

PERFORMANCE AGREEMENT



PERFORMANCE AGREEMENT

(Managers directly accountable to the Municipal Manager)

MADE AND ENTERED INTO BY AND BETWEEN:

SEKHUKHUNE DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER:

MS NTSHUDISANE MAUREEN JUDITH

AND

ACTING DIRECTOR: CORPORATE SERVICES
MR LANGA JOHN KABINI

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR 2021-2022

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Sekhukhune District Municipality herein represented by **Ms. Ntshudisane M.J** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

And

Mr. Langa John Kabini

Employee of the Municipality (hereinafter referred to as the Acting Director Corporate Services)

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1. Chapter 6, Section 38 (b) of the Systems Act, requires the municipality to promote a culture of performance among its political structures, political office bearers and councilors and in its administration.
- 1.2. The resolutions by Council 27 August 2013 (OC27/08/13), recommended that a culture of performance be inculcated in the municipality by ensuring that all employees sign performance agreements and performance commitments.
- 1.3. When assessing the institutional performance of SDM, the Audit Committee also made a recommendation that all officials other than section 56 must enter into performance agreements and commitments in order to promote a culture of performance

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 38 (b) of the Systems Act;
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a scorecard, which forms an Annexure B of the performance agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; and
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.



3 COMMENCEMENT AND DURATION

- 3.1 This Performance Agreement commenced on the 1st July 2021 and will remain in force until the appointment of the Director, thereafter a new Performance Agreement, scorecard, Personal Development Plan and Financial Disclosure 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 scorecard that replaces this Agreement at least once a year by not later than 30 days after 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 scorecard (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 B are set by the **Employer** in consultation with the **Employee** and are based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings, as follows:
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 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 (IDP).

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**.



- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 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.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his or her performance in terms of the outputs / outcomes (performance indicators) identified as per attached scorecard (**Annexure A**), which are linked to the KPs, 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	
Municipal Institutional Development and Transformation	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance and Public Participation	
Spatial Rationale	
Total	100%

- 5.7 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCR's which 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**. Three of the CCRs are compulsory for all section 56 managers and additional two shall be selected from the core occupational competencies.

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management(Compulsory)	compulsory	
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis(Compulsory)		
People Management and Empowerment(Compulsory)	compulsory	
Client Orientation and Customer Focus	compulsory	
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The scorecard (Annexure A) to this Agreement sets out -
- 6.1.1 The standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2 The intervals for the evaluation of the **Employee's** performance.
- 6.2 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.
- 6.3 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.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan (IDP).

7. PERFORMANCE APPRAISALS

The Annual Performance Appraisals will involve:

7.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.

7.2 Assessment of the CCRs

- (a) Each CCR 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 CCR.

- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

7.3 Overall rating

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

7.4. Rating Scale

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

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



7.5. EVALUATION PANEL

For the purpose of evaluating the annual performance of Managers directly accountable to the Municipal Manager an evaluation panel constituted of the following persons must be established-

- a. Municipal Manager;
- b. Chairperson of the Performance Audit Committee and/or the Audit Committee Member;
- c. Member of the Mayoral or Executive Committee;
- d. Municipal Manager from another municipality;
- e. PMS (as 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 (review by October)
Second quarter	: October – December (review by January)
Third quarter	: January – March (review by April)
Fourth quarter	: April – June (review by July)

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

9. DEVELOPMENTAL REQUIREMENTS

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

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 powers reasonably required by the **Employee** to enable him / her 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/her 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 In the case of unacceptable performance, the **Employer** shall –
- 12.1.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 12.1.2 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 or her 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 Executive Mayor within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 13.1.2 Any other person appointed by the Executive Mayor.
- 13.1.3 In the case of Managers directly accountable to the Municipal Manager, a Member of the Mayoral Council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

Whose decision shall be final and binding on both parties.

- 13.2 In the event that the mediation process contemplated above fails, clause 20.3 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 B 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/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 14.3 The performance assessment results of the section 56 manager must be submitted to the municipal manager as the responsible person, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at CROSSLAND on this the 22 day of July, 2021.

