



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

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

S CELE

.....

AND

S NAIDOO

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

FOR THE

FINANCIAL YEAR: 1 JULY 2022 - 30 JUNE 2023

mk AB
BS 2 en
su

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Dannhauser Local Municipality, herein represented by S Cele in his capacity as Municipal Manager (hereinafter referred to as the **Employer**)

and

S Naidoo

Employee 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.

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 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.

AB
MR EN
PS A
40

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **01 July 2022** and will remain in force until **30 June 2023** 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-
- 5.5 The performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, 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.
- 5.6 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.

AB
mk EW
P3 R
su

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 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 |
|--|------------|
| 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 |
| 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**. Three of the CCRs are compulsory for Municipal Managers:

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

AB
Pmk EN
D

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:

6.5.1 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. | | | | | |

AB
mk
PS
EW

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

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 -

- 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.

6.8 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).

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 2022 |
| Second quarter | : | October – December 2022 |
| Third quarter | : | January – March 2023 |
| Fourth quarter | : | April – June 2023 |

AB
mk
EW
B
D

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 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** 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.

AB
PB
EW
mk
d

- 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 –
- 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 Dannhauser on this the 29th day of July 2022.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. Raidoo

[Signature]
MUNICIPAL MANAGER

| SDG No. | SDG Ind | Strategic Objective | Strategies | Key Performance Indicators | Reporting Period | Institutional / Ward | Annual Target | 2023/2022 | | | 2023/2023 | | | | Financial Performance | | Portfolio of Evidence | |
|---|---------|--|--|---|------------------|----------------------|---|---|--|---|---|---|---|-----------|-----------------------|---|-----------------------|---------------|
| | | | | | | | | Demand | Baseline | Backlog | Projected | | Mid-year Target | Projected | | Source | | Annual Budget |
| | | | | | | | | | | | Quarter 1 | Quarter 2 | | Quarter 3 | Quarter 4 | | | |
| RPA 1: Municipal Transformation and Institutional Development (Weighting = 18%) | | | | | | | | | | | | | | | | | | |
| Outcome 9 Indicator : Output 1 - Improving Municipal Financial and Administrative Capacity & Output 2: Implement a differentiated approach to municipal financing, planning and support | | | | | | | | | | | | | | | | | | |
| COM 1.1 | 7 | To transform the Damshuser Municipality into a performance driven Municipality | Outsourced services effectively managed | % of Performance assessment conducted on all service providers with signed SAs on a quarterly basis. In the year ending 30 June 2023 | Quarterly | Institutional | 4 x Quarterly Assessment of 100% of the service providers with signed SAs for performance in the year ending 30 June 2023 | 4 quarterly performance reports prepared in the year ending 30 June 2023 | N/A | 100% assessment of performance of service providers with signed SAs | 100% assessment of performance of service providers with signed SAs | 100% assessment of performance of service providers with signed SAs | 100% assessment of performance of service providers with signed SAs | NA | NA | 4 x Quarterly performance reports on external service providers with signed SAs | | |
| COM 1.2 | | To keep the Municipal Wardcore well informed | Effective management of Municipal Wardcore | Number of Departmental meetings conducted per quarter & submitted to Wards in the year ending 30 June 2023 | Quarterly | Institutional | 4 x Quarterly Departmental meetings conducted in the year ending 30 June 2023 | 2 x Quarterly departmental meetings conducted in the year ending 30 June 2022 | 2 x Quarterly departmental meetings per year conducted | 1 x Quarterly departmental meetings per year conducted | 1 x Quarterly departmental meetings per year conducted | 1 x Quarterly departmental meetings per year conducted | 1 x Quarterly departmental meetings per year conducted | NA | NA | 4 x Reports submitted to MAND (Municipal Attendance and Notice of Meeting) | | |
| RPA 2: Basic Service Delivery (Weighting = 3%) | | | | | | | | | | | | | | | | | | |
| Outcome 9 Indicator : Output 2 - Improving Access to Basic Services | | | | | | | | | | | | | | | | | | |
| COM 2.1 | | To provide educational and recreational services to the community | Library books exchange programs | Number of book exchange programmes conducted in the financial year ending 30 June 2023 | Annually | All | Conduct 1 annual book exchange programmes in the year ending 30 June 2023 | New | N/A | - | - | 1 x exchange program to be conducted | 1 x exchange program to be conducted | NA | NA | Proof of exchange with relevant stakeholders & Listing of Books exchanged | | |
