

PERFORMANCE AGREEMENT

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FINANCIAL YEAR 2021-2022

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

**DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT
MS MABITSELA MOLATELO STEPHINA**

AND

MS NTSHUDISANE MAUREEN JUDITH

AS REPRESENTED BY THE MUNICIPAL MANAGER:

SEKHUKHUNE DISTRICT MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT
(Managers directly accountable to the Municipal Manager)



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

Ms. Mabitsele Molatele Stephina

Employee of the Municipality (hereinafter referred to as the Director, Planning & Economic Development)

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 councillors 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 accountability in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilitys 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.

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3 COMMENCEMENT AND DURATION

3.1 This Performance Agreement commenced on the 1st July 2021 and will remain in force until 30th June 2022 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**.

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| CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES | | |
|--|------------|--------|
| CORE MANAGERIAL COMPETENCIES (CMC) | | |
| | √ | WEIGHT |
| Strategic Capability and Leadership | X | 2 |
| Programme and Project Management | X | 3 |
| Financial Management(Compulsory) | compulsory | 2 |
| Change Management | | |
| Knowledge Management | | |
| Service Delivery Innovation | X | 3 |
| Problem Solving and Analysis(Compulsory) | | |
| People Management and Empowerment(Compulsory) | compulsory | 3 |
| Client Orientation and Customer Focus | compulsory | 3 |
| Communication | X | 2 |
| CORE OCCUPATIONAL COMPETENCIES (COC) | | |
| Honesty and Integrity | | |
| Competence in Self Management | | |
| Interpretation of and implementation within the legislative and national policy frameworks | | |
| Knowledge of Performance Management and Reporting | X | 2 |

5.7 The CCRs will make up the other 20% of the Employee's assessment score. CCRs which are deemed to be most critical for the Employee's specific job, should be selected (√) from the list below as agreed 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.

| Key Performance Areas (KPA's) | Weighting |
|--|------------|
| Basic Service Delivery | 0 |
| Municipal Institutional Development and Transformation | 06 |
| Local Economic Development (LED) | 24 |
| Municipal Financial Viability and Management | 05 |
| Good Governance and Public Participation | 30 |
| Spatial Rationale | 15 |
| Total | 80% |

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 KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core 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 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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

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.

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- (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.

7.2 Assessment of the CCRs

- (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.

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

The Annual Performance Appraisals will involve:

7. PERFORMANCE APPRAISALS

- 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).

6. EVALUATING PERFORMANCE

| CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES | | WEIGHT |
|--|---|--------|
| CORE MANAGERIAL COMPETENCIES (CMC) | | ✓ |
| 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% |

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

7.4. Rating Scale

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

7.3 Overall rating

(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.

| 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. | | | | | |

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- 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.

10.1 The Employer shall -

10. OBLIGATIONS OF THE EMPLOYER

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

9. DEVELOPMENTAL REQUIREMENTS

- 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.

- 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)

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

8. SCHEDULE FOR PERFORMANCE REVIEWS

- 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)

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-

EVALUATION PANEL

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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. GENERAL

13.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

Whose decision shall be final and binding on both parties.

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;

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. DISPUTE RESOLUTION

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.

12. MANAGEMENT OF EVALUATION OUTCOMES

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.

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.

11.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others -

11. CONSULTATION

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 Glad on this the 16 day of July, 2021.

AS WITNESSES:

1. _____

2. _____

AS WITNESSES:

1. [Signature]

2. [Signature]

MS. NTSHUDISANE MAUREEN
MUNICIPAL MANAGER

[Signature]

MS. MABITSELA MOLATELO S.
DIRECTOR: PLANNING & ECONOMIC DEVELOPMENT

[Signature]

