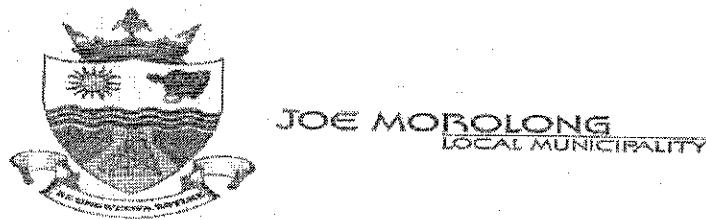


JOE MOROLONG LOCAL MUNICIPALITY



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

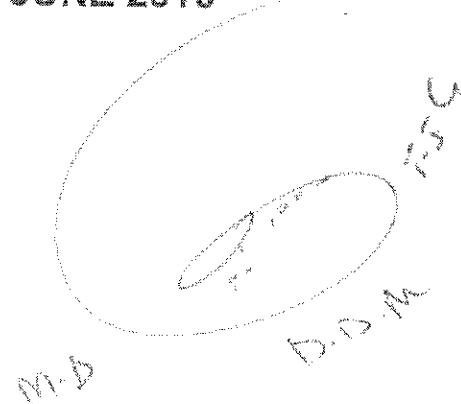
**THE MUNICIPALITY OF JOE MOROLONG AS
REPRESENTED BY THE MUNICIPAL MANAGER:
MR TSHEPO MACDONALD BLOOM**

AND

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

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

A handwritten signature in black ink, appearing to read "Mr. Tato Job Gopetse". The signature is written in a cursive style with some variations in letter height and thickness.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

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

And

Mr T.J Gopetse as the Employee of the Municipality of Joe Morolong Local Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

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

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the **Employee** and to communicate to the **Employee** the **Employer's** expectations of the **Employee's** performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the **Employee** for permanent employment and/or to assess whether the **Employee** has met the performance expectations applicable to his' job;
- 2.6 Appropriately reward the **Employee** in accordance with the **Employer's** performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining equitable and improved service delivery.

M.D
B.D.M

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2015** and will remain in force until **30 June 2016**, where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

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 KPA's (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 (KPA's) 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 KPA's covering the main areas of work will account for 80% and CMCs will account for 20% of the final assessment.

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

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	0
Municipal Institutional Development and Transformation	80
Local Economic Development (LED)	0
Municipal Financial Viability and Management	05
Good Governance and Public Participation	15
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:

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.

- (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.					

A handwritten signature is written over a large oval. Below the oval, the initials 'D.D.M' are written vertically, and to its right, the initials 'M.D.' are written vertically.

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

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

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

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

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

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

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

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

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

D.B.M

9. DEVELOPMENTAL REQUIREMENTS

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

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall –

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

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timely 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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D.D.M
1/1/2017

- 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 Ge. Nkonyo on this the 10 day of July, 2015

AS WITNESSES:

1.

EMPLOYEE

2.

MUNICIPAL MANAGER

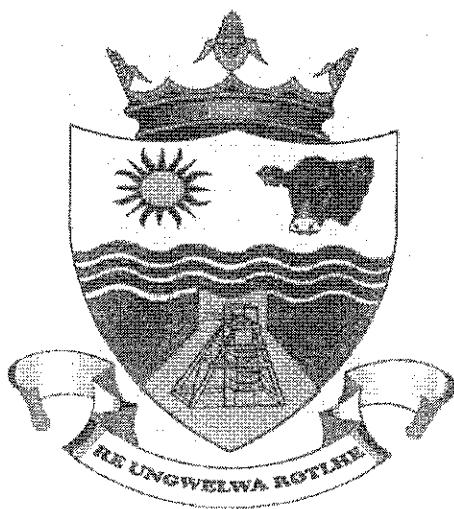
AS WITNESSES:

1. D.D.M

2.

JOE MOROLONG LOCAL MUNICIPALITY

"NC 451"



2015/16 FINANCIAL YEAR

DIRECTOR: MR T.J GOPETSE

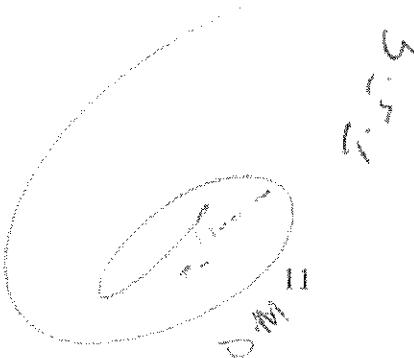
**TECHNICAL SERVICE DELIVERY AND
BUDGET IMPLEMENTATION PLAN (SDBIP)**

10
M-D
D.P.M
T.G.

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CHAPTER 1

1. Executive Summary

1.1. Departmental Purpose

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

1.2. Functions of the Department

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

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A.B.M

T.S.

