PERFORMANCE AGREEMENT

IN TERMS OF THE:-

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL MANAGERS, 2006

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

E.T. MOTSEMME

in his capacity as

Municipal Manager
(hereinafter referred to as the **Employer**)

And

D.R. MUKONDELELI

As the

Director: Civil Services & Human Settlements
(hereinafter referred to as the **Employee**)

For the Period

01 July 2014 to 30 June 2015

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MDA

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **ELIE TSIETSI MOTSEMME (ID NR. 6506135623080)** in his capacity as the **MUNICIPAL MANAGER (**hereinafter referred to as the **Employer**) and **DOVHANI RONALD MUKONDELELI (ID NR.7304046737085)** in his capacity as the **DIRECTOR CIVIL SERVICES AND HUMAN SETTLEMENTS** of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;

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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to 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 Agreement will commence on the **01 JULY 2014** and will remain in force until **30 JUNE 2015** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 This Agreement will terminate on the termination of the **Employee**'s contract of employment.

3.3 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.

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

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

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

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

4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and 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.

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.

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 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.

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.

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

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

5.7 In the case of Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.

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

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Strategic Capability and Leadership	√	10%
Programme and Project Management	√	5%
Financial Management	√	10%
Change Management	√	5%
Knowledge Management	√	5%
Service Delivery Innovation	√	5%
Problem Solving and Analysis	√	5%
People Management and Empowerment	√	5%
Client Orientation and Customer Focus	√	5%

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	**WEIGHT**
Communication	√	5%
Honesty and Integrity	√	5%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management	√	4%
Interpretation of and implementation within the legislative an national policy frameworks	√	3%
Knowledge of Performance Management and Reporting	√	5%
Knowledge of global and South African specific political, social and economic contexts	√	3%
Competence in policy conceptualisation, analysis and implementation	√	4%
Knowledge of more than one functional municipal field / discipline	√	3%
Skills in Mediation	√	3%
Skills in Governance	√	3%
Competence as required by other national line sector departments	√	3%
Exceptional and dynamic creativity to improve the functioning of the municipality	√	4%
TOTAL PERCENTAGE		**100%**

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (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 SDBIP.

6.5 The annual performance appraisal will involve:

6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

(b) An indicative rating on the five-point scale should be provided for each KPA.

(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 **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.

6.5.3 **Overall rating**

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

6.6 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.					

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

6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

6.7.1 Executive Mayor;
6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.7.3 Member of the Mayoral Committee;
6.7.4 Mayor and/or Municipal Manager from another municipality; and
6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

6.8.1 Municipal Manager;
6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.8.3 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 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 2014
Second quarter	:	October – December 2014
Third quarter	:	January – March 2015
Fourth quarter	:	April – June 2015

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

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

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

7.5 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.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 create an enabling environment to facilitate effective performance by the employee;

9.1.2 provide access to skills development and capacity building opportunities;

9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 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. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the **Employee**'s functions;

10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

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

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 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 –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of Managers directly accountable to the Municipal Manager, a member of the municipal 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.

12.2 In the event that the mediation process contemplated above fails, clause 21.3 of the Contract of Employment shall apply.

13. GENERAL

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

13.2 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.

13.3 The performance assessment results of the Directors must be submitted to the municipal council within fourteen (14) days after the conclusion of the assessment.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 5 of the 2011 Performance Management System Framework and Policy document.

Thus **done** and **signed** at **KLERKSDORP** on this the **27** day of **JUNE 2014**.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

Thus **done** and **signed** at **KLERKSDORP** on this the **27** day of **JUNE 2014**.

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYER

ANNEXURE "A"

Performance Plan

DIRECTOR: CIVIL SERVICES AND HUMAN SETTLEMENTS

D R Mukondeleli

CITY OF MATLOSANA

Period 01 July 2014 to 30 June 2015

DIRECTORATE CIVIL SERVICES AND HUMAN SETTLEMENTS
MR. DR MUKONDELELI

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Service Delivery & Infrastructure Development (42) 100%