SCORECARD

PLANNING AND ECONOMIC DEVELOPMENT

2021-2022 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

| WEIGHTING | SUB-WEIGHTING | MEASURABLE OBJECTIVE | PROJECT | BASELINE 2020/2021 | INDICATORS | ANNUAL TARGET 2021/2022 | Q1 | Q2 | Q3 | Q4 | EVIDENCE | BUDGET 2021-2022 |
|--------------------------|---------------|---|--|--|--|---|--|--|---|--|--|------------------|
| SPATIAL RATIONALE | | | | | | | | | | | | |
| 80% | 3 | To facilitate Joint District Municipal Planning Tribunal (JDMPPT) sittings by June 2022 | Joint District Municipal Planning Tribunal (JDMPPT) sittings | 4 JDMPPT sittings facilitated | Number of JDMPPT sittings facilitated | 4 JDMPPT sittings facilitated | 1 JDMPPT sitting facilitated | 1 JDMPPT sitting facilitated | 1 JDMPPT sitting facilitated | 1 JDMPPT sitting facilitated | *Signed Reports and minutes and Attendance registers | R 500 000 |
| | 3 | To facilitate Land Acquisition for District Municipal Offices by June 2022 | Facilitate Land Acquisition for District Municipal Offices | Land owned by different entities is available for development | Number of hectares of land acquired for development of District Municipal Offices facilitated | 10 hectares of land acquired for development of District Municipal Offices facilitated | 1 engagement for land development of District Municipal Offices facilitated | 1 engagement for land development of District Municipal Offices facilitated | *Signing of the MOU with land owner facilitated *Community resolution with the land owner facilitated | * Land release application submitted to DRDL R Minister *Development application submitted to Local Municipality | *Signed Reports *Attendance registers *Signed MOU | R 50 000 |
| | 3 | To process Land Development applications in line with the reviewed SDF by June 2022 | Process Land Development applications in line with the reviewed SDF | Processed 23 Land Development applications in line with the reviewed SDF | % of received Land Development applications processed in line with reviewed SDF | 100% of received Land Development applications processed in line with reviewed SDF | 100% of received Land Development applications processed in line with reviewed SDF | 100% of received Land Development applications processed in line with reviewed SDF | 100% of received Land Development applications processed in line with reviewed SDF | 100% of received Land Development applications processed in line with reviewed SDF | *Application register *Signed Support letters | R 0 |
| | 3 | To integrate Municipal Geographic Information System (GIS), (Finance, Asset Management System) by June 2022 | Integrate Municipal Geographic Information System (GIS)- (Finance and Asset Management System) | GIS Strategy in place | Percentage integration of Municipal Geographic Information System (GIS)- (Finance and Asset Management system) | 100% integration of Municipal Geographic Information System (GIS)- (Finance and Asset Management) | Develop Terms of Reference | Appointment of service provider | Draft GIS Integration report | Handover of close out report | Handover Report | R 1 000 000 |
| | 3 | To spatially reference the IDP and District Development Plan (DDP) capital projects by June 2022 | Spatial referencing of IDP and District Development Plan (DDP) capital projects | 50 District Development Plan (DDP) capital projects spatially referenced | % of IDP and District Development Plan (DDP) capital projects spatially referenced | 100% IDP and District Development Plan (DDP) capital projects spatially referenced | Identify all IDP/DDP capital projects to be spatially referenced | 50% IDP/DDP capital projects Spatially referenced | 50% IDP/DDP capital projects Spatially referenced | No Activity | Spatially referenced Maps | R 50 000 |
| 1 | | | | | | | | | | | | |
| | 1 | To create 36 job Opportunities through EPWP by 30 June 2022 | Implementation of EPWP | 36 job opportunities created through EPWP | Number of job opportunities created through EPWP | 36 job opportunities created through EPWP | 24 beneficiaries appointed | 12 beneficiaries appointed | No activity | No activity | Appointment letters | R 8 180 000 |
| | 3 | To facilitate development of SMMEs and Cooperatives development strategy by 30 June 2022 | Facilitate development of SMMEs and Cooperatives development strategy | None | Number of SMMEs and Cooperatives development strategy developed | 1 SMMEs and Cooperatives development strategy developed | Develop Terms of Reference | *Appoint Service Provider *Inception report | Status quo report | SMMEs and Cooperatives development strategy | *SMMEs and Cooperatives development strategy | R 400 000.00 |

