PA : Municipal Manager	0	1	1	
Ward Committee Coordinator	1	0	1	
Ward Committee Administrator	0	1	1	
Speaker's Administrator	0	1	1	
Driver to the Mayor	1	0	1	
Driver to Speaker	1	0	1	
TOTAL	7	5	12	

1.3.1. Link with the Top Layer SDBIP

1. Promote Good Governance

- Promote good governance
- Ensure intergovernmental coordination

2. Provision of Legal Services

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

3. Enhance Communications and Customer relations

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

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

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

5. Public Participation

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

1.3.2. Support from other departments

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

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1.3.3. Support to Other departments

LEAD FUNCTION	SUPPORT EXPECTED
Provide Municipal Planning	Coordinate Municipal planning
Promote Good governance	✓ Comply with legislations applicable to the municipality ✓ Implement council resolutions and policies
Provide legal services	✓ Implement council resolutions ✓ Manage legal matters
Improve Audit Opinion	✓ Timely respond to internal audit reports
Promote Accountable, efficient and transparent organisation	✓ Implement council resolutions and adhere to all local government laws
Enhance Communications and Customer relations	Efficiently communicate Municipal matters
Coordinate empowerment of Youth, Women, Children, Persons living with HIV/AIDS, Senior citizens and Disabled person	Plan special programmes activities
Public Participation	Plan public participation events

1.3.2. Supported by other department

Technical Services

- Facilitate the provision of community infrastructure

Corporate Services

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

Community Services

- Promote LED and Tourism

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

Finance

- Achieve unqualified Audit opinion
- Adhere to budget timelines
- Improve Credit Rating
- Expand Tax Base
- Provide indigence information to assist the department in financial planning
- Increase Revenue

Planning & Development

- Facilitate IDP, Performance consultations
- Improve Spatial Planning

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DEPARTMENT: MUNICIPAL MANAGER

VOTE NUMBER	DESCRIPTION	2014/15	ADJUSTED BUDGET	2015/16	2016/17	2017/18
	GOV GRANT & SUBSIDY: UNCONDITIONAL					
0003/1623/0000	OTHER UNCONDITIONAL					
	OTHER INCOME					
0003/1731/0000	MISCELLANEOUS INCOME					
0003/1641/0000	DONATIONS					
	GAINS ON DISPOSAL OF ASSETS					
0003/1821/0000	PROFIT REALISED					
	RANGE TOTAL INCOME	R -		-	-	
	EMPLOYEE: REMUNERATION					
0003/3001/0000	SALARIES	R 1,783,040.00	R 1,492,852.00	1,681,379.00	1,778,898.98	1,873,180.63
0003/3011/0000	ANNUAL LEAVE	R 148,587.00	R 138,987.00	83,096.00	87,915.57	92,575.09
0003/3021/0000	OVERTIME	R 10,000.00	R 4,788.00	5,000.00	5,290.00	5,570.37
0003/3039/0000	ALLOWANCE - TEL	R 76,255.00	R 19,255.00	72,640.80	76,853.97	80,927.23
0003/3041/0000	ALLOWANCE - TRAVEL	R 513,482.00	R 473,482.00	503,388.00	532,584.50	560,811.48
0003/3051/0000	SUBSIDY - HOUSING	R 18,157.00	R 42,100.00	58,834.84	62,247.26	65,546.37
	SUBTOTAL	R 2,549,521.00	R 2,171,464.00	R 2,404,338.64	R 2,543,790.28	R 2,678,611.17
	SOCIAL CONTRIBUTIONS					-
0003/3101/0000	CONTR. INDUSTRIAL	R 570.00	R 470.00	518.43	548.50	577.57
0003/3103/0000	CONTR. MEDICAL	R 77,596.00	R 88,232.00	82,950.12	87,761.23	92,412.58
0003/3105/0000	CONTR. PENSION	R 320,947.00	R 140,970.00	354,225.00	374,770.05	394,632.86
0003/3111/0000	CONTR. UIF	R 12,354.00	R 8,554.00	11,371.73	12,031.29	12,668.95
	CONTR. SDL	R 13,970.00	R 18,690.00	14,933.93	15,800.10	16,637.50
	SUBTOTAL	R 425,437.00	R 256,916.00	R 463,999.21	R 490,911.17	R 516,929.46
	REPAIR & MAINTENACE					