AS WITNESSES:

1. 



Mr. LANGA JOHN KABINI
ACTING DIRECTOR: CORPORATE SERVICES

2. _____

AS WITNESSES:

1. _____

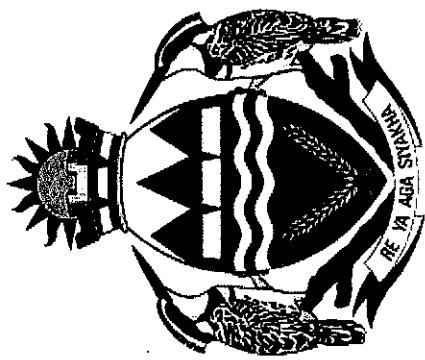


MS NTSHIDISANE M.J.
MUNICIPAL MANAGER

2. _____

CCR

J



Sekhukhune District Municipality

CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL MANAGER

NAME OF SUPERVISOR: MS.NTSHUDISANE M.J
POSITION HELD: MUNICIPAL MANAGER
DATE: 26/07/21 SIGNATURE: 

CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES		CHOICE	WEIGHT
Core Managerial Competencies			
Strategic Capability and leadership			
Programme and Project Management			
Financial Management(Compulsory)	X		
Change Management			
Knowledge Management			
Service Delivery Innovation			
Problem Solving and Analysis	X		
People Management and Empowerment(Compulsory)	X		
Client Orientation and Customer Focus(Compulsory)			
Communication			
Honesty and Integrity			
Core Occupational Competencies			
Competence in Self-Management			
Interpretation of and implementation within the legislative and national policy frameworks	X		
Knowledge of Performance Management and Reporting			
Knowledge of global and South African specific political, social and economic contexts			
Competence in policy conceptualisation, analysis and implementation	X		
Knowledge of more than one functional municipal field/discipline			
Skills in Mediation			
Skills in Governance			
Competence as required by other national line sector departments			
Exceptional and dynamic creativity to improve the functioning of the municipality			
TOTAL			



SCORECARD

A handwritten signature in black ink, appearing to read "John Doe".