1.3. Link with the corporate strategy

1.3.1. Lead Corporate Objectives

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

1.3.2. Support from other departments

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

1.3.3. Support to Other departments

R.S.G

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DD

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

30
G.S. M.
S.Y.

1.4. Human Resources

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

- * 1 Director: Corporate Services
- * 1 Human Resources Manager
 - " 13 Employees
- * 1 IT Manager
 - " 2 Employee
- * 1 Records Manager
 - " 1 Registry clerk
- * 3 vacancies to be filled this FY.

1.4.1. Staffing Information

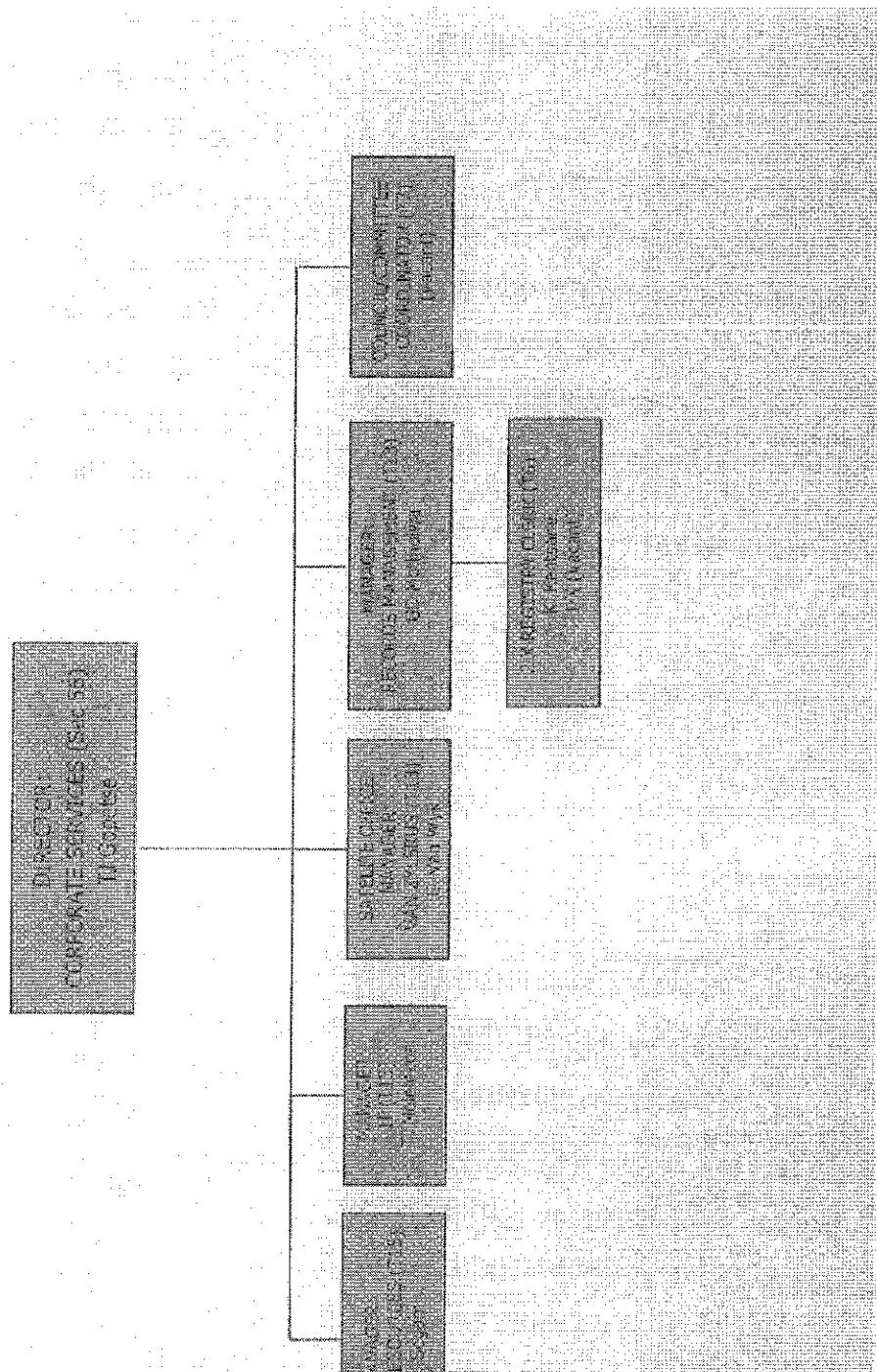
Type	Male	Female	Total Number	Cost in Rands
Director: Corporate Services	1	0	1	
Human Resources Unit	3	10	13	
IT Unit	2	1	3	
Council Support Unit	1	0	1	
Registry Unit	1	1	2	
Total	7	12	19	See attached