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0003/3814/0000	FURNITURE			-		
0003/3816/0000	GARDENING OFFICE					
0003/3857/0000	VEHICLES				-	-
	SUB-TOTAL	R -	R -	R -	R -	R -
	CONCTRATED SERVICES					
0003/4204/0000	CONSUTANCY FEE	R -		-	-	-
0003/4207/0000	LEGAL FEES	R 25,000.00		-	-	-
	SUBTOTAL	R **25,000.00**	R -	R -	R -	R -
	GENERAL EXPENSES					-
0003/4207/0000	LEGAL FEES			-	-	-
0003/4204/0000	CONSUTANCY FEE	0				
0003/4403/0000	Printing & Stationery	R 20,000.00	R 5,000.00	-	-	-
0003/4414/0000	BRANDING	R 200,000.00	R 200,000.00	300,000.00	316,200.00	333,274.80
0003/4415/0000	BOOKS + PUBLICATION	R 50,000.00	R 150,000.00	220,000.00	231,880.00	244,401.52
0003/4417/0000	CATERING / RECEIPT	R 5,000.00	R 2,318.00	-	-	-
0003/4427/0000	COMMUNITY PARTICIPATION	R -			-	-
0003/4429/0000	CONFERENCES	R -		5,000.00	5,270.00	5,554.58
0003/4457/0000	DMA COMMITTEE MEETING	R -			-	-
0003/4464/0000	EXPENSE: REMAINING	R -			-	-
	SPORTS	R -			-	-
0003/4517/0000	TARGETED GROUPS	R -			-	-
0003/4519/0000	TELEPHONE	R -			-	-
0003/4520/0000	CONTR. SDL	R -			-	-
0003/4525/0000	TRAVEL + SUBSISTENCE	R 235,000.00	R 215,000.00	200,000.00	210,800.00	222,183.20
0003/4465/000	**FUEL & OIL**		R 3,796.00			

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	SUBTOTAL	R 610,000.00	R 576,114.00	R 725,000.00	R 764,150.00	R 805,414.10
	CONTRIBUTIONS TO FUNDS & RESERVES					
	CAMERA	20000				
	RADIO	0				
	FRIDGE	R 2,000.00				
0003/6021/0000	OFFICE PARTIONING					
0003/6029/0000	COMPUTERS & PRINTERS			-		
0003/6063/000	VEHICLE					
	SUBTOTAL	R 22,000.00	R -	R -	R -	R -
	RANGE TOTAL	R 3,631,958.00	R 3,004,494.00	R 3,593,337.85	R 3,798,851.45	R 4,000,954.73

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1.7. Customers and Service Delivery

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

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CHAPTER 2

2.1. STRATEGIES, KPI AND TARGETS

STRATEGIC FOCUS AREA 1

Good Governance, Communication and Transformation

Strategies for each objective

- **Promote Good Governance**

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

Management has been receiving and responding to the regular internal audit report and acting on queries. The municipality will continue to ensure that all staff members are familiar with the policies and systems through regular workshops.

Continuous monitoring on the implications of new legislation for the municipality. Councillors and employees are to familiarised with their respective code of conduct and make them aware of the functions of the Senior Management. Management meetings are to be regularised and internal planning improved. The delegation and PMS system is to be cascaded to all employees this financial year.

Council resolution register has been improved and updated regularly and this will be done continuously.