| | | | | | | | | | | | |
|--|--|---|--|--|--|---|---|--|--|---|---------------|
| 3 | To facilitate Enterprise and Supplier Development (ESD) Programme by 30 June 2022 | Facilitate Enterprise and Supplier Development Programme | 3 trainings provided through the ESD Programme | Number of trainings provided through the ESD programme | 8 trainings provided through ESD programme | 1 training provided through the ESD programme | 2 trainings provided through the ESD programme | 2 trainings provided through the ESD programme | 3 trainings provided through the ESD programme | *Signed ESD reports *Attendance Registers | R250 000 |
| 2 | To provide support to SMMEs and co-operatives by 30 June 2022 | Support to SMMEs and Co-operatives | None | Number of SMMEs/Co-operative supported | 20 SMMEs/Co-operatives supported | Review of SMMEs/Co-operative Funding Policy | Advertisement of call for applications from SMMEs/Co-operatives | Selection of qualifying SMME and Co-operatives | Provide support to 20 SMMEs/Co-operatives | Reports | R2 000 000 00 |
| 2 | To facilitate farmers support through Farmers Production Support Unit (Agri Park) at Vleeschboom by June 2022 | Facilitate farmers support through Farmers Production Support Unit (Agri Park) at Vleeschboom (PED) | 879 Farmers supported through Farmers Production Support Unit (Agri Park) at Vleeschboom | Number of farmers supported through Farmers Production Support Unit (Agri Park) at Vleeschboom | 500 farmers supported through Farmers Production Support Unit (Agri Park) at Vleeschboom | No activity | 125 farmers supported through Farmer Production Support Unit | 250 farmers supported through Farmer Production Support Unit | 125 farmers supported through Farmer Production Support Unit | *Signed Reports (LDARD and DALRRD) | R7 454 980 |
| 3 | To facilitate development of Regional Industrial Development Master Plan for the Special Economic Zone (SEZ) by 30 June 2022 | Facilitate development of Regional Industrial Development Master Plan for the Special Economic Zone (SEZ) | SEZ Business Plan in place | Number of Regional Industrial Development Master Plan developed | 1 Regional Industrial Development Master Plan developed | Develop Terms of Reference | *Appoint Service Provider *Inception report | Status quo report | Regional Industrial Development Master Plan | *Regional Industrial Development Master Plan | R1 500 000 |
| 3 | To facilitate Small Scale Mining Seminars and Workshops by 30 June 2022 | Facilitate Small Scale Mining Seminars and Workshops | None | Number of Small Scale Mining Seminars and Workshops facilitated | 2 Small Scale Mining Seminars and Workshops facilitated | No activity | Identifications of Small Scale Miners | 1 Small Scale Mining workshop facilitated | 1 Small Scale Mining Seminar facilitated | *Seminars and Workshop Reports *Attendance Registers | R100 000 |
| 3 | To facilitate Economic Development Forums (Mining, Tourism, LED & Agric.) by 30 June 2022 | Facilitate Economic Development Forums (Mining, Tourism, LED & Agric.) | 4 Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated | Number of Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated | 4 Economic Development Forums (Mining, Tourism, LED & Agric.) facilitated | 1 District Economic Development Forum facilitated | 1 District Economic Development Forum facilitated | 1 District Economic Development Forum facilitated | 1 District Economic Development Forum facilitated | *Signed Minutes Attendance Registers | R90 000 |
| 1 | To enhance mining development within the district by June 2022 | Facilitate replacement of Malekama Steelbridge(SDA) | Old Malekama Steelbridge | Number of Malekama steelbridge replacement facilitated | 1 Malekama steelbridge replacement facilitated | Quarterly reports generated | Quarterly reports generated | Quarterly reports generated | Quarterly reports generated | Signed Quarterly reports | R72 000 000 |
| 2 | To facilitate review of SDM Tourism Strategy by 30 June 2022 | Facilitate review of SDM Tourism Strategy | Tourism Strategy in place | Number of SDM Tourism Strategies reviewed | 1 SDM Tourism Strategy reviewed | Develop Terms of Reference | *Appoint Service Provider *Inception report | Status quo report | Reviewed SDM Tourism Strategy | *Reviewed SDM Tourism Strategy | R300 000 |
| DISTRICT DEVELOPMENT PLAN (DDP) / INTEGRATED DEVELOPMENT PLAN (IDP) | | | | | | | | | | | |
| 1 | To develop 2022/2023 IDP Framework/ Process Plan by August 2021 | Develop 2022/2023 IDP Framework/ Process Plan | 2021/2022 IDP Framework/Process Plan in place | Number of IDP Frameworks/Processes developed | 1 IDP Framework developed | 1 IDP Framework developed | No activity | No activity | No activity | *IDP Framework/ Process Plan document for 2022/2023 | R0 |