IDP PROJECTS

Project ID.	Vote No.	Item Nr.	Responsible Person	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254014508	ROA1	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Kanana (Phase 7)	Paving of 1 km taxi routes and upgrading of storm water drainage system as per program in Kanana (Phase 7) at a cost of R4,369 by September 2014	1	1Km layer-works and surfacing 100% completed							Implementation plan. Practical completion certificate. Invoices. GO40. Photos
									2	-							
									3	-							
									4	-							
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254014507	ROA2	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Jouberton (Phase 7)	Paving of 1 km taxi routes and upgrading of storm water drainage system as per program in Jouberton (Phase 7) at a cost of R3,823,988 by September 2014	1	1Km layer-works and surfacing 100% completed							Implementation plan. Practical completion certificate. Invoices. GO40. Photos
									2	-							
									3	-							
									4	-							
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254010008	ROA3	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Alabama (Phase 6)	Paving of 2 km taxi routes and upgrading of storm water drainage system as per program in Alabama (Phase 6) at a cost of R5,117,607 by September 2014	1	2Km layer-works and surfacing 100% completed							Implementation plan. Practical completion certificate. Invoices. GO40. Photos
									2	-							
									3	-							
									4	-							
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254014529	ROA4	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Khuma (Phase 7)	Paving of 1 km taxi routes and upgrading of storm water drainage system as per program in Khuma (Phase 7) at a cost of R2,051,039 by September 2014	1	1Km layer-works and surfacing 100% completed							Implementation plan. Practical completion certificate. Invoices. GO40. Photos
									2	-							
									3	-							
									4	-							
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254014539	ROA5	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To pave taxi routes and upgrade storm water drainage systems to ensure a better accessibility to the community	Km taxi routes paved and storm water drainage system upgraded as per program in Tigane (Phase 7)	Paving of 1 km taxi routes and upgrading of storm water drainage system as per program in Tigane (Phase 7) at a cost of R2,307,621 by September 2014	1	1Km layer-works and surfacing 100% completed							Implementation plan. Practical completion certificate. Invoices. GO40. Photos
									2	-							
									3	-							
									4	-							

IDP - MIG Funded - Roll Over (Multi-Year project)	2035254013606	ROA6	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To upgrade the main storm water drainage system to ensure a better accessibility to the community	Km main storm water drainage system upgraded as per program in Jouberton (Phase 5)	Constructing of 2 km of main storm water drainage system as per program in Jouberton (Phase 5) at a cost of R1,679,584 by September 2014	1	2 Km channel constructed - project completed							Implementation plan. Practical completion certificate. Invoices. GO40. Photos
									2	-							
									3	-							
									4	-							
IDP - MIG Funded		ROA7	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To open a new solid waste cell in Klerksdorp to ensure a safe disposal environment for the community	Number of new solid waste cells on existing solid disposal site in Klerksdorp opened	Opening of 1 new solid waste cell on existing solid disposal site in Klerksdorp at a cost of R13,729,471 by June 2015	1	SCM process							Appointment letters of consultants and contractor. Invoices. Proof of payment. Vote number. GO40. Practical
									2	50% Excavation completed							
									3	Excavation 100% completed							
									4	Compaction of excavation and completion of project							
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254014544	ROA8	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To upgrade Jouberton and Kanana cemeteries to enhance access and service delivery	Km of access road constructed at Jouberton central cemetery and km of access roads constructed at the Kanana cemetery	Constructing 1km access road at Jouberton central cemetery and 0.65km access roads at Kanana cemetery at a cost of R277,564 by December 2014	1	Construction of road layers							Invoices. Proof of payment. Vote number. GO40. Practical completion certificate. Photos
									2	Surfacing of roads and completion of project							
									3	-							
									4	-							
IDP - MIG Funded - Roll Over (Multi-Year project)	2035254014543	ROA9	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To construct access roads at Tigane cemetery to enhance service delivery	Km of access roads constructed at Tigane cemetery	Constructing 0.5km access road at Tigane cemetery at a cost of R1,178,826 by December 2014	1	Construction of road layers							Invoices. Proof of payment. Vote number. GO40. Practical completion certificate. Photos
									2	Surfacing of roads and completion of project							
									3	-							
									4	-							