M.D.M

- **Improve Communication**

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

- **Enhance Customer Service**

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

STRATEGIC FOCUS AREA 4
SOCIAL CLUSTER

Strategies for each objective

- **Empowerment of designated groups**

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

STRATEGIC FOCUS AREA 5
COMMUNITY PARTICIPATION

Strategies for each objective

- **Enhance Stakeholder Participation**

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

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
To promote good governance	Improve Audit report	5	1 unqualified report by June 2016		Submission of Information to assist with timeous compilation of the Annual financial statement and Annual Performance reports by 31 August 2015	Responding to all departmental audit findings by 15 November 2015 Compilation of the Audit action plan by December 2015	Submission of the Audit report to Council and discussion with the community by March 2016	Preparing books for new annual financial statements by June 2016	Q1 Acknowledgment of the submission of information Q2 Management report Q3 Signed Council minutes and resolution Q4 Acknowledgment of the submission of information
	Number of system of delegation reviewed by September 2015	2	1 report of system of delegations reviewed by September 2015		1 report of system of delegations reviewed by September 2015				1 report of system of delegations reviewed and submitted to Council, Provincial and National Treasury and Proof of submission.(Council resolution and minutes)

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION

CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
	Number of General Staff meeting held by June 2016	2	4 General Staff by June 2016		1 General Staff held by September 2015	1 General Staff held by December 2015	1 General Staff held by March 2016	1 General Staff held by June 2016	Q1 1 signed Minutes & Attendance Register Q2 1 signed Minutes & Attendance Register Q3 1 signed Minutes & Attendance Register Q4 1 signed Minutes & Attendance Register
	Number of Extended Management held by June 2016	2	12 Extended Managem ent meeting by June 2016		3 Extended managemen t held by September 2015	3 Extended manageme nt held by December 2015	3 Extended managemen t held by March 2016	3 Extended managem ent held by June 2016	Q1 3 signed Minutes & Attendance Register Q2 3 signed Minutes & Attendance Register Q3 3 signed Minutes & Attendance Register Q4 3 signed Minutes & Attendance Register

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
	Number of departmental meeting held by June 2016	2	12 departmental meeting held by June 2016		3 departmental meeting held by September 2015	3 departmental meeting held by December 2015	3 departmental meeting held by March 2016	3 departmental meeting held by June 2016	Q1 3 signed Minutes & Attendance Register Q2 3 signed Minutes & Attendance Register Q3 3 signed Minutes & Attendance Register Q4 3 signed Minutes & Attendance Register
	Number of policies reviewed and send to Council for adoption in a year.	2	4 reviewed policies by June 2016	-		2 policies amended for final review by December 2015		2 policies amended for final review by June 2016	Q2 2 reviewed polices adopted by Council Q4 2 reviewed polices adopted by Council
	Update Policy register by June 2016	2	-		Update Policy register by September 2015	Update Policy register by December 2015	Update Policy register by March 2016	Update Policy register by June 2016	Q1 Updated Policy register Q2 Updated Policy register Q3 Updated Policy

M.D.M

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STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
									register Q4 Updated Policy register
	Number of Policy workshops conducted	2	4 policy workshops conducted by June 2015	-	1 workshop by September 2014	1 workshop by December 2014	1 workshop by March 2015	1 workshop by June 2015	Q1 Workshop report Attendance register Q2 Workshop report Attendance register Q3 Workshop report Attendance register Q4 Workshop report Attendance register
To promote good governance	Number of Reports on misconduct cases (labour related) noted by council	2	4 Reports Annually (Each quarterly)	-	1 report submitted to Council by September 2014	1 report submitted to Council by December 2014	1 report submitted to Council by March 2015	1 report submitted to Council by June 2015	Q1 Misconduct cases report Q2 Misconduct cases report Q3 Misconduct cases report Q4 Misconduct cases report

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
	Updated contract register.	2	Updated contract register by June 2015	-	Update contract register by September 2014	Update contract register by December 2014	Update contract register by March 2015	Update contract register by June 2015	Q1 Updated contract register Q2 Updated contract register Q3 Updated contract register Q4 Updated contract register
	Manage litigation against the Municipality	2	Manage litigation against the Municipalit y	-	Liaising with HODs to ensure regulatory frame for referring cases to Legal Unit that have potential litigation by September 2015	Fast track the progress of old and new cases by December 2015	Fast track the progress of old and new cases by March 2016	Consolidat e report with recommen dations on how to reduce litigation to Council by June 2016	Q1 Litigation cases report Q2 Litigation progress report Q3 Litigation progress report Q4 Litigation progress report
	Service level agreement, MOU and MOA comply with legal requirements	2	All agreement s entered into by Municipalit y complies with legal		Review and advise on SLA, MOU and MOA	Review and advise on SLA, MOU and MOA	Review and advise on SLA, MOU and MOA	Review and advise on SLA, MOU and MOA	Q1 Contract management report Q2 Contract management

