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FINANCIAL YEAR: 1 JULY 2023 - 30 JUNE 2024

FOR THE

DIRECTOR: COMMUNITY SERVICES  
.....  
THE EMPLOYEE OF THE MUNICIPALITY

S NAIDOO

AND

.....  
MS SITHOLE

.....  
THE DANNHAUSER LOCAL MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL MANAGER

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT



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- 2.7 give effect to the Employer's commitment to a performance-oriented relationship with its Employee in attaining equitable and improved service delivery.
- 2.6 In the event of outstanding performance, to appropriately reward the Employee; and
- 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;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an annexure to the performance agreement;
- 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;
- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

The purpose of this Agreement is to -

**2. PURPOSE OF THIS AGREEMENT**

- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 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.
- 1.2 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.
- 1.1 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. INTRODUCTION**

**WHEREBY IT IS AGREED AS FOLLOWS:**

S Naidoo  
Employee of the Municipality (hereinafter referred to as the Employee).

and

The Dannhauser Local Municipality, herein represented by MS Sithole in his capacity as Acting Municipal Manager (hereinafter referred to as the Employer)

**ENTERED INTO BY AND BETWEEN:**

**PERFORMANCE AGREEMENT**

**3 COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on the 01 July 2023 and will remain in force until 30 June 2024 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 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

**4 PERFORMANCE OBJECTIVES**

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, 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.
- 4.3 The Key Objectives describe the main tasks that need to be done.
- 4.4 The Key Performance Indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
- 4.5 The Target Dates describe the timeframe in which the work must be achieved.
- 4.6 The Weightings show the relative importance of the key objectives to each other.
- 4.7 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.

5.7 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.

5.8 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.

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

Key Performance Areas (KPAs)	Weighting
Municipal Transformation and Institutional Development	10
Municipal Financial Viability and Management	10
Good Governance and Public Participation	10
Basic Service Delivery	40
Environmental Management and Spatial Development	20
Local Economic Development	10
<b>Total</b>	<b>100</b>

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. Three of the CCRs are compulsory for Municipal Managers:

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- 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 IDP.
- 6.5 The Annual Performance Appraisal will involve:

**6. EVALUATING PERFORMANCE**

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		WEIGHT
CORE MANAGERIAL COMPETENCIES (CMC)		✓
Strategic Capability and Leadership		10
Programme and Project Management		5
Financial Management		✓
Change Management		5
Knowledge Management		✓
Service Delivery Innovation		10
Problem Solving and Analysis		✓
People Management and Empowerment		✓
Client Orientation and Customer Focus		✓
Communication		✓
Honesty and Integrity		✓
CORE OCCUPATIONAL COMPETENCIES (COC)		5
Competence in Self Management		✓
Interpretation of and implementation within the legislative an national policy frameworks		5
Knowledge of Performance Management and Reporting		✓
Knowledge of global and South African specific political, social and economic contexts		5
Competence in policy conceptualisation, analysis and implementation		✓
Knowledge of more than one functional municipal field / discipline		✓
Skills in Mediation		5
Skills in Governance		✓
Competence as required by other national line sector departments		5
Exceptional and dynamic creativity to improve the functioning of the municipality		✓
Total percentage		100

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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.					

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

**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.

- (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.

**6.5.2 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 (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

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

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

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

First quarter	:	July – September 2023
Second quarter	:	October – December 2023
Third quarter	:	January – March 2024
Fourth quarter	:	April – June 2024

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:

**7. SCHEDULE FOR PERFORMANCE REVIEWS**

6.8 The manager responsible for Human Resources of the Municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

- 6.7.1 Municipal Manager;
- 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 Executive Committee or in respect of a plenary type Municipality, another member of council; and
- 6.7.4 Municipal Manager from another Municipality.

6.7 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 -

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					
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.					
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

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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 assisting 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 timely 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 The performance outcome if outstanding has no bonus implication due to that the employee is receiving an unconditional bonus, in respect to poor performance the employee shall be assisted in the areas that identified as poor performance.

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



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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 20.3 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.

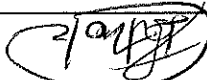
Thus done and signed at Durbanville on this the ..... day of ..... 2023.

AS WITNESSES:

1. \_\_\_\_\_

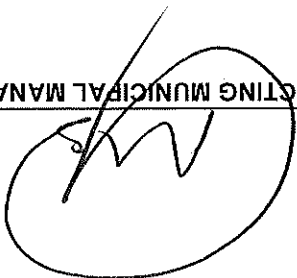
2. \_\_\_\_\_

AS WITNESSES:

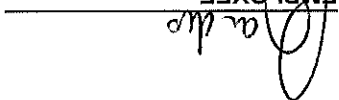
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2. \_\_\_\_\_

ACTING MUNICIPAL MANAGER



EMPLOYEE



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	N/A	None
Amount of Remuneration/Income	Type of Work	Name of Employer

3. Remunerated work outside the Municipality (As sanctioned by Council) See information sheet: Note (3)

	N/A	None
Amount of Remuneration/Income	Type of Business	Name of corporate entity, partnership or firm