DRAFT SDBIP 2021/2022

KBA: INSTITUTIONAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

INSTITUTE OF TRANSFORMATION & ORGANISATION | DEVELOPMENT

INSTITUTIONAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT						
SUB-WEIGH-TING	MEASURABLE OBJECTIVES	PROJECT	BASELINE 2020/2021	INDICATORS ANNUAL TARGET 2021/2022	BUDGET 2021/2022	
					Q1	Q2
ORGANISATIONAL DEVELOPMENT						
1	To review the Organisational Structure by June 2022	Organisational Structure Review	Approved Organisational Structure for 2020-2021	Number of Organisational Structure Reviewed	1 Organisational Structure Reviewed	1st Assessment of organisational structure
1	To facilitate development of job descriptions and job evaluation by June 2022	Job Description Development and Job Evaluation	50 Job Descriptions Developed and Evaluated	Number of Job Descriptions Developed and Facilitated for Evaluation	10 Job Descriptions Developed and Facilitated for Evaluation	2nd Assessment of organisational structure
1	To conduct change management awareness campaigns by June 2022	Change Management	Approved Change Management Plan	Number of Change Management Session Facilitated	1 Change Management Session Facilitated	Draft organisational structure in place
1	To establish effective network connectivity by June 2022	ICT Infrastructure connection	18 depots connected	Number of depots connections upgraded	18 depots connections upgraded	Council Resolution and Approved Organisational Structure
1	To conduct need analysis of ICT hardware and consumables by June 2022	ICT consumables and hardware replacement	05 of Security Control implemented	Number of Security Controls Implemented	6 Security Controls Implemented	R0
1	To monitor expiry date of licenses by June 2022	Software Licence renewal	50 ICT consumables and hardware replacement	Number of ICT consumables and Computers replaced	10 ICT consumables and Computers replaced	Laptop/Consumable
1	To monitor Service Level Agreements by June 2022	Contract Monitoring	12 SLA performance held	Number of SLA performance held	4 SLA performance held	R1 000 000
INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)						
1	To establish effective network connectivity by June 2022	ICT Infrastructure connection	18 depots connected	Number of depots connections upgraded	18 depots connections upgraded	Monitoring and evaluation
1	To conduct need analysis of ICT hardware and consumables by June 2022	ICT consumables and hardware replacement	05 of Security Control implemented	Number of Security Controls Implemented	6 Security Controls Implemented	Monitoring and evaluation
1	To monitor expiry date of licenses by June 2022	Software Licence renewal	50 ICT consumables and hardware replacement	Number of ICT consumables and Computers replaced	10 ICT consumables and Computers replaced	No Activity
1	To monitor Service Level Agreements by June 2022	Contract Monitoring	12 SLA performance held	Number of SLA performance held	4 SLA performance held	Licenses
LABOUR RELATIONS						
1	To review the Organisational Structure by June 2022	Organisational Structure Review	Approved Organisational Structure for 2020-2021	Number of Organisational Structure Reviewed	1 Organisational Structure Reviewed	Reports
1	To facilitate development of job descriptions and job evaluation by June 2022	Job Description Development and Job Evaluation	50 Job Descriptions Developed and Evaluated	Number of Job Descriptions Developed and Facilitated for Evaluation	15 Job Descriptions Developed and Facilitated for Evaluation	Job Evaluation Report
1	To conduct change management awareness campaigns by June 2022	Change Management	Approved Change Management Plan	Number of Change Management Session Facilitated	1 Change Management Session Facilitated	Change Management Report
1	To establish effective network connectivity by June 2022	ICT Infrastructure connection	18 depots connected	Number of depots connections upgraded	18 depots connections upgraded	Reports
1	To conduct need analysis of ICT hardware and consumables by June 2022	ICT consumables and hardware replacement	05 of Security Control implemented	Number of Security Controls Implemented	6 Security Controls Implemented	R400 000
1	To monitor expiry date of licenses by June 2022	Software Licence renewal	50 ICT consumables and hardware replacement	Number of ICT consumables and Computers replaced	10 ICT consumables and Computers replaced	Laptops/Consumables
1	To monitor Service Level Agreements by June 2022	Contract Monitoring	12 SLA performance held	Number of SLA performance held	4 SLA performance held	R3 859 000