 M.D.M

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STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
			requirements						report Q3 Contract management report Q4 Contract management report
	Policies and By-Laws developed	2	1 by-laws and 1 policies developed and in force by June 2016			1 Policy and 1 By-Law developed by December 2015		Complete policy and by-law submitted to Council for approval by June 2016	Q2 1 draft policy & 1 draft by-law Q4 1 complete policy & 1 by-law adopted by Council

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
\Enhance Customer service	Number of Customer satisfaction survey conducted	2	Customer satisfaction survey with municipal services by June		Collection and Analysis of data by September 2015	Report to Council by December 2015	Implementation of recommendations by March 2016	-	Q1 Draft report Q2 Report to Council Q3 Implementation report

 M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
			2016						
	Number of reports on the turn-around time on community queries and enquiries	3	4 reports on the turn-around time on communit y queries and enquires submitted to Council by June 2016		1 reports on turn-around time on community queries and enquiries submitted to Council by September 2014	1 reports on turn-around time on community queries and enquiries submitted to Council by December 2014	1 reports on turn-around time on community queries and enquiries submitted to Council by March 2015	1 reports on turn-around time on communit y queries and enquiries submitted to Council by June 2015	Q1 1 report to Council& Council resolution Q2 1 report to Council & Council Resolution Q3 1 report to Council & Resolution Q4 1 report to Council & Resolution
	Number of Communications strategy reviewed	2	Reviewed Communi cations Strategy by June 2016	-	Review communicat ion strategy by September 2015	Strategy workshop held by Dec 2015	-	-	Q1 Reviewed Communications Strategy and Council resolution Q2 Attendance register and Minutes of strategy workshop
	Number of updates on the website and notice boards	2	Updated Municipal website by June 2015	-	Updated notice boards and website by September 2015	Updated notice boards and website by December 2015	Updated notice boards and website by March 2016	Updated notice boards and website by June 2016	Q1 Signed Copies of memos and all communiques. Q2 Signed Copies of memos and all

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
									communiques. Q3 Signed Copies of memos and all communiques. Q4 Signed Copies of memos and all communiques.
	Number of advertisements and Tenders placed by June 2016	2	Advertisements and Tenders placed in varies newspapers by June 2015		All advertisements and tenders placed by September 2015	All advertisements and tenders placed by December 2015	All advertisements and tenders placed by March 2016	All advertisements and tenders placed by June 2016	Q1 Copies and report of adverts and Tenders placed. Q2 Copies and report of adverts and Tenders placed. Q3 Copies and report of adverts and Tenders placed Q4 Copies and report of adverts and Tenders placed.
	Number of reviewed communication policy by June 2016	2	communication policy reviewed by June 2016		Reviewed Communication policy by September 2015	-	Communication policy workshop by March 2016	Reviewed Communications policy posted on the	Q1 Reviewed policy and Council resolution Q2 -

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
								website and filed on the policy register.	Q3 Attendance register and minutes of the workshop. Q4 Copy of policy register
	Number of External Newsletters/Information brochures developed by June 2016	5	2 Municipal Newsletters/Information brochures developed by June 2016			1 External newsletter/Brochure developed by December 2015		1 External newsletter /Brochure developed by June 2015	Q1 - Q2 Copy Newsletter/brochure Q3 - Q4 Copy newsletters/brochure
	Number of Internal Newsletters/Information brochures developed by June 2016	2	4 Internal Publications developed by June 2016		1 internal newsletter/Brochure developed by September 2015	1 internal newsletter/Brochure developed by December 2015	1 internal newsletter/Brochure developed by March 2016	1 internal newsletter /Brochure developed by December 2016	Q1 Q1 Copy of publication Q2 Copy of publication Q3 Copy of publication Q4 Copy of