IDP - NDPG Funded		ROA10	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To construct a pedestrian bridge over the N12 between Alabama and Jouberton to ensure public safety	Pedestrian bridge over N12 constructed	Constructing a 102m pedestrian bridge over the N12 between Alabama and Jouberton at a cost of R21,000,000 by June 2015	1	Appointment of contractor								Invoices. Proof of payment. Vote number. GO40. Practical completion certificate. Photos
									2	Construction of steel works								
									3	Construction of concrete works								
									4	102 m Pedestrian bridge completed								
IDP - MIG Funded - Roll over	2025204015440	PMU1	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To develop a new sport complex in Jouberton	New sport complex in Jouberton developed	Developing a new sport complex in Jouberton as per business plan at cost of R1,180,840 by June 2015	1	SCM Process								Program. Quotations & Invoices. Upgraded stadium. Proof of Payment
									2	Appointment of Contractor								
									3	Facility 50% completed								
									4	Facility 100% completed								
IDP - MIG Funded - Roll over	2025204016035	PMU2	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To construct a new brick wall at the Khuma sport complex	M² new brick wall at the Khuma sport complex constructed	Constructing a new 1466.784m brick wall at the Khuma sport complex as per business plan at cost of R965,253 by June 2015	1	Casting of foundation completed and commencing of brick wall								Construction program. Invoices. Proof of Payment. Photos. GO40
									2	1466.784 meters brick wall constructed								
									3	-								
									4	-								
IDP - MIG Funded - Roll Over	2025204016030	PMU3	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To upgrade Brazil sport stadium to maintain aging infrastructure	Brazil sport stadium in Jouberton upgraded as per programme	Upgrading of the Brazil sport stadium in Jouberton as per business plan at cost of R1,198,265 by June 2015	1	SCM Process								Program. Quotations & Invoices. Upgraded stadium. Proof of Payment
									2	Appointment of Contractor								
									3	Facility 50% completed								
									4	Facility 100% completed								

IDP - MIG Funded - Roll Over (Multi-Year project)	2040154010007	WAT1	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To improve bulk water supply in Alabama / Manzilpark (Phase 3) to ensure a basic water service	Bulk water supply improved with a water pressure tower (± 10.8m) for Alabama / Manzilpark (Phase 3)	Elevating bulk water 2 Mℓ pressure tower (± 10.8m) supplied to Alabama / Manzilpark (Phase 3) at a cost of R88,008 by June 2015	1	SCM Process								Appointment letter. Payment certificates Certificate of practical completion. Proof of payment. Vote number. Photos
									2	Construction (Foundation and base)								
									3	Construction - 5.4m height								
									4	Construction and completion of 10.8m height preasure tower								
IDP - MIG Funded - Roll Over (Multi-Year project)	2040154016607	WAT2	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To apgrade the water mains in Kanana to improve the supply capacity	Supplying water from Midvaal end point in Orkney and the installing bulk line services to Kanana reservior	Supplying water from Midvaal end point in Orkney and installing bulk line services (5.5km) to Kanana reservior at a cost of R500,000 by June 2015	1	Construction - 1.5 km								Payment certificates. Certificate of practical completion. Proof of payment. Vote number. Photos
									2	Construction - 1.5 km (accumulative 3km)								
									3	Construction - 1.5 km (accumulative 4.5km)								
									4	Construction - 1 km (accumulative 5.5km).								
IDP - MIG Funded - Roll Over (Multi-Year project)	2040154015114	WAT3	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To replace bulk/zonal water meters to ensure accurate meter reading	Number of bulk/zonal water meters replaced in the KOSH area	Replacing a minimum of 110 bulk/zonal water meters greater than 50mm in the KOSH area at a cost of R576,965 by June 2015	1	Replacement / Installation of 28 bulk/zonal meters								Payment certificates. Certificate of practical completion. Proof of payment. Vote number. Photos
									2	Replacement / Installation of 28 bulk/zonal meters (acc 56)								
									3	Replacement / Installation of 28 bulk/zonal meters (acc 84)								
									4	Replacement / Installation of 26 bulk/zonal meters - Project completed (accumulative 110)								

IDP - MIG Funded - Roll over	2075154016026	SAN1	J Pelusa	Service Delivery & Infrastructure Development	2.22%	To upgrade the sewer network in Khuma Proper (North East) to maintain the current infrastructure	Number of km sewer network upgraded	Upgrading of 3.5 km sewer network in Khuma Proper (North East) at a cost of R508,583 by December 2014	1	Contractor appointed							Scope of work. Appointment of contractor. Invoices. Photos. GO40.
									2	Construction of sewer network - Project completed							
									3	-							
									4	-							
IDP - MIG Funded - Roll over	2075154016027	SAN2	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To upgrade the outfall sewer line in Jouberton Ext 7,19 & 24 (West) to maintain the current infrastructure	Km outfall sewer line in Jouberton Ext 7,19 & 24 (West) upgraded	Upgrading 5 km outfall sewer line in Jouberton Ext 7,19 & 24 (West) at a cost of R_____ by December 2014	1	Construction of outfall 2.5 km							Scope of work. Appointment of contractor. Invoices. Photos. GO40.
									2	Construction of outfall 2.5km sewer line - Project completed - 5Km							
									3	-							
									4	-							
IDP - MIG Funded - Roll over	2075154016028	SAN3	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To upgrade the outfall sewer line in Alabama / Jouberton Ext 19 (East) to maintain the current infrastructure	Km outfall sewer line in Alabama / Jouberton Ext 19 (East) upgraded	Upgrading 2.6 km outfall sewer line in Alabama / Jouberton Ext 19 (East) at a cost of R 1,122,177 by September 2014	1	Construction of 2.6 km outfall sewer line - Project completed							Scope of work. Appointment of contractor. Invoices. Photos. GO40.
									2	-							
									3	-							
									4	-							
IDP - MIG Funded - Roll over	2075154016029	SAN4	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To upgrade the outfall sewer line in Irene Park (Chris Hani Street) to maintain the current infrastructure	Km outfall sewer line in Irene Park (Chris Hani Street) upgraded	Upgrading 0.5 km outfall sewer line in Irene Park (Chris Hani Street) at a cost of R527,130 by September 2014	1	Construction of 0.5km outfall sewer line - Project completed							Scope of work. Appointment of contractor. Invoices. Photos. GO40.
									2	-							
									3	-							
									4	-							