3
S. S. M.

13

1.4.2. Departmental Organogram

DETAILED STRUCTURE FOR THE DIRECTORATE-CORPORATE SERVICES



7-56

S.S.M

B.D

1.5. Financial Resources

- The Operating Budget for the department for next Financial Year (2015/2016) is R(see SBDIP)
- The Operating Budget for the directorate for the next MTEF period is R.....(see attached)

301 CORPORATE SERVICES

VOTE NUMBER	DESCRIPTION	2014/15	BUDGET	ADJUSTED	2015/16	2016/17	2017/18
RENT: FACILITIES & EQUIPMENT							
0301/0703/0000	RENT INCOME	R 45 075.00	R 45 075.00		45 777.12	48 294.86	50 951.08
	SUBTOTAL	R 45 075.00	R 45 075.00	R 45 777.12	R 48 294.86	R 50 951.08	
OTHER INCOME							
0301/1708/0000	CELLPHONES	R 100 000.00	R 150 000.00		110 000.00	120 000.00	130 000.00
0301/1706/0000	LGSETA	R 30 000.00	R 30 000.00		30 000.00	12 000.00	14 000.00
0301/0717/0000	PHOTOSTAT CHARGES	R 5 000.00	R 5 000.00		5 000.00	1 200.00	1 250.00
0301/1718/0000	TEA	-					
0301/1725/0000	PARKING CHARGES	R 9 000.00	R 9 000.00		12 000.00	14 000.00	16 000.00
0301/1721/0000	TELEPHONE ACC P	R 66 793.86	R 66 793.86		68 000.00	68 500.00	69 000.00
	SUBTOTAL	R 216 793.86	R 260 793.86	R 225 000.00	R 215 700.00	R 230 250.00	
	RANGE TOTAL INCOME	R 255 863.86	R 305 050.86	R 270 777.12	R 263 934.86	R 291 201.08	

J.S.G

6/1/14

D.D

EMPLOYEE: REMUNERATION					
0301/3001/0000 SALARIES	R 3 948 406.00	R 3 840 672.00	4 356 383.00	4 609 053.21	4 853 333.03
0301/3011/0000 ANNUAL LEAVE BONUS	R 336 520.00	R 313 495.00	347 272.00	367 413.78	386 886.71
0301/3021/0000 OVERTIME	R 150 000.00	R 90 000.00	40 000.00	42 320.00	44 562.96
0301/3039/0000 ALLOWANCE - TEL.	R 31 389.00	R 21 399.00	22 939.00	24 269.46	25 555.74
0301/3041/0000 ALLOWANCE - TRAVEL	R 627 549.00	R 503 712.00	496 591.00	525 383.28	553 239.12
0301/3051/0000 SUBSIDY - HOUSING	R 359 006.00	R 405 482.00	508 006.00	537 470.35	565 956.28
0301/3061/0000 ACCRUED LEAVE	R 70 000.00	R 40 000.00	74 830.00	79 170.14	83 366.16
SUBTOTAL	R 5 522 832.00	R 5 214 960.00	R 5 846 021.00	R 6 168 360.22	R 6 512 900.00
EMPLOYEE: SOCIAL CONTRIBUTIONS					
0301/3101/0000 CONTR. INDUSTRIAL	R 2 279.00	R 2 279.00	2 592.00	2 742.34	2 887.68
0301/3103/0000 CONTR. MEDICAL	R 335 118.00	R 335 118.00	353 241.14	379 019.13	399 107.14
0301/3105/0000 CONTR. PENSION	R 743 633.00	R 565 872.00	774 385.00	819 289.33	862 722.19
0301/3111/0000 CONTR. UIF	R 37 758.00	R 36 253.00	42 330.00	44 785.14	47 158.76
0301/4538/0000 SKILLS DEVELOPMENT	R -	-	-	-	-
0301/3107/0000 PROVIDENT	R -	-	-	-	-
CONTR. S.D.L.	R 50 000.00	R 50 000.00	53 450.00	56 560.10	59 547.26
SUBTOTAL	R 1 168 793.00	R 989 527.00	R 1 230 938.14	R 1 302 396.03	R 1 371 423.02
REPAIR & MAINTENANCE					
0301/3803/0000 BUILDINGS: OTHER	R 100 030.00	R 130 000.00	130 000.00	280 000.00	300 000.00
0301/3814/0000 FURNITURE	R -	-	-	-	-
0301/3815/0000 GARDENS	R -	-	-	-	-
0301/3816/0000 GARDENING OFFICE	R -	-	-	-	-
0301/3818/0000 I.T. REPAIRS	R 50 000.00	R 10 000.00	10 000.00	70 000.00	80 000.00
0301/3820/0000 MAINTENANCE AGREEMENT	R -	-	-	-	-
0301/3857/0000 VEHICLES	R 10 000.00	R 15 000.00	-	-	-
0301/3831/0000 RUNNING COST	R -	-	-	-	-