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
									publication
	To attend district communicators forum	2	4 Meeting to be attended by June 2015		Attend and participate in 1 meeting of the forum	Attend and participate in 1 of the DCF meeting.	Attend and participate in 1 of the DCF meeting.	Attend and participate in 1 of the DCF meeting.	Q1 Attendance register Q2 Attendance register Q3 Attendance register Q4 Attendance register
	Number of reviewed branding strategy by June 2016	2	Reviewed Branding strategy by June 2016		Reviewed Branding strategy by September 2015	Branding Manual developed by December 2015	Information/ Working on branding by March 2016	-	Q1 Reviewed Branding strategy Q2 Copy of Branding Manual Q3 Minutes and Attendance register

M.D.M

STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE AND COMMUNICATION & TRANSFORMATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
	Number of municipal signage materials procured by June 2016	2	Municipal signage materials procured by June 2016		Municipal Banners procured by September 2015	Municipal signage boards procured and mounted by December 2015	-	-	Q1 Copy of procurement memo and approved drafts copies. Q2 Copy of signage boards memo and approved drafts copies

STRATEGIC FOCUS AREA 4: SOCIAL CLUSTER									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
Empowerment of designated groups	Number of reports on the functionality of the Local AIDS Council (LAC)	5	4 reports on the functionality of the LAC by June 2016		1 report on the functionality of the LAC by September 2015	1 report on the functionality of the LAC by December 2015	1 report on the functionality of the LAC by March 2016	1 report on the functionality of the LAC by June 2016	**Q1** 1 reports on the functionality of the Local Aids Council **Q2** 1 reports on the functionality of the

 M.D.M

STRATEGIC FOCUS AREA 4: SOCIAL CLUSTER									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
									Local Aids Council Q3 1 reports on the functionality of the Local Aids Council Q4 1 reports on the functionality of the Local Aids Council
	Number of reports on coordinated youth development programs	5	11 report on youth developm ent programs to be coordinate d by June 2016		2 reports on Youth sessions by September 2015	3 reports on Youth empowerme nt sessions held by December 2015	3 reports on Youth empowerme nt programs held by March 2016	3 reports on Youth developm ent programs held by June 2016	Q1 1 report of coordinated Youth Development programs & Attendance register Q2 1 report of coordinated Youth Development programs & Attendance register Q3 1 report of coordinated Youth Development programs & Attendance register Q4 1 report of coordinated Youth

 M.D.M

STRATEGIC FOCUS AREA 4: SOCIAL CLUSTER									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
									Development programs & Attendance register
	Number of reports on coordinated programs for women and children	5	4 reports on coordinated programs women & children to be coordinated by June 2016		1 report on women and children developmental program by September 2015	1 report on women and children developmental program by December 2015	1 report on women and children developmental program by March 2016	1 report on women and children developmental program by June 2016	Q1 1 report on coordinated programs for development of women and children & Attendance register Q2 1 report on coordinated programs for development of women and children & Attendance register Q3 1 report on coordinated programs for development of women and children & Attendance register Q4 1 report on

STRATEGIC FOCUS AREA 4: SOCIAL CLUSTER									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
									coordinated programs for development of women and children & Attendance register
	Number of coordinated programs for disabled and elderly people	5	4 reports on coordinated programs of disabled people and senior citizens by June 2016		1 report on programs for disabled and elderly people by September 2015	1 report on programs for disabled and elderly people by December 2015	1 report on programs for disabled and elderly people by March 2016	1 report on programs for disabled and elderly people by June 2016	1 report on coordinated programs for development of disabled and elderly per quarter 2) Attendance register