1	To settle the emergency vehicles by June 2022	Settlement of emergency vehicles	11 emergency vehicles settled	Number of emergency vehicles settled	15 emergency vehicles settled	No Activity	15 emergency vehicles settled	No Activity	No Activity	Report, proof of payment Certificate	R12 000 000
HUMAN RESOURCE MANAGEMENT											
	To implement the process and procedures of Human Resource (HR) policies by June 2022	Recruitment and Selection	05 Vacant and funded positions filled	% of vacant funded positions filled	100% Filling of vacant and funded positions	Advertisement of vacant and funded positions	Shortlisting and interview of funded positions	Appointment and induction of employees	Appointment and induction of employees	Appointment letters	R98 805
		Internal Bursaries	9 Internal Bursaries maintained	Number of Internal Bursaries maintained	09 Internal Bursaries maintained	Maintenance of Internal Bursaries	Bursary letters	R592 831			
		External Bursaries	3 External Bursaries maintained	Number of External Bursaries maintained	03 External Bursaries maintained	Maintenance of 3 external Bursaries	Bursary letters	R691 636			
	To implement the WSP projects by June 2022	WSP Projects Implemented	02 WSP Projects Implemented	Number of WSP Projects implemented	05 WSP Projects implemented	Implementation of 01 WSP project	Implementation of 01 WSP project	Implementation of 01 WSP project	Implementation of 02 WSP projects	WSP training report	R210 000
EMPLOYEE ASSISTANCE PROGRAMME											
	To conduct employee wellness programmes by June 2022	Employee wellness and Counselling	4 wellness and counselling programmes conducted.	Number of wellness programmes conducted	2 wellness awareness programmes conducted	No Activity	1 employee wellness awareness programme conducted	1 employee wellness awareness programme conducted	No Activity	Wellness awareness programme registers.	R571 651,62
	To conduct substance abuse programmes by June 2022	Substance Abuse	3 substance abuse programmes conducted	Number of substance abuse programmes conducted	2 substance abuse programmes conducted	No Activity	1 substance abuse programme conducted	1 substance abuse programme conducted	No Activity	Substance abuse programme registers.	
	To conduct Occupational Health and Safety elements by June 2022	Occupational Health and Safety elements	42 Occupational Health and Safety elements conducted	Number of Occupational Health and Safety elements conducted	41 Occupational Health and Safety elements conducted (24 workplace inspections, 8 project audits, 2 safety awareness campaigns, 4 safety committee meetings, 2 servicing of fire extinguishers and hose reels).	10 Occupational Health and Safety elements conducted (6 workplace inspections, 2 project audits, 1 safety awareness campaigns, 1 safety committee meetings, 1 servicing of fire extinguishers and hose reels).	10 Occupational Health and Safety elements conducted (6 workplace inspections, 2 project audits, 1 safety awareness campaigns, 1 safety committee meetings, 1 servicing of fire extinguishers and hose reels).	10 Occupational Health and Safety elements conducted (6 workplace inspections, 2 project audits, 1 safety awareness campaigns, 1 safety committee meetings, 1 servicing of fire extinguishers and hose reels).	11 Occupational Health and Safety elements conducted (6 workplace inspections, 2 project audits, 1 safety awareness campaigns, 1 safety committee meetings, 1 servicing of fire extinguishers and hose reels).	Workplace inspections and project audits reports, safety awareness campaigns attendance registers, safety committee meeting attendance registers, servicing of fire extinguishers and fire hose reels register.	R8 345 588,65



To provide personal protective equipment by June 2022	Personal Protective Equipment	7692 Personal Protective Equipment fire protection PPE)	Number of Personal Protective Equipment provided to IWS, Emergency Services employees, IWS, and CPS	All Personal Protective Equipment provided to IWS, Emergency Services, Municipal Health Services, CPS, Budget and Treasury, SDA, PED, Mayors and Speakers office employees	All Personal Protective Equipment provided to IWS, Emergency Services, CPS, Budget and Treasury, SDA, PED, Mayors and Speakers office employees	All Personal Protective Equipment provided to IWS, Emergency Services, CPS, Budget and Treasury, and Municipal Health Services.	All Personal Protective Equipment provided to IWS, Emergency Services, CPS, Budget and Treasury, and Municipal Health Services.	All Personal Protective Equipment provided to IWS, Emergency Services, CPS, Budget and Treasury, and Municipal Health Services.	Memos, Proof of payments, Personal protective equipment issuing forms
									41 788 419,03



2021/2022 SCORECARD

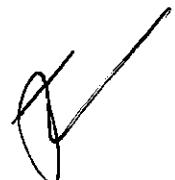
GOOD GOVERNANCE AND PUBLIC PARTICIPATION