1-5-7
3-5-7
B-5-7
B-5-7

		R	-	R	155	R	140 000.00	R	350 000.00	R	380 000.00
	SUBTOTAL	R	-	R	160 000.00	R	100.00	R	350 000.00	R	380 000.00
	CONTRACTED SERVICES	R	-	R	155	R	140 000.00	R	350 000.00	R	380 000.00
	Maintenance Agreement	R	-	R	667	R	667 000.00	R	667 000.00	R	667 815.00
0301/4208/0000	Rental Fees: OF	R	-	R	-	R	-	R	-	R	-
0301/4210/0000	Rental Fees: PO	R	-	R	-	R	-	R	-	R	-
0301/4212/0000	PRIVATE SECURITIES	R	1 000 000.00	R	963 060.00	R	1 700 000.00	R	2 200 000.00	R	2 300 000.00
0301/4233/0000	PUMP OPERATORS	R	-	R	-	R	-	R	-	R	-
	SOFTWARE LICENSE	R	100 000.00	R	75 000.00	R	380 000.00	R	401 622.00	R	424 474.29
0301/4204/0000	CONSULTANCY FEES	R	-	R	-	R	-	R	-	R	-
	SUBTOTAL	R	1 767 060.00	R	1 715 060.00	R	2 680 000.00	R	3 234 672.00	R	3 382 286.29
	GENERAL EXPENSES	R	-	R	-	R	-	R	-	R	-
0301/4403/0000	Printing & Stationery	R	150 000.00	R	144 000.00	R	153 000.00	R	170 000.00	R	80 000.00
0301/4415/0000	BOOKS + PUBLICATION	R	-	R	-	R	-	R	-	R	-
0301/4417/0000	CATERING / RECEPT	R	1 000.00	R	-	R	-	R	-	R	-
0301/4418/0000	CELL PHONES	R	500 000.00	R	495 000.00	R	250 000.00	R	540 000.00	R	560 000.00
0301/4422/0000	CLEANING MATERIAL	R	50 000.00	R	47 000.00	R	-	R	-	R	-
0301/4429/0000	CONFERRANCES	R	3 000.00	R	-	R	4 000.00	R	5 000.00	R	6 000.00
0301/4446/0000	DEPT: ELECTRICITY	R	450 000.00	R	300 000.00	R	343 020.00	R	386 549.24	R	435 692.34
0301/4462/0000	CATERING / RECEPT	R	-	R	-	R	-	R	-	R	-
0301/4465/0000	FUEL & OIL: CARS	R	150 000.00	R	50 000.00	R	-	R	-	R	-
0301/4476/0000	IT CONSUMABLES	R	10 000.00	R	4 000.00	R	10 000.00	R	18 000.00	R	20 000.00
0301/4478/0000	INTERVIEW & INDUCTION	R	20 000.00	R	20 000.00	R	21 000.00	R	22 000.00	R	23 000.00
	ACCOMODATION: NEW STAFF	R	20 000.00	R	20 000.00	R	15 000.00	R	30 000.00	R	35 000.00
0301/4501/0000	POSTAGES	R	30 000.00	R	30 000.00	R	40 000.00	R	45 000.00	R	50 000.00
	JOB EVALUATION LEVY	R	-	R	-	R	15 000.00	R	8 400.00	R	8 800.00
0301/4507/0000	REMOVAL EXPENSE	R	15 000.00	R	15 000.00	R	15 000.00	R	25 000.00	R	30 000.00