| | | | | | | | | | | | | |
|---|--|---|---|---|--|---|---|--------------------|-----------------------------|-----------------------------|--|-----------|
| 4 | To review the Integrated Development Plan (IDP) for 2022/2023 by June 2022 | Review of Integrated Development Plan (IDP) | 2021/22 Integrated Development Plan (IDP) developed | Number of Integrated Development Plans (IDP) reviewed | 1 Integrated Development Plan (IDP) reviewed | Internal and sector departments consulted on the level of development within the district | Status Quo | Analysis completed | Draft reviewed IDP in place | Final reviewed IDP in place | Final IDP 2022/2023 Council Resolution | R50 000 |
| 3 | To facilitate the IDP Rep Forums by June 2022 | Facilitate the IDP Rep Forums | 2 IDP Rep Forums facilitated | Number of IDP Rep Forums facilitated | 2 IDP Rep Forums facilitated | No activity | No activity | No activity | 1 IDP Rep Forum facilitated | 1 IDP Rep Forum facilitated | *Signed Minutes *attendance register | R 100 000 |
| 4 | To facilitate review the District Development Plan (One Plan) by June 2022 | Review of 2022/2023 District Development Plan (DDP) | 2021/2022 District Development Plan (DDP) in place | Number of District Development Plan (DDP) reviewed | 1 District Development Plan (DDP) reviewed | No activity | Review of the District Socio-economic Profile | | Draft reviewed DDP in place | Final reviewed DDP in place | *Final DDP 2022/2023 *Council Resolution | R100 000 |

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

| | | | | | | | | | | | | |
|--|---|---|---|---|---|---|--|--|--|--|--|-----|
| 2 | To address AG findings by June 2022 | OPERATION CLEAN AUDIT | 100% external audit findings 2019/2020 addressed | Percentage external audit findings addressed | 100% external audit findings addressed | No activity | No activity | No activity | 100% external audit findings addressed | 100% external audit findings addressed | Reports | R 0 |
| 3 | 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 | 100% management of time register and leaves | 100% management of time register and leaves | Reports | R 0 |
| 2 | 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 (IDP, Council resolution register, Annual Report information & Quarterly reports) | 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 information, Quarterly reports & Council resolution register) | Central Submission register | R 0 |
| 3 | 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 schedule of activities | 2 portfolio committee meetings held as per council schedule of activities | 3 portfolio committee meetings held as per council schedule of activities | 3 portfolio committee meetings held as per council schedule of activities | 3 portfolio committee meetings held as per council schedule of activities | Agenda, minutes and attendance registers | R 0 |
| 3 | 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 | Risk reports | R 0 |
| 3 | 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 | reports | R 0 |
| 3 | 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 | reports | R 0 |
| INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | | | | | | | | | | | | |
| 3 | To monitor the performance of managers and lower level employees | Performance agreements for managers and commitments | 19% Performance agreements for managers and commitments signed | Percentage performance agreements for managers and commitments signed | 100% performance agreements for managers and commitments signed | 100% performance agreements for managers and commitments signed | 0% | 0% | 0% | 0% | Signed performance agreements/commitment | R 0 |

| | | | | | | | | | | | | | |
|----------------------------|---|-------------------------------|--|--|--|---------------------------------|---------------------------------|--|--|--|--|---|-----|
| 3 | 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 | | | | | | | | | | | | | |
| 3 | To curb expenditure variance at 10% | EXPENDITURE MANAGEMENT | 10% variance 2020/2021 achieved | Percentage variance achieved | 10% variance achieved | 25% variance achieved | 25% variance achieved | 10% variance achieved | 10% variance achieved | 10% variance achieved | 100% participation in mSCOA compliance during budget process | Expenditure reports | R 0 |
| 2 | To monitor the implementation of Mscoa by June 2022 | Implementation of Mscoa | Council resolution 2020/2021 & Treasury circular | Percentage participation in mSCOA compliance during budget process | 100% 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 | 100% participation in mSCOA compliance during budget process | 100% participation in mSCOA compliance during budget process | Draft and final budget. Attendance register | |