WEIGH SUB-WEIGHTING	OBJECTIVES	PROJECT	BASELINE 2020/2021	INDICATORS ANNUAL TARGET 2021/2022	PUBLIC PARTICIPATION, MPAC SUPPORT: SECRETARIAT AND SUPPORT				POE	BUDGET 2021-2022
					Q1	Q2	Q3	Q4		
	Provide secretarial support to 10 council structures to ensure accountability by June 2022	FORA	16 Fora facilitated	Number of fora facilitated	16 Fora facilitated	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation Forum facilitated.	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation Forum. 1 MPAC forum, 1 Secretariat Forum facilitated.	1 Speakers' Forum, 1 Chief Whips' Forum, 1 Public participation Forum facilitated.	Notice & Attendance registers	R75 000.00
1		Public participation sessions.	15 public participation sessions facilitated	Number of public consultation meetings facilitated	15 public participation facilitated	No activity	No activity	7 public consultation meetings on 2018/2019 draft annual report facilitated.	Attendance registers and exit reports	R750 000.00
	SODA & Budget Day	1 SODA , 1 Budget Day facilitated	Number of SODA and Budget days facilitated	1 SODA , 1 Budget Day facilitated	No activity	No activity	1 Extra Special Council Meeting (SODA) Facilitated.	1 Extra Special Council Meeting (Budget Speech) Facilitated.	Notice and attendance registers	R0.00
	Council and portfolio committee meetings	22 Council and portfolio committee meetings facilitated	Number Council and portfolio committee meetings facilitated	24 Council and portfolio committee meetings facilitated	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated.	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated.	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated.	1 Ordinary Council Meetings and 5 Portfolio Committee Meetings facilitated.	Notice and attendance registers	R500 000.00
	Study group	4 study groups facilitated	Number of study groups facilitated	4 study groups facilitated	1 Study Group Facilitated.	1 Study Group Facilitated.	1 Study Group Facilitated.	1 Study Group Facilitated.	Notice and attendance registers	R65 000.00
	Public hearings	2 public hearings facilitated	Number of public hearings facilitated	2 public hearings facilitated	No activity	1 MPAC Public Hearing Facilitated.	No activity	1 MPAC Public Hearing Facilitated.	Notice and attendance registers	R200 000.00



Strategic planning sessions for Section 79 Portfolio Committees & MPAC	2 strategic planning sessions facilitated	Number of strategic planning sessions facilitated	2 strategic planning sessions facilitated	1 MPAC Strategic Planning Session facilitated.	No activity	1 Section 79 Portfolio Committees Strategic planning Session facilitated.	Notice and attendance registers R350 000.00
Capacity building workshops	2x workshops facilitated	Number of workshops facilitated	2x workshops facilitated	1 capacity building Workshop on Rules of order and Standing Orders of Council/ Code of Conduct facilitated.	No activity	1 capacity building Workshop on Income tax facilitated.	Notice and attendance registers R300 000.00
Training and development of Cllrs	2x councillors trained	Number of councillors trained	10X Councillors trained	10 Councillors identified for training programmes facilitated.	No activity	No activity	Exit report R600 000.00
Queries and assistance of travel claims	100% resolution of Cllrs queries facilitated	Percentage resolution of Cllrs queries facilitated	100% resolution of Cllrs queries facilitated	100% resolution of Cllrs queries facilitated.	100% resolution of Cllrs queries facilitated.	100% resolution of Cllrs queries facilitated.	Exit report R0.00
Resolution registers for Council implementation.	4 Council Resolution registers compiled and coordinated	Number of Council Resolution registers compiled and coordinated	4 Council Resolution registers compiled and coordinated	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	1 council resolution register compiled and coordinated.	Council resolution register R0.00
Council whippety meetings facilitated	4 meetings held	Number of meetings facilitated	4 Council Whippety meeting Facilitated.	1 Council Whippety meeting Facilitated.	1 Council Whippety meeting Facilitated.	1 Council Whippety meeting Facilitated.	Notice and attendance registers R20 000.00
Review of public participation policy	1 public participation policy review facilitated	Number of public participation policy review facilitated	1 public participation policy review facilitated	Circulate public participation policy to SDM personnel and Local Municipalities for inputs.	No activity	Consolidate inputs for public participation policy.	Council resolution certificate R0.00