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03014509/0000	STUDY ASSISTANCE	R 200 000.00	R 403 874.00		
03014519/0000	TELEPHONE	R 350 000.00	R 571 864.00	360 000.00	370 000.00
03014530/0000	CONTR. S.D.L.	R -			380 000.00
03014525/0000	TRAVEL + SUBSISTENCE	R 120 000.00	R 120 000.00	50 000.00	160 000.00
03014527/0000	PROTECTIVE CLOTHING	R -			180 000.00
03014530/0000	VEHICLE LICENCE	R 90 000.00	R 80 000.00	90 000.00	120 000.00
03014533/0000	WORKMAN COMPENSATION	R 110 000.00	R 10 000.00	120 000.00	130 000.00
03014535/0000	SALG4 LEVIES	R 500 000.00	R 500 000.00	550 000.00	600 000.00
03014538/0000	Skills Development	R 200 000.00	R 200 000.00	350 000.00	400 000.00
03014469/0000	OCCUPATIONAL HEALTH SAFETY	R 100 000.00	R 80 000.00	25 000.00	130 000.00
03014472/0000	HOUSEHOLD EXP	R 5 000.00	R 4 000.00	3 000.00	8 500.00
	SUBTOTAL	R 3 074 000.00	R 3 194 738.00	R 2 444 020.00	R 3 112 449.24
					R \$ 337 402.34
	CONTRIB TO FUNDS & RESERVES				
	FENCING (CHURCHILL)	R 500 000.00	R 250 000.00	500 000.00	
03014602/7/0000	TECHNICAL BUILDING	R -			
03014600/1/0000	OFFICE FURNITURE	R 5 000.00		150 000.00	250 000.00
03014602/9/0000	COMPUTERS & PRINTERS	R -		220 000.00	000.00
03014603/1/0000	SOFTWARES	R -	R 86 938.00	325	-
	OFFICE PARTITIONING	R 350 000.00	R 300 000.00		
	UPS	R 50 000.00	R 50 000.00		
03014600/1/0000	VEHICLES	R 200 000.00	R 185 474.00		
	SEVER	R 1 105 000.00	R 672 412.00	R 1 205 000.00	R 250 000.00
	SUBTOTAL	R 12 797 660.00	R 12 121 697.00	R 13 516 038.14	R 44 440 557.49
	RANGE TOTAL				R 15 244 014.85

1.6. Customers and Service Delivery

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Customer Group	Service	Improvement Plan
Internal Departments	Name	Level
	Recruitment and selection Secretarial Services to Council Training and Development (WSP) Labour Relations Maintenance of office buildings Records and postal services EEP OHS HR Services	High
Mayor and Municipal Manager	Secretariat Services HR Services	High
Council, Committees & Councillors	Skills Development Secretariat Services HR Services Skills Development	High
Public/Communities	Learnerships and Bursaries Skills programmes	Low

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CHAPTER 2

STRATEGIES, KPI AND TARGETS

1. STRATEGY FOR EACH OBJECTIVES

Promote Good Governance

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

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

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

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

Enhanced Customer Service

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

Improve Communication

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

Deliver Collaboration Solution

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Regular Council meetings to take place. Level of cooperation between departments will be measured at frequent intervals. Regular meetings for all municipality staff are to be used to develop common vision and shared values. Municipality will continue to interact with sector departments at different platforms including the IDP Rep Forum.

Achieve Employment Equity

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

Sound Record Management System

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

Training of Councillors and Personnel

That Councillors and personnel are train as required and planned.