| COM 2.1.1 | | | Promoting access to library services | Number of annual library week programmes conducted | Annually | All | Conduct 1 x library week program in the year ending 30 June 2023 | New | N/A | - | - | - | Conduct 1 x library week program | NA | NA | Attendance register | | |
| COM 2.2 | 3.10.19 | To direct law enforcement to improve safety and security | Municipal Road block conducted | Number of roadblocks conducted per quarter in the financial year ending 30 June 2023 | Quarterly | All | Conduct 20 Road Blocks in the year ending 30 June 2023 | 4 Road blocks conducted in the year ending 30 June 2022 | 6 roadblocks not conducted | Conduct 5 Road Blocks per quarter | Conduct 5 Road Blocks per quarter | Conduct 5 Road Blocks per quarter | Conduct 5 Road Blocks per quarter | NA | NA | 4 x Law enforcement Reports | | |
| COM 2.3 | 3.10.19 | To direct law enforcement to improve safety and security | Multidisciplinary Road block conducted | Number of roadblocks conducted per quarter with Stakeholders (RTI & SAPS) in the year ending 30 June 2023 | Quarterly | All | Conduct 4 x quarterly roadblocks with Stakeholders (RTI & SAPS) in the year ending 30 June 2023 | Conducted 4 x quarterly roadblocks with Stakeholders (RTI & SAPS) in the year ending 30 June 2022 | N/A | 1 Roadblock with Stakeholders (RTI & SAPS) | 2 x Roadblocks with Stakeholders (RTI & SAPS) | 1 Roadblock with Stakeholders (RTI & SAPS) | 1 Roadblock with Stakeholders (RTI & SAPS) | NA | NA | 4 x Law enforcement Reports | | |
| COM 2.4 | | To provide relief to the community in the area | Provision of refuse removal to the municipal area | % of indigent households earning less than R3500 per month with access to free basic services(refuse) | Quarterly | All | 100% of the indigents must be granted access to refuse in the year ending 30 June 2023 | 100% of the indigents have access to refuse in the year ending 30 June 2022 | 70% of residents do not have access to refuse | 100% of indigent applications granted access to refuse | 100% of indigent applications granted access to refuse | 100% of indigent applications granted access to refuse | 100% of indigent applications granted access to refuse | NA | NA | Indigent register and basic service billing report | | |
| COM 2.5 | 3.7.7 | | Number of households provided with refuse removal in the year ending 30 June 2023 | Number of households provided with refuse removal in the year ending 30 June 2023 | Quarterly | Ward 1 & 2 | Provision of 1605 HHS with refuse removal in the year ending 30 June 2023 | 1605 HHS provided with refuse removal in the year ending 30 June 2022 | N/A | Provision of 1605 HHS with refuse removal | Provision of 1605 HHS with refuse removal | Provision of 1605 HHS with refuse removal | Provision of 1 605 HHS with refuse removal | NA | NA | Time sheets and library | | |
| COM 2.6 | 3.7.7 | To regularly provide effective services to the Community in order to create clean and safe environment | Number of Business units provided with refuse removal in the year ending 30 June 2023 | Number of Business units provided with refuse removal in the year ending 30 June 2023 | Quarterly | Ward 1, 2 | Provision of 135 Business units with refuse removal in the year ending 30 June 2023 | 135 Business units with refuse removal in the year ending 30 June 2022 | N/A | Provision of 135 Business units with refuse removal | Provision of 135 Business units with refuse removal | Provision of 135 Business units with refuse removal | Provision of 135 Business units with refuse removal | NA | NA | Time sheets and library | | |
| COM 2.7 | | | Provision of refuse removal to the municipal area | Number of small holdings household in the outlying areas of Damshuser provided with refuse removal services in the year ending 30 June 2023 | Quarterly | Ward 1, 3, 7, 11 | Provision of 3 034 small HHS with refuse removal in the year ending 30 June 2023 | 1034 small HHS provided with refuse removal in the year ending 30 June 2022 | N/A | Provision of 3 034 small HHS with refuse removal services | Provision of 3 034 small HHS with refuse removal services | Provision of 3 034 small HHS with refuse removal services | Provision of 3 034 small HHS with refuse removal services | NA | NA | Time sheets and library | | |
| COM 2.8 | | | Number of indigent household earning less than R2400 per month with access to refuse removal in the year ending 30 June 2023 | Number of indigent household earning less than R2400 per month with access to refuse removal in the year ending 30 June 2023 | Quarterly | Ward 1,2,11 | Provision of 94 indigent HHS with free refuse removal in the year ending 30 June 2023 | 94 indigent HHS with free refuse removal in the year ending 30 June 2022 | 10 | Provision of 94 indigent HHS with free refuse removal | Provision of 94 indigent HHS with free refuse removal | Provision of 94 indigent HHS with free refuse removal | Provision of 94 indigent HHS with free refuse removal | NA | NA | Time sheets and library | | |
| RPA 3: Local Economic Development (Weighting = 30%) | | | | | | | | | | | | | | | | | | |
| Outcome 9 Indicator : Output 2 - Implementation of the Community Work Programme | | | | | | | | | | | | | | | | | | |
| RPA 4: Good Governance and Public Participation (Weighting = 35%) | | | | | | | | | | | | | | | | | | |
| Outcome 9: Indicator : Output 2 - Implementation of the Community Work Programme | | | | | | | | | | | | | | | | | | |