		Working sessions for Cllrs.	8 MPAC Working sessions for Cllrs facilitated	Number of MPAC working sessions for Cllrs facilitated	8 MPAC working sessions for Cllr facilitated.	2 MPAC working sessions for Cllr facilitated.	2 MPAC working sessions for Cllr facilitated.	2 MPAC working sessions for Cllr facilitated.	2 MPAC working sessions for Cllr facilitated.	Notice and attendance registers	R180 000,00
COMMUNICATIONS: ADVOCACY; SOCIAL FACILITATION; SPECIAL PROGRAMMES AND ARTS & CULTURE											
		To facilitate stakeholder & sectorial engagement by June 2022	Mayoral Outreaches and Sectorial Engagements	12 Programmes facilitated	Number of community & sectorial engagements facilitated	8 stakeholder & sectorial engagements facilitated	2 stakeholder & sectorial engagement facilitated	2 stakeholder & sectorial engagement facilitated	2 stakeholder & sectorial engagement facilitated	Attendance Register & Exit report	R800 000,00
1	1	To provide support to Mayoral Committee by June 2022	Executive Support to Mayoral Committee	12 Mayoral Committee meetings supported	Number of Mayoral Committee meetings supported	12 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	3 Mayoral Committee meetings supported	Attendance Registers	R0,00
1	1	To produce newsletters by June 2022	Newsletter& Publications	16 Programmes produced	Number of newsletters produced	8 newsletters produced.	1 external and 1 internal newsletters produced	1 external and 1 internal newsletters produced	1 external and 1 internal newsletters produced	Newsletters	R500 000,00
1	1	To market and brand events by June 2022	Media Relations and Marketing	12 Events Branded	Number of events Marketed and branded	12 Events marketed and branded	3 events marketed and branded	3 events marketed and branded	3 events marketed and branded	Exit reports, pictures&publications	R100 000,00
1	1	To undertake website updates by June 2022	Website Management	20 Updates undertaken	Number of Website Updates undertaken	12 Website Updates undertaken	3 Website Updates undertaken	3 Website Updates undertaken	3 Website Updates undertaken	Screenshots	R150 000,00
1	1	To facilitate meetings for Traditional Leaders by June 2022	Executive Support and Traditional Leadership Affairs	2 SPLUMA meetings supported	Number of Traditional Leadership meetings facilitated	No activity	1 meeting facilitated	1 meeting facilitated	1 meeting facilitated	Attendance registers and exit reports	R0,00
1	1	To facilitate strategic events by June 2022	Special Mayoral strategic Events	7strategic events Facilitated	Number of Strategic Events facilitated	7 strategic events facilitated	2 strategic events facilitated	1 strategic events facilitated	2 strategic events facilitated	Attendance registers and exit reports	R500 000,00



	To facilitate Moral Regeneration Movement committee programmes by June 2022	Strengthening of MRM committee established	Number of programmes for MRM committee facilitated	2 MRM committee programme facilitated	No activity	1 MRM activity facilitated	1 MRM activity facilitated	Attendance registers and exit reports	R100 000,00
1	To generate Customer Care reports by June 2022	Customer Care Services	24 reports generated	Number of reports generated	24 queries/ complains reports on customer care generated	6 customer care reports generated	6 customer care reports generated	Exit reports	R0,00
1	To revamp the Call Centre by June 2022	Call Centre Revamping & Maintenance	24 hour outdated call centre system	Number of call centre revamped	No activity	1 Call centre revamped	No activity	Report	R600 000,00
1	To conduct Batho Pele programmes by June 2022	Batho Pele	6 Programmes conducted	Number of Batho Pele Programmes conducted	4 Batho Pele Programmes conducted	1 Batho Pele Programmes conducted	1 Batho Pele Programmes conducted	Reports	R100 000,00
1	To co-ordinate SODA by June 2022	SODA	2020/2021 SODA held	Number of SODA coordinated	1 SODA coordinated	No activity	1 SODA co-ordinated	No activity	Attendance registers and exit reports
1	To facilitate campaigns for the elderly by June 2022	Aged care	2 aged care programmes facilitated	Number of Aged Care campaigns facilitated	2 Aged Care campaigns facilitated	1 elderly campaign facilitated	1 elderly campaign facilitated	No activity	R450 000,00
1	To facilitate campaigns for the children by June 2022	Children's Care	2 children's activities facilitated	Number of children's campaigns facilitated	2 children's campaigns facilitated	No activity	1 children programme facilitated	No activity	R200 000,00
1	To facilitate campaigns for women by June 2022	Woman Development Initiative	4 Women Programmes facilitated	Number of woman development initiatives facilitated	3 woman development initiatives facilitated	1 programme for women facilitated	1 programme for women facilitated	Attendance registers and exit reports	R100 000,00
1	To facilitate Awareness campaigns for people with disability by June 2022	People with disability	3 Programmes facilitated	Number of awareness campaigns for people with disability facilitated	2 awareness campaigns for people with disability facilitated	1 campaign for people with disability facilitates	1 campaign for people with disability facilitated	Attendance registers and exit reports	R200 000,00