2. Directorships and Partnerships See information sheet: Note (2)

	N/A	N/A	None
Name of Company / Entity	Nominal Value	Nature	Number of shares / extent of financial interest

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

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

Tel: 034 621 2666 Fax: 034 621 3114

Name of Municipality: Dannhauser Municipality

Position held:

Residential address:

Postal address:

I, the undersigned

**FINANCIAL DISCLOSURE FORM**



**CONFIDENTIAL**

MS *[Signature]*

PLACE: SCHURCH STREET, DANNHAUSER

DATE:

SIGNATURE OF EMPLOYEE

*[Signature]*

		N/A	None
Value	Area	Extent	Description

7. Land and Property  
See information sheet: Note (7)

		N/A	None
Source		Value	Description

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

		N/A	None
Value of assistance/sponsorship	Description of assistance/sponsorship		Source of assistance/sponsorship

5. Sponsorship  
See information sheet: Note (5)

		N/A	None
Value of any benefits received	Nature		Name of Client

4. Consultancies and Retainerships  
See information sheet: Note (4)

DATE: \_\_\_\_\_

CONTENTS NOTED: MAYOR

Street address of institution

2 B Church Street

Date: 12/29/2023

Place: Dannhäuser

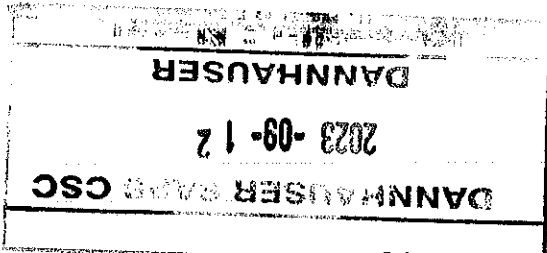
Designation Africa

W/OFFICER

Ex Officio Republic of South

Commissioner of Oath / Justice of the Peace

*[Signature]*



2. I certify that the deponent has acknowledged that 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 of the deponent is affixed to the declaration in my presence.

Answer: YES

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

Answer: NO

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

Answer: YES

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

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

OATH/AFFIRMATION

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Explanatory Notes to the Personal Development Plan

["DIRECTOR: COMMUNITY SERVICES"]

and

(duly authorised by Council)

**THE DANNHAUSER MUNICIPALITY  
AS REPRESENTED BY THE MUNICIPAL  
MANAGER**

Entered into by and between

**PERSONAL DEVELOPMENT PLAN (PDP)**

**Annexure B**

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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 interests, 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.

2.2 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.

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'.

2.1 What does an institution mean when it says an employee / prospective employee is competent if he / she fits a managerial competency framework or occupational competency profile?

**2. Competence Modeling**

- (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.

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

- (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 A Municipality should be committed to –

**1. Introduction**

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training and / or development activity. The training / development must also be interventions should be listed in column 3 of the Appendix, entitled: Suggested and the outcome to be achieved but with due regard to cost effectiveness. These

An appropriate intervention should be identified to address training needs / skills gaps (d)

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

Next, the prioritisation of the training needs [1 to ...] 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. (b)

Organisational needs, which include the following: (a)

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

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

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:

- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial 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.
- 3.2 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.
- 3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs

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

2.4 When linking a decision that a prospective employee / current employee is 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.

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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: 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)** 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,** 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,** 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 [The LGSETA can be approached at Tel. 011 456 8579 for more information in this regard].**



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As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active

4.3

Learning Area	
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

4.2

4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.

4.1

4. Lifelong learning

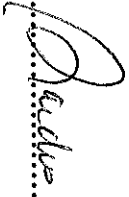
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4.4 Once the foundation phase is addressed the other phases can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalisation within the local government sector there may be a need to develop vocational qualifications.

learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.

1. SKILLS PERFORMANCE GAP	2. OUTCOME EXPECTED	3. SUGGESTED TRAINED AND OR/DEVELOPMENT ACTIVITY	4. SUGGESTED MODE OF DELIVERY	5. SUGGEST TIME FRAMES	6. WORK OPPORTUNITY CREATE TO PRACTICE SKILL/DEVELOPMENT	7. SUPPORT PERSON
Excel	To be efficient	Short course				

**DIRECTOR: COMMUNITY SERVICES**

SIGNATURE .....  .....

**DEFINITIONS:**

“Higher, Further and General Education and Training” refers to:

TYPES OF QUALIFICATIONS AND CERTIFICATES	Levels	National Qualification Framework level
		8
Doctorates	HIGHER EDUCATION	7
Further Research Degrees	AND	6
Higher Degrees	TRAINING	5
Professional Qualifications		
First Degrees		
Higher Diplomas		
Diplomas		
Occupational Certificates		
FURTHER EDUCATION AND TRAINING CERTIFICATES		
School/College/Training Certificate	FURTHER	4
Mix of units from all	EDUCATION	3
School/College/Training Certificate	AND	2
Mix of units from all	TRAINING	1
GENERAL EDUCATION AND TRAINING CERTIFICATES		
ABBT level 4	Senior Phase	GENERAL EDUCATION
ABBT level 3	Intermediate Phase	AND
ABBT level 2	Foundation Phase	TRAINING
ABBT level 1		



