

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

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

JABULANI W. SHABANGU

AND

**SIBUSISO C. NKOSI
SENIOR MANAGER COMMUNITY SERVICES OF THE
MUNICIPALITY
[HEREIN REFERRED TO AS THE EMPLOYEE OF THE MUNICIPALITY]**

FOR THE

FINANCIAL YEAR: 2024-2025

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Emakhazeni Local Municipality herein represented by **Jabulani W. Shabangu** in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Sibusiso C. Nkosi an 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, 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 acceptable performance determined in terms of 11.2, 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 2024** and will remain in force from **01 July 2024** to **30 June 2025** 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-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure 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.
 - 4.2.1 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.
- 4.4 That Senior Manager/(s) is/are expected to perform the action plan of the Auditor General (Annexure B).
- 4.5 That Senior Managers/(s) is/are expected to deal with the risks as per the risk register of the municipality (Annexure C).

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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 (KPA's) (SDBIP) 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 (SDBIP) 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
1. Basic Service Delivery	70%
2. Local Economic Development (LED)	05%
3. Municipal Financial Viability and Management	0%
4. Municipal Institutional Development and Transformation	0%
5. Good Governance and Public Participation	25%
6. Spatial Rationale	0%
Total	100%
The KPA must constitute 100% and be converted to 80%	

- 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 Manager

Competencies	Competency Definition	Components	Weighting % (total 100%)
Core Professional