M.D.M

STRATEGIC AREA FOCUS 5: COMMUNITY PARTICIPATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
Enhance stakeholder participation	Number of ward committees trained	5	1 accredited trainings by June 2016	R450 000.00 (MSIG)	Procurement of the Service provider by September 2015	Training of ward committees (15 ward) by Dec 2015	Submission of the report on training of ward committees by March 2016		Q1 Advert and Appointment of Service Provider report Q2 Ward committees training report Q3 Submission of ward committees training to Council
	Number of Speaker's Forum meeting	5	4 reports on Speaker's Forum held by June 2016		1 reports on Speaker's Forum held by September 2014	1 reports on Speaker's Forum held by December 2014	1 reports on Speaker's Forum held by March 2015	1 reports on Speaker's Forum held by June 2015	Q1 Minutes & Attendance registers Q2 Minutes & Attendance registers Q3 Minutes & Attendance registers Q4 Minutes & Attendance
	Number of reports on the functionality of Ward Committees	5	4 reports on the functionality of ward committee	R600 000.00	1 report on functionality of ward committees by	1 reports on functionality of ward committees by	1 reports on functionality of ward committees by March	1 reports on functionality of ward committee	Q1 Attendance registers Q2 Attendance

M.D.M

STRATEGIC AREA FOCUS 5: COMMUNITY PARTICIPATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
			s held by June 2016		September 2014	December 2014	2015	s by June 2015	registers Q3 Attendance registers Q4 Attendance
	Number of reports on transportation of ward committees	5	4 reports on transportation of ward committees in all 15 wards by June 2016	R250 000.00 (MSIG)	1 report on transportation of ward committees by September 2014	1 report on transportation of ward committees by September 2014	1 report on transportation of ward committees by September 2014	1 report on transportation of ward committees by September 2014	Q1 Submission of report to council Q2 Submission of report to council Q3 Submission of report to council Q4 Submission of report to council
	Number program for re-establishment of ward committees in all 15 wards	5	1 adopted program for re-establishment of ward committees by June 2016					Develop program for re-establishment of ward committees in all 15 wards and submit to Council for approval by June	Q4 Developed program Council Resolution

M.D.M

STRATEGIC AREA FOCUS 5: COMMUNITY PARTICIPATION									
CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1ST	2ND	3RD	4TH	
								2016	

M.D.M

ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Entered into by and between

[JOE MOROLONG LOCAL MUNICIPALITY]
MS D.M. MOREMI
["The Employer"]

and

[MR T.M. BLOOM]
(MUNICIPAL MANAGER)
["The Employee"]

1. Personal Development Plan

1.1.1 A Municipality should be committed to

(a) The continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and

(b) Managing training and development within the ambit of relevant national policies and legislation.

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

(a) Human resource development forms an integral part of human resource planning and management.

(b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.

(c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.

(d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.

(e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

1.1.3 The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs.

1.1.4 Compiling the Personal Development Plan

(a) Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.

(b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:

(i) Organizational needs, which include the following:

- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

(ii) Individual training needs that are job / career related.

(c) Next, the prioritization of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

(d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure B, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

(e) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Annexure B, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.

(f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

(g) Column 4 of Annexure B: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.

(h) The suggested time frames (column 5 of Annexure B) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

(i) Work opportunity created to practice skill / development areas, in column 6 of Annexure B, further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

(j) The final column, column 7 of Annexure B, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

Personal Development Plan of: *T.M. BLOOM*

Compiled on the *10/07/2015*

1. Skills / Performance Gap *(in order of priority)*	2. Outcomes Expected *(measurable indicators: quantity, quality and time frames)*	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7.Support Person
Best practices for achieving clean audit	Improve audit outcome towards clean audit.	Workshop on best practices for achieving clean	Workshop and bench marking with similar successful institutions of our nature of business	12 months	Financial	Municipal manager
Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace	External provider, in line with identified unit standard and not exceeding R 8 000	6 months	Appraisal of managers reporting the MM	Municipal Manager: Training

M.D.M

Advance Project management	Improve project management	Enrolment with institution of higher learning	Attendance	12 months	Strategic	Municipal manager
Public Management	Improve integrated community planning	Workshops/seminars/short courses	Attendance	12 months	Strategic	Municipal Manager

MUNICIPAL MANAGER

Signature:.....

MAYOR

Signature:.....