AS

Annexure B

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

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

(duly authorised by Council)

and

["DIRECTOR: COMMUNITY SERVICES"]

Explanatory Notes to the Personal Development Plan

AB
13
2 *mk*

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 and 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 fits 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.

AB
PB
and
Q

- 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.

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

- 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, entitled Skills / Performance Gap**. The following should be carefully determined during such a process:
 - a. Organisational needs, which include the following:
 - o Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - o The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - o Specific competency gaps as identified during the probation period and performance appraisal of the employee.
 - b. Individual training needs that are job / career related.
 - (b) 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.
 - (c) 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.
 - (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, entitled: Suggested training and / or development activity**. The training / development

AB
B3
A²

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: 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].

RS
AB
EN

4. Life-long learning

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

| Nr. | 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 |

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

PS AB
EN

| 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 |
|---------------------------|--|--|-------------------------------|------------------------|---|-------------------|
| Financial Management | To empower myself with | Short course | correspondence | 1 year | developing the budget and | M. M. |
| | Knowledge on | | | | monitoring expenditure | |
| | Municipal Fin | | | | | |
| | Maternal | | | | | |
| Environmental Health | Knowledge pertaining to Law & Compliance | Short course | correspondence | 2 years | working jointly with sector organizations - monitoring & compliance | M. M. |

DIRECTOR: COMMUNITY SERVICES

SIGNATURE *P. Ardas*

DEFINITIONS:

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

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

P3 AB
EN



FINANCIAL DISCLOSURE FORM

I, the undersigned

Postal address:

Residential address:

Position held:

Name of Municipality: **Dannhauser Municipality**

Tel: **034 621 2666** Fax: 034 621 3114

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 interest | 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 |
|--|------------------|----------------------------------|
| None | N/A | N/A |
| | | |
| | | |

3. Remunerated work outside the Municipality

(As sanctioned by Council) See information sheet: Note (3)

| Name of Employer | Type of Work | Amount of Remuneration/Income |
|------------------|--------------|----------------------------------|
| N/A | N/A | N/A |
| | | |
| | | |

4. **Consultancies and Retainerships**

See information sheet: Note (4)

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

5. **Sponsorship**

See information sheet: Note (5)

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

6. **Gifts and hospitality from a source other than a family member**

See information sheet: Note (6)

| Description | Value | Source |
|-------------|-------|--------|
| None | N/A | N/A |
| | | |
| | | |
| | | |

7. **Land and Property**

See information sheet: Note (7)

| Description | Extent | Area | Value |
|-------------|--------|------|-------|
| None | N/A | N/A | N/A |
| | | | |
| | | | |
| | | | |


SIGNATURE OF EMPLOYEE

DATE:

29/07/2022

PLACE:

8CHURCH STREET, DANNHAUSER

OATH/AFFIRMATION

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

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

Answer: YES

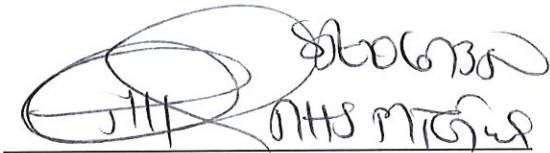
(ii) Do you have any objection to taking the prescribed oath or affirmation?

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 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.



Commissioner of Oath / Justice of the Peace

Designation SCRIBER Ex Officio Republic of South Africa

Street address of institution 2b Duchen Street Darnstaden

Date: 2022-08-15

Place: Darnstaden



CONTENTS NOTED: MUNICIPAL MANAGER

DATE: 15/08/2022