	To facilitate art and culture programmes by June 2022	Cultural Heritage Celebrations and Language Promotions	2 Programmes facilitated	Number of Heritage and promotions of indigenous languages and theatre workshop facilitated	1 Heritage day and 2 promotions of indigenous languages and Theatre workshop facilitated	1 art and culture programme facilitated	No activity	No activity	Attendance registers and exit reports	R500 000,00
1	To coordinate health calendar days activities by June 2022	Coordination of health calendar days activities	3 health calendar days activities conducted	Number of health calendar days activities coordinated	No activity	1 health calendar day co-ordinated	1 health calendar days co-ordinated	1 health calendar day co-ordinated	Attendance registers and exit reports	R200 000,00
1	To coordinate district AIDS Council activities by June 2022	Coordination of District AIDS Council activities	4 District AIDS Council activities coordinated	Number of district AIDS Council activities coordinated	4 district AIDS Council activities coordinated	1 district AIDS Council activity coordinated	1 district AIDS Council activity coordinated	1 district AIDS Council activity coordinated	Attendance registers and exit reports	R200 000,00
1	To facilitate Youth development programmes by June 2022	Youth Opportunities Expo	3 Programmes facilitated	Number of Youth development programmes facilitated	No activity	1 Youth development programme facilitated	1 Youth development programme facilitated	1 Youth development programme facilitated	Attendance registers and exit reports	R900 000,00
1	To facilitate Mayor's forum activities by June 2022	Facilitation of Mayor's forum	4 Mayor's forum facilitated	Number of Mayor's forum facilitated	4 Mayor's forum facilitated	1 Mayor's forum facilitated	1 Mayor's forum facilitated	1 Mayor's forum facilitated	Attendance registers and exit reports	R0,00
1	To facilitate Mayoral sports activities by June 2022	Facilitation of Mayoral Sports activities	2 Mayoral Sport activities facilitated	Number of Mayoral Sport activities facilitated	2 Mayoral Sport activities facilitated	1 Mayoral sport activity facilitated	No activity	1 Mayoral sport activity facilitated	Attendance registers and exit reports	R500 000,00
GOOD GOVERNANCE AND PUBLIC PARTICIPATION										
1	To address AG findings by June 2022	OPERATION CLEAN AUDIT	100% external audit findings 2019/2020 addressed	Percentage external audit findings addressed	100% audit findings addressed	No activity	100% external audit findings addressed	100% external audit findings addressed	Reports	R 0
1	To monitor Internal controls by June 2022	Internal control	100% internal control 2020/2021 addressed	Percentage management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	100% management of time register and leaves	Reports	