IDP - MIG Funded		SAN5	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To install a outfall sewer line in Kanana Ext 14 to relief the existing sewer network	Km outfall sewer line in Kanana Ext 14 installed	Installing of 1,995 km outfall sewer line in Kanana Ext 14 at a cost of R 6,000,000 by June 2015	1	SCM Process							Scope of work. Appointment of contractor. Invoices. Photos. GO40.
									2	Appointment of Contractor and site establishment							
									3	0.997km of outfall sewer installed							
									4	1.995km outfall sewer installed. Project completed							
IDP - MIG Funded		SAN6	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To install sewer connections in Tigane Ext 5 at 5 subdivded erven to reduce sanitation backlogs	Number of sewer connections in Tigane Ext 5 installed	Installation of 179 sewer connections in Tigane Ext 5 at a cost of R 1,265,455 by June 2015	1	SCM Process							Scope of work. Appointment of contractor. Invoices. Photos. GO40.
									2	Appointment of Contractor and site establishment							
									3	90 sewer connections installed							
									4	179 sewer connections installed. Project completed							

Project ID.	Vote No.	Item Nr.	Responsible Person	Key Performance Area (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Target	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
Operational	203525110180 5	ROA11	S Ntlatleng	Service Delivery & Infrastructure Development	2.22%	To grade roads to maintain the existing road infrastructure	Km roads graded in the KOSH area	Grading of 20 km roads in the KOSH as per programme at a cost of R4,000,000 by June 2015	1	5km Graded							Request list. Orders. Proof of payment. Vote number. GO40
									2	5km Graded							
									3	5km Graded							
									4	5km Graded							
National KPI	N/A	WAT4	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Number and % of households with access to basic level of water - Urban Settlements	161 004 and 100% of households with access to basic level of water by June 2015 - Urban Settlements	1	-							Water lay-out plan
									2	-							
									3	-							
									4	161,004 100%							

National KPI	N/A	WAT5	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Number of households without access to basic level of water - Urban Settlements	1 500 Households without access to basic level of water by June 2015 - Urban Settlements (Squatters on unpromulgated land)	1	-								Water lay-out plan
									2	-								
									3	-								
									4	1,500								
National KPI	N/A	WAT6	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Urban Settlements	No water backlogs eliminated by June 2015 - Urban Settlements (Squatters on unpromulgated land)	1	-								Water lay-out plan
									2	-								
									3	-								
									4	0								
National KPI	N/A	WAT7	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr and % of households with access to basic level of water - Rural Settlements	2 045 and 100% of households with access to basic level of water by June 2015 - Rural Settlements	1	-								Water lay-out plan
									2	-								
									3	-								
									4	2,045 100%								
National KPI	N/A	WAT8	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of households without access to basic level of water - Rural Settlements	1,645 Households without access to basic level of water by June 2015 - Rural Settlements	1	-								Water lay-out plan
									2	-								
									3	-								
									4	1 645								
National KPI	N/A	WAT9	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Rural Settlements	200 Water backlogs eliminated by June 2015 - Rural Settlements (No funds available)	1	-								Water lay-out plan
									2	-								
									3	-								
									4	0								
Operational	2040001105104	WAT10	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To clean reservoirs to comply with legislation	Number of reservoirs cleaned	Cleaning 40 reservoirs in the KOSH area at a cost of R1,152,320 by June 2015	1	20								Register Vote number
									2	0								
									3	0								
									4	20								