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STRATEGIC FOCUS AREA 1: GOOD GOVERNANCE, COMMUNICATION TRANSFORMATION

CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1 ST	2 ND	3 RD	4 TH	
Promote Good Governance	Improved Audit Report	5%	1 Unqualified Report by November 2015	N/A	Submission of information for timeous compilation	Responding to all audit findings during audit process by November 2015	Submission of information for compilation of the Audit Action plan to by February 2016	Submission of information for preparation of books for new annual financial statements by June 2016	Q 1 Document of information Q 2 Management report Q 3 Document of information Q4 Document of information
	Number of workshops on policies	5%	4 Workshops on policies and conduct by June 2016	N/A	1 workshop on policies by September 2015	1 workshop on policies by December 2015	1 workshop on policies by March 2016	1 workshop on policies by June 2016	Attendance register
	Number of Departmental meeting held	5%	12 Departmental meetings held by June 2016	N/A	3 Departmental meetings held by September 2015	3 Departmental meetings held by December 2015	3 Departmental meetings held by March 2016	3 Departmental meetings held by June 2016	Attendance register and minutes
	Number of developed and updated quarterly Council resolution	5%	4 quarterly updated Council resolution registers developed		1 quarterly updated Council resolution of the last quarter for registers	1 quarterly updated Council resolution registers	1 quarterly updated Council resolution registers	1 quarterly updated Council resolution registers	Resolution register and 4 Council resolutions

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CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1 ST	2 ND	3 RD	4 TH	
register	and submitted to council by June 2016			the previous financial year 2014/15 submitted to council by December 2015 and adopted by council by September 2015	and submitted to council by March 2016	and submitted to council by June 2016			
Deliver Collaborate Solutions	Number of regulated Council committees, Council and general staff meetings	10%	4 Council committees, Council and General staff meetings to be held by June 2016	1 Council committees, Council meetings to be held by September 2015	1 Council committees, Council meetings to be held by December 2015	1 Council committees, Council meetings to be held by March 2016	1 Council committees, Council meetings to be held by June 2016	Attendance register and minutes	
Achieve Employment Equity	Number of LLF meetings held	5%	12 LLF meetings to be held by June 2016	3 meetings to be held by September 2015	3 meetings to be held by December 2015	3 meetings to be held by March 2016	3 meetings to be held by June 2016	Attendance registers and minutes	Council resolution and reviewed EE plan
	Number of reviewed EE plan	5%	1 reviewed EE plan by December 2016	Actual review of the plan through relevant structure(LL)	Submission to Council for adoption	Publication of the report on the notice boards by March 2016			

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CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORFOLIO OF EVIDENCE
					1 ST	2 ND	3 RD	4 TH	
				F) by September 2015.	October 2015.				
				Submission to Department of Labour by December 2015					
Number of quarterly reviewed Employment Equity plan reports submitted to Council	10%	4 quarterly reports submitted to council by June 2016		1 quarterly report submitted to Council by September 2015	1 quarterly report submitted to Council by December 2015		1 quarterly report submitted to Council by March 2016	1 quarterly report submitted to Council by June 2016	4 quarterly report and Council resolution
Improve ICT efficiency	Number of reports on IT	10%	4 quarterly reports on IT by June 2016	1 quarterly reports on IT by September 2015	1 quarterly reports on IT by December 2015		1 quarterly reports on IT by March 2016	1 quarterly reports on IT by June 2016	4 quarterly report and Council resolution
Achieve positive employee climate	Number of reports on job description developed	5%	2 reports on job descriptions developed by June 2016			1 report on job descriptions developed by December 2015		1 report on job description developed by June 2016	2 reports on job descriptions developed
Workplace Skills Plan	Number of developed and submitted WSP to LGSETA	5%	1 WSP Developed and Submitted			1 report on consolidation of	Draft WSP submitted to LLF and Council for	1 WSP submitted to LGSETA and	Work skills plan and Council resolution

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CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1 ST	2 ND	3 RD	4 TH	
			to LGSETA April 2016						
Reduce budgeted Vacancy Rate	Number of reports on filling of vacant budgeted positions	10%	3 reports on the filling of vacant budgeted positions by June 2016		1 quarterly report on the filling vacant budgeted positions by December 2015	1 quarterly report on the filling vacant budgeted positions by March 2016	1 quarterly report on the filling vacant budgeted positions by June 2016	1 quarterly report on the filling vacant budgeted positions by June 2016	Interview reports and appointment letters
Training of Councillors and Personnel	Number of training reports submitted to Council	5%	4 Training reports submitted to Council by June 2016		1 quarterly training report submitted to Council by September 2015	1 quarterly training report submitted to Council by December 2015	1 quarterly training report submitted to Council by March 2016	1 quarterly training report submitted to Council by April 2016	4 quarterly report and Council resolution
Ensure Sound Records Management	Records Management Policy developed	5%	Records Management Policy developed by June 2016		Compilation of the draft management policy by September 2015	Submit draft records management policy to Council by December 2015			