W. K. R.

DIRECTOR: PLANNING & ECON. DEV

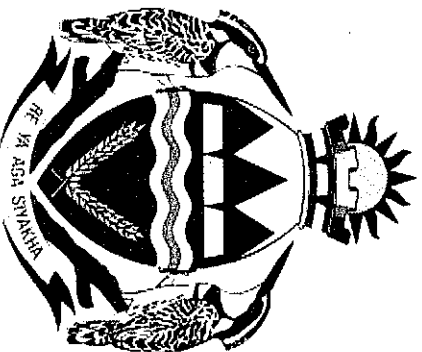
MUNICIPAL MANAGER

W. K. R.

15/07/21
DATE

23/07/21
DATE

CCR



Sekhukhune District Municipality

**CORE COMPETENCIES REQUIREMENTS FOR MANAGERS REPORTING DIRECTLY TO THE MUNICIPAL
MANAGER**

NAME OF INCUMBENT: MR MABITSELA MOLATELO S.

POSITION HELD: Director; Planning & Economic Development

DATE 16/07/21

SIGNATURE

NAME OF SUPERVISOR: MS. NTSHUDISANE M. J

POSITION HELD: MUNICIPAL MANAGER

DATE 23/07/21

SIGNATURE

| CORE MANAGERIAL AND OCCUPATIONAL COMPETENCIES | CHOICE | WEIGHT |
|--|---------------|---------------|
| Core Managerial Competencies | | |
| Strategic Capability and leadership | X | 2 |
| Programme and Project Management | X | 3 |
| Financial Management | X | 2 |
| Change Management | | |
| Knowledge Management | | |
| Service Delivery Innovation | X | 3 |
| Problem Solving and Analysis | | |
| People Management and Empowerment | X | 3 |
| Client Orientation and Customer Focus | X | 3 |
| Communication | X | 2 |
| Honesty and Integrity | | |
| Core Occupational Competencies | | |
| Competence in Self-Management | | |
| Interpretation of and implementation within the legislative and national policy frameworks | | |
| Knowledge of Performance Management and Reporting | X | 2 |
| 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 | | 20 |

MS

PERSONAL DEVELOPMENT PLAN

**(DIRECTOR; PLANNING & ECONOMIC
DEVELOPMENT)**

MS. MABITSELA M.S

AND

MS NTSHUDISANE M.J (MUNICIPAL MANAGER)

ENTERED INTO BY AND BETWEEN

PERSONAL DEVELOPMENT PLAN (PDP)



1. Personal Development Plan

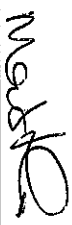
- 1.1.1 A Municipality should be committed to –
- (a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and
 - (b) managing training and development within the ambit of relevant national policies and legislation.
- 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:

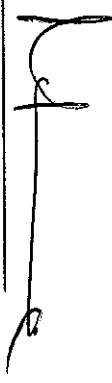
- (i) Organizational needs, which include the following:
 o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 o The competency requirements of individual jobs.
 o The competent job requirements (job competency profile) as identified in the relevant 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

Personal Development Plan for: Mabitsetla M.S. (Director, Planning & Economic Development)

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 |
|---|---|--|-------------------------------|--------------------------|---|-------------------|
| Financial Management | To be able to plan, manage, monitor and evaluate financial activities related to Department of Planning & Economic Development and the institution. | A Course containing more practical applications of finance. | External Provider | Before 30 June 2022 | To make valuable inputs towards the institutional financial statements and manage Departmental budget properly. | Municipal Manager |
| Strategic capability and Leadership | To be able to strategically lead the Department towards achieving the Departmental vision, and continuously inspire subordinates in order to deliver on the Municipality's mandate. | A Course containing more practical applications of strategic planning and development. | External Provider | Before 30 June 2022 | To lead the Planning & Economic Development Department effectively. | Municipal Manager |
| | | | | | | |


Employee Signature


Supervisor's Signature