Operational	2040051053645	WAT11	G Sibanyoni	Good Governance and Public Participation	2.22%	To revise water related policy to comply with legislation	Water Management Policy revised	Revising the Water Management Policy at a cost of R1,000,000 by June 2015	1	DWA approval							Draft policy document .DWARF approval letter. Attendance register.Council resolution. Receipts, GO40
									2	Task Team & workshops							
									3	Draft policy completed							
									4	Water Management Policy approved							
Operational	N/A	WAT12	G Sibanyoni	Service Delivery & Infrastructure Development	2.22%	To obtain Blue Drop status to improve water quality and water management and to comply with legislation	A minimum standard of 95% Blue Drop status obtained	Obtaining a minimum standard of 95% Blue Drop status by June 2015	1	Monthly compliance documentation submitted							Copy of Application. Blue Drop Status. Feedback report. BDS System.
									2	Monthly compliance documentation submitted							
									3	Monthly compliance documentation submitted							
									4	Blue Drop status obtained							
National KPI	N/A	SAN7	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr and % of households with access to basic level of sanitation - Urban Settlements	159 605 and 100% of households with access to basic level of sanitation by June 2015 - Urban Settlements	1	-							Register
									2	-							
									3	-							
									4	159,605 100%							
National KPI	N/A	SAN8	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of household backlogs without access to basic level of sanitation - Urban Settlements	1 869 Households without access to basic level of sanitation by June 2015 - Urban Settlements	1	-							Register
									2	-							
									3	-							
									4	1,869							
National KPI	N/A	SAN9	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Urban Settlements	196 Backlogs eliminated by June 2015 (bucket eradication). Completion of incomplete toilets - Urban Settlements	1	-							Register
									2	-							
									3	-							
									4	196							

National KPI	N/A	SAN10	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr and % of households with access to basic level of sanitation- Rural Settlements	2,575 and 100% Households with access to basic level of sanitation by June 2015 - Rural Settlements	1	-								Register
									2	-								
									3	-								
									4	2,575 100%								
National KPI	N/A	SAN11	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of household backlogs without access to basic level of sanitation - Rural Settlements	Zero households without access to basic level of sanitation by June 2015 - Rural Settlements	1	-								Register
									2	-								
									3	-								
									4	0								
National KPI	N/A	SAN12	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To provide basic municipal services (National Indicator)	Nr. of backlogs eliminated - Rural Settlements	Zero sanitation backlogs eliminated by June 2015 - Rural Settlements	1	-								Register
									2	-								
									3	-								
									4	0								
Outcome 9	N/A	SAN13	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To address main sewer blockages to ensure reactive maintenance of main sewers throughout the year	Km of main sewers cleaned	Cleaning 10 km of main sewers as per program in the KOSH area by June 2015	1	2.5 Km								Register. Log details
									2	2.5 Km								
									3	2.5 Km								
									4	2.5 Km								
Operational	N/A	SAN14	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To improve the Green Drop score for improved waste water quality management	A minimum standard of 70% Green Drop score obtained	Obtaining a minimum score of 70% for the Green Drop programme by June 2015	1	Monthly compliance documentation submitted								Copy of Application. Green Drop Status. Feedback report. GDS System.
									2	Monthly compliance documentation submitted								
									3	Monthly compliance documentation submitted								
									4	70% Score for the Green Drop programme obtained								

Operational	207510105 5129	SAN15	J Pilusa	Service Delivery & Infrastructure Development	2.22%	To conduct risk assessments on WWTP to comply with Green Drop requirements to ensure a sustainable healthy environment		Conducting risk assessmens on 4 WWTPs in the KOSH area at a cost of R333,907 by June 2015	1	1 Assessment conducted								Risk Assessment Report. Invoice. GO40
									2	1 Assessment conducted								
									3	1 Assessment conducted								
									4	1 Assessment conducted								
Opera-tional	2035102230303	TBS1	D Selemoseng	Municipal Financial Viability & Management	2.22%	To collect revenue to ensure sound financial matters	R value income collected from building plan application	Collecting R800,000 from building plan applications by June 2015	1	R 200,000								Ledger Daily Recons / Receipts Income Votes GO40
									2	R 400,000								
									3	R 600,000								
									4	R 800,000								
Opera-tional	2035102220004	TBS2	D Selemoseng	Municipal Financial Viability & Management	2.22%	To collect revenue to ensure sound financial matters	R value income collected from land use applications	Collecting R890,419 from land use applications by June 2015	1	R 222,605								Ledger Daily Recons / Receipts Income Votes GO40
									2	R 445,210								
									3	R 667,815								
									4	R 890,419								
HUMAN SETTLEMENTS																		
x																		
Project ID.	**Vote No.**	**Item Nr**	**Project No.**	**Key Performance Area (KPA)**	**Weighting**	**Objectives**	**Key Performance Indicators (KPI)**	**Annual Target**	**Quarter**	**Quarterly Projected Target**	**Rating Key**	**Quarterly Actual Achievement**	**Expenditure**	**Reason for Deviation**	**Planned Remedial Action**	**Comments**	**Portfolio of Evidence**	
Operational	2020051051224	HOU1	P Phala	Service Delivery & Infrastructure Development	2.22%	To registered and deregistered Title Deeds to ensure secure tenure and ownership of houses	Number of Title Deeds of pre 1994 old stock houses transferred through the Deeds Office to the beneficiaries	Transferring 900 of the 2,336 Title Deeds of pre 1994 old stock houses through the Deeds Office to the beneficiaries at a cost of R556,512 by June 2015	1	225 Title Deeds transferred								Title Deeds. Expenditure vote
									2	225 Title Deeds transferred (Accumulative 450 TD)								
									3	225 Title Deeds transferred (Accumulative 675 TD)								
									4	225 Title Deeds transferred (Accumulative 900 TD)								