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CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WEIGHT	ANNUAL TARGET	QUARTERLY TARGET	QUARTERLY TARGET				PORTFOLIO OF EVIDENCE
					1 ST	2 ND	3 RD	4 TH	
Enhance Customer Services	Number of information documents submitted for compilation of internal newsletters	5	4 documents submitted for compilation of internal and external newsletters	1 document submitted for compilation of internal newsletter	1 document submitted for compilation of internal newsletter	1 document submitted for compilation of internal newsletter	1 document submitted for compilation of internal newsletter	1 document submitted for compilation of internal newsletter	4 documents submitted for compilation of internal newsletters (1 document per quarter)
Enhance Customer Services	Number of information documents submitted for compilation of external newsletters	5	2 documents submitted for compilation of external newsletters						2 documents submitted for compilation of external newsletters (1 document per quarter)

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CHAPTER 3

3. Financial Information

3.1. Departmental Projected Income by Source

Finance & Administration	Budget	Projected Income by Month												Total
		2015/16	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	
Levies Received														
Skills Development Levy Grant														
Total Projected Monthly Income														

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3.2. Departmental Projected Income by Vote

Not applicable to Corporate Services

D.S.M. R.J.G. M.D.

3.3. Departmental Projected Operational Expenditure

VOTE NO.	PROJECT	BUDGET	JUL-14	AUG-14	SEP-14	OCT-14	NOV-14	DEC-14	JAN-15	FEB-15	MAR-15	APR-15	MAY-15	JUN-15	TOTAL
DESCRIPTION															
FIN & ADMIN	SALARIES AND ALLOWANCES EMPLOYEES														
FIN & ADMIN	GENERAL EXPENDITURE														
FIN & ADMIN	REPAIRS AND MAINTENANCE														
FIN & ADMIN	CONTRIBUTION TOWARDS CAPITAL OUTLAY														
FIN & ADMIN	CONTRIBUTIONS BURSARIES LEAVE GRATUITY														
Total Monthly Expenditure															

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

Not applicable to Corporate Services

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CHAPTER 7

4. Ward Information for Expenditure and Service

Not applicable to Corporate Services Department

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ANNEXURE B

PERSONAL DEVELOPMENT PLAN

Entered into by and between

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

and

**[MR T.J GOPETSE]
(DIRECTOR CORPORATE SERVICES)
["The Employee"]**

Mr. D. M. P.
T. J. G.
J. M. B.

1. Personal Development Plan

1.1.1 A Municipality should be committed to

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

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

- (a) Human resource development forms an integral part of human resource planning and management.
- (b) In order for training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development they can acquire the necessary competencies to prepare them for future positions. A comprehensive competency framework and profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist them in compiling Personal Development Plans in consultation with their managers.
- (e) Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority.

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

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1.1.4 Compiling the Personal Development Plan

- (a) Competency assessment instruments, which are dealt with more specifically in Annexure B: 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gaps.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his / her employee, to compile a Personal Development Plan. The identified training needs should be entered into column 1 of Annexure B, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
- (i) Organizational needs, which include the following:
- Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- (ii) Individual training needs that are job / career related.
- (c) Next, the prioritization of the training needs should be listed since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.
- (d) Consideration must then be given to the expected outcomes, to be listed in column 2 of Annexure B, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (e) An appropriate intervention should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These should be listed in column 3 of Annexure B, entitled: Suggested training and / or development activity in line with the National Qualifications Framework, which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
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- (f) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.
- (g) Column 4 of Annexure B: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- (h) The suggested time frames (column 5 of Annexure B) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (i) Work opportunity created to practice skill / development areas, in column 6 of Annexure B, further ensures internalization of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).
- (j) The final column, column 7 of Annexure B, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

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Compiled on the 29/07/2015

Personal Development Plan of: T.J GOPELSE

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 benchmarking 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,	A course containing theoretical and practical application with coaching in the workplace following [External provider, in line with identified unit standard and not exceeding R 6 000	6 months	Appraisal of managers reporting to the MM	Municipal Manager: Training

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

DIRECTOR CORPORATE SERVICES

Signature: *Chack...*

MUNICIPAL MANAGER

Signature: *S. N. M...*

*S. N. M.
M.D.*