	To monitor timeous submission of municipal reports/documents by June 2022	Timeous submission of municipal reports/documents	*Quarterly & monthly reports submitted *IDP, Council resolution register & Annual report information updated	Percentage timeous submission of municipal documents done	100% timeous submission of municipal documents done	100% timeous submission of municipal documents done (Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information & Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	100% timeous submission of municipal documents done (IDP & Annual Report information, Quarterly reports & Council resolution register)	Central Submission register	
1	To have functional portfolio committees by June 2022	Functional Portfolio Committee	6 portfolio committee meetings held	Number of portfolio committee meetings held as per council schedule of activities	11 portfolio committee meetings held as per council schedule of activities	3 portfolio committee meetings held as per council per schedule of activities	2 portfolio committee meetings held as per council per schedule of activities	3 portfolio committee meetings held as per council per schedule of activities	3 portfolio committee meetings held as per council per schedule of activities	3 portfolio committee meetings held as per council per schedule of activities	3 portfolio committee meetings held as per council per schedule of activities	Agenda, minutes and attendance registers	
1	To address risk management issues	RISK MANAGEMENT	70% risk issues resolved	Percentage risk management issues resolved	80% risk management issues resolved	20% risk management issues resolved	40% risk management issues resolved	60% risk management issues resolved	80% risk management issues resolved	80% risk management issues resolved	80% risk management issues resolved	Risk reports	
1	To address internal audit issues	INTERNAL AUDIT	100% internal audit issues resolved	Percentage internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	100% internal audit issues resolved	Internal audit reports	
1	To implement Council resolutions	COUNCIL RESOLUTIONS	100% council resolution implemented 2020/2021	Percentage implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	100% implementation of council resolutions	Implementation reports	
INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT													
1 + 1	To monitor the performance of managers and lower level employees	Performance agreements for managers and commitments signed	19% Performance agreements for managers and commitments signed	Percentage performance agreements for managers and commitments for other staff signed	100% performance agreements for managers and commitments for level 4 & 5 officials signed	100% performance agreements for managers and commitments for managers and commitments for level 4 & 5 officials signed	0%	0%	0%	0%	0%	Signed performance agreements/ commitment	
1	To coordinate Quarterly Reports by June 2022	Quarterly Reports	2020/2021 Quarterly Reports in place	Number of quarterly reports coordinated	4 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	1 quarterly reports coordinated	Quarterly reports	
FINANCIAL VIABILITY													



2	To curb expenditure variance at 10%	EXPENDITURE MANAGEMENT	10% variance achieved	Percentage variance achieved	10% variance achieved	25% variance achieved	10% variance achieved	10% variance achieved	R 0
2	To monitor the implementation of Mscoa by June 2022	Implementation of Council resolution 2020/2021 & Treasury circular	Participation in mSCOA compliance during budget process	Participation in mSCOA compliance during budget process	No activity	No activity	100% participation in mSCOA compliance during budget process.	100% participation in mSCOA compliance during budget process.	Draft and final budget. Attendance register

ACTING DIRECTOR CORPORATE
DATE
21-07-2021

MUNICIPAL MANAGER
DATE
21-07-2021

PERSONAL DEVELOPMENT PLAN

D



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN

MS NTSHUDISANE M.J (MUNICIPAL MANAGER)

AND

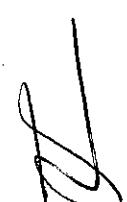
MR. LANGA JOHN KABINI

ACTING DIRECTOR CORPORATE SERVICES

A handwritten signature in black ink, appearing to read "Langa John Kabini".

1. Personal Development Plan

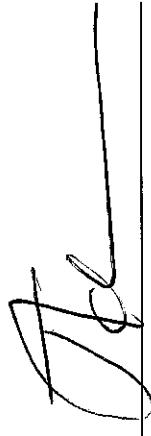
- 1.1.1** A Municipality should be committed to –
 - (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
- 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 attached at Appendix.
 - (a) Competency assessment instruments, which are dealt with more specifically in Appendix 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 Appendix 1, entitled Skills / Performance Gap. The following should be carefully determined during such a process:
 - (i) Organisational needs, which include the following:
 - o Strategic development priorities and competency

- requirements, in line with the municipality's strategic objectives.
- o 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.
 - o 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 prioritisation of the training needs [1 to ...] 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 Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.
- (d) 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 Appendix 1, 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.
- (e) 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.
- (f) Column 4 of Appendix 1: 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.
- (g) The suggested time frames (column 5 of Appendix 1) 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.
- (h) Work opportunity created to practice skill / development areas, in column 6 of Appendix 1, further ensures internalisation 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).
- (i) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning
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Personal Development Plan for: L.J Kabinji (Acting Director Corporate Services)

Compiled on.....

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

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Employee Signature

A handwritten signature consisting of a stylized 'M' or 'N' followed by a horizontal stroke.

Supervisor's Signature