Housing Subsidy - Roll-Over	20200510509 09	HOU2	P Phala	Service Delivery & Infrastructure Development	2.22%	To registered and deregistered Title Deeds to ensure secure tenure and ownership of houses	De-registering of Title Deeds	De-registering of Title Deeds in Khuma, Kanana and Jouberton (as per register) at a cost of R166,954 by June 2015	1	Appoint a service provider								De-registration record Proof of payments Venus System
									2	R 55,651								
									3	R 111,303								
									4	R 166,954								

45 KPI"s 100%

DIRECTOR CIVIL SERVICES AND HUMAN SETTLEMENTS

MUNICIPAL MANAGER

ANNEXURE "B"

Personal Development Plan (PDP)

DIRECTOR: CIVIL SERVICES AND HUMAN SETTLEMENTS

D R Mukondeleli

CITY OF MATLOSANA

Period 01 July 2014 to 30 June 2015

Explanatory Notes to the Personal Development Plan

1. Introduction

1.1 A Municipality should be committed to –

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

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

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

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

(b) In order for a municipality's 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, career pathing, scarce skills an talent management and succession planning.

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

(d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fit a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.

2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.

2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interest's accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resources procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.

2.4 When linking a decision that a prospective employee / current employee are competent the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:-

2.4.1 A managerial competency framework as an expression of required managerial competencies.
2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

3. Compiling the Personal Development Plan attached as the Appendix 1.

3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs

3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to **compile a Personal Development Plan** as follows:-

(a) The identified training needs should be **entered into column 1 of the Appendix 1, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:

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

description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

- Specific competency gaps as identified during the probation period and performance appraisal of the employee.

b. Individual training needs that are job / career related.

(b) Next, the **prioritisation of the training needs in column 1 should also be determined** 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.

(c) Consideration must then be given to the **outcomes expected** in **column 2 of the 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 interventions should be listed in **column 3 of the Appendix 1, entitled: Suggested training and / or development activity**. The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), 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 with regard to a specific outcome / skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.

(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 the 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 the 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 the 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 the Appendix 1**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

3.4 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 (LGSETA).

3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:-

(a) A Skills Development Facilitator has been appointed.
(b) The Workplace Skills Plan has been submitted.
(c) A submission, including a Business Plan is submitted for additional grants.

Personal Development Plan of: *D R Mukondeleli*

Appendix 1

Compiled on: 01 July 2014

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**
1.						
2.						
3.						
4.						

Director's signature: _____ Municipal Manager's signature: _____

CORE MANAGERIAL COMPETENCIES (CMC)		
Criteria	**Description**	**Generic standards for 'outstanding' performance**
Strategic capability and leadership	Provides a vision, sets the direction for the organization and/or unit and inspires others to deliver on the organizational mandate	• Develops detailed action plans to execute strategic initiatives. • Assists in defining performance measures to evaluate the success of strategies. • Achieves strategic objectives against specified performance measures. • Translates strategies into action plans. • Secures co-operation from colleagues and team members. • Seeks mutual benefit/win-win outcomes for all concerned. • Supports stakeholders in achieving their goals. • Inspires staff with own behaviour - 'walks the talk'. • Manages and calculates risks. • Communicates strategic plan to the organization. • Utilizes strategic planning methods and tools.
Programme and project management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	• Establishes broad stakeholder involvement and communicates the project status and key milestones. • Defines roles and responsibilities for project team members and clearly communicates expectations. • Balances quality of work with deadlines and budget. • Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan. • Uses computer software programmes. • Sets and manages service level agreements with contractors.
Financial management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognized financial practices in order to ensure the achievement of strategic organizational objectives.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate. • Manages and monitors financial risk. • Continuously looks for new opportunities to obtain and save funds. • Prepares financial reports and guidelines based on prescribed format. • Understands and weighs up financial implications of propositions. • Understands analyses and monitors financial reports. • Allocates resources to established goals and objectives. • Aligns expenditure to cash flow projections. • Ensures effective utilization of financial resources. • Develops corrective measures/actions to ensure alignment of budget to financial resources. • Prepares own budget in line with the strategic objectives of the organization

Change management	Initiates, supports and champions organizational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.	• Performs analysis to determine the impact of changes in the social, political and economic environment. • Keeps self and others calm and focused during times of change or ambiguity. • Initiates, supports and encourages new ideas. • Volunteers to lead change efforts outside of own work team. • Consults and persuades all the relevant stakeholders of the need for change. • Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change. • Coaches colleagues on how to manage change. • Proactively seeks new opportunities for change. • Identifies and assists in resolving resistance to change with stakeholders. • Designs specific projects to enable change that is aligned to the organizational objectives. • Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.
Knowledge management	Obtains, analyses and promotes the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organization.	• Uses appropriate information systems to manage organizational knowledge. • Uses modern technology to stay abreast of world trends and information. • Evaluates information from multiple sources and uses information to influence decisions. • Creates mechanisms and structures for sharing of knowledge in the organization. • Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organizational efficiency. • Promotes the importance of knowledge sharing within own area. • Adapts and integrates information from multiple sources to create innovative knowledge management solutions. • Nurtures a knowledge-enabling environment.
Service delivery innovation	Champion's new ways of delivering services that contributes to the improvement of organizational processes in order to achieve organizational goals.	• Consults clients and stakeholders on ways to improve the delivery of services. • Communicates the benefits of service delivery improvement opportunities to stakeholders. • Identifies internal process improvement opportunities to SDI. • Demonstrates full knowledge of principles on service delivery innovations. • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery. • Creates mechanisms to encourage innovation and creativity within functional area and across the organization. • Implements innovative service delivery options in own department/organization.

Problem solving and analysis	Systematically identifies analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner.	• Explains potential impact of problems to won working environment. • Demonstrates logical problem solving approach and provides rationale for proposed solutions. • Determines root causes of problems and evaluates whether solutions address root causes. • Demonstrates objectivity, thoroughness, insightfulness and probing behaviours when approaching problems. • Demonstrates the ability to break down complex problems into manageable parts and identify solutions.
People management and empowerment	Manages and encourages people, optimizes their outputs and effectively manages relationships in order to achieve organizational goals.	• Seeks opportunities to increase personal contribution and level of responsibility. • Supports and respects the individuality of others and recognizes the benefits of diversity of ideas and approaches. • Delegates and empowers others to increase contribution and level of responsibility. • Applies labour and employment legislation and regulations consistently. • Facilitates team goal setting and problem solving. • Recognizes individuals and teams and provides developmental feedback in accordance with performance management principles. • Adheres to internal and national standards with regards to HR practices. • Deals with labour matters. • Identifies competencies required and suitable resources for specific tasks. • Displays personal interest in the well-being of colleagues. • Able to manage own time as well as time of colleagues and other stakeholders. • Manages conflict through a participatory transparent approach.
Client orientation and customer focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	• Develops clear and implementable service delivery improvement programmes. • Identifies opportunities to exceed the expectations of customers. • Designs internal work processes to improve customer service. • Adds value to the organization by providing exemplary customer service. • Applies customer rights in own work environment.
Communication	Exchanges information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	• Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way. • Receptive to alternative viewpoints. • Adapts communication content and style according to the audience, including managing body language effectively. • Delivers messages in a manner that gains support, commitment and agreement. • Writes well-structured complex documents. • Communicates controversial sensitive messages to stakeholders tactfully.

		• Listens well and is receptive. • Encourages participation and mutual understanding.
Honesty and integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	• Conducts self in accordance with organizational code of conduct. • Admits won mistakes and weaknesses and seeks help from others were unable to deliver. • Reports fraud, corruption, nepotism and maladministration. • Honours the confidentiality of matters and does not use it for personal gain or the gain of others. • Discloses conflict of interest's issues. • Establishes trust and shows confidence in others. • Treats all employees with equal respect. • Undertakes roles and responsibilities in a sincere and honest manner. • Incorporates organizational values and beliefs into daily work. • Uses work time for organizational matters and not for personal matters. • Shares information openly, whilst respecting the principle of confidentiality.
CORE OCCUPATIONAL COMPETENCIES (COC)		
Criteria	**Description**	**Generic standards for 'outstanding' performance**
Interpretation of and implementation within the legislative an national policy frameworks	The ability to implement, manage and oversee the implementation of legislation and policy	• Implementing and overseeing the implementation and enforcement of policies and Bylaws • Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury • Regularly monitor and report to the municipal council on the implementation of policies and compliance with legislative requirements • Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals • Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction • Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies

Knowledge of Performance Management and Reporting	The ability to support the implementation of the performance reporting process of the municipality.	• Knowledge and understanding of the local government legislative framework governing performance reporting. • Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality • Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid-year performance reporting (section 88 of the MFMA), etc. • Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Within the area of responsibility, analyze and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. • Within the area of responsibility, analyze and evaluate the performance of Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and • Within the municipality , analyze and evaluate the performance of each of its municipal entities against the service level agreement and performance targets for that entity • Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. • Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period. • Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.
Knowledge of global and South African specific political, social and economic contexts		• Understanding the local government environment (including legislative, social, political and economic) and the ability to analyze the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognizing when this necessitates change

Competence in policy conceptualization, analysis and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	• Excellent verbal communication and writing skills and an ability to research and analyze complex information • Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies • Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. • Conceptualizing, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
Knowledge of more than one functional municipal field / discipline		• Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies.
Competence as required by other national line sector departments	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	• Within the area of responsibility, knowledge and understanding of stakeholders and recognizing the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. • Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organizations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) • Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
Exceptional and dynamic creativity to improve the functioning of the municipality	The ability to guide the management of change for the municipality within the area of responsibility.	• Managing and implementing change management within the area of responsibility • The ability to be proactive and find creative and innovative solutions to change • Consultation with and management of various stakeholders particular to the change • Managing and resolving any resistance to change • Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change.

ANNEXURE "C"

CONFIDENTIAL
FINANCIAL DISCLOSURE FORM

I, the undersigned: Mutondeleli D.R

(Postal address): 20 Ruffano STREET
Elandsrand, Brits, 0250

(Residential address): _____

Tel: _____ Fax: _____

hereby certify that the following information is complete and correct to the best of my knowledge:-

1. **Shares and other financial interests (Not bank accounts with financial institutions.)**
See information sheet: note (1)

NUMBER OF SHARES/EXTENT OF FINANCIAL INTERESTS	NATURE	NOMINAL VALUE	NAME OF COMPANY/ENTITY

2. **Directorships and partnerships**
See information sheet: note (2)

NAME OF CORPORATE ENTITY, PARTNERSHIP OR FIRM	TYPE OF BUSINESS	AMOUNT OF REMUNERATION/ INCOME
Ichuwae consultants	Consulting	R 0.000-

3. **Remunerated work outside the Municipality**
Must be sanctioned by Council. See information sheet: note (3)

NAME OF EMPLOYER	TYPE OF WORK	AMOUNT OF REMUNERATION/ INCOME

Council: City of Matlosana

Signature by Municipal Manager: _____ Date 27/08/2014

4. Consultancies and retainerships
See information sheet: note (4)

NAME OF CLIENT	NATURE	TYPE OF BUSINESS ACTIVITY	VALUE OF ANY BENEFITS RECEIVED
	N/A		

5. Sponsorships
See information sheet: note (5)

SOURCE OF ASSISTANCE/SPONSORSHIP	DESCRIPTION OF ASSISTANCE/ SPONSORSHIP	VALUE OF ASSISTANCE/SPONSORSHIP
	N/A	

6. **Gifts and hospitality from a source other than a family member**
See information sheet: note (6)

DESCRIPTION	VALUE	SOURCE

7. **Land and property**
See information sheet: note (7)

DESCRIPTION	EXTENT	AREA	VALUE

SIGNATURE OF EMPLOYEE

DATE: 27/06/2014

PLACE: Kuruksdorp

OATH/AFFIRMATION

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

   (i) Do you know and understand the contents of the declaration?

   Answer YES

   (ii) Do you have any objection to taking the prescribed oath or affirmation?

   Answer NO

   (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

   Answer YES

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

Commissioner of Oath /Justice of the Peace

Full first names and surname: _____

(Block letters)

MR. O. C. POWRIE
PMS CO-ORDINATOR
CITY OF MATLOSANA
COMMISSIONER OF OATHS
EX OFFICO

Designation (rank) _____ Ex Officio Republic of South Africa

Street address of institution _____

Date 27/06/2014 Place KLERKSDORP

CONTENTS NOTED: Municipal Manager **DATE** 27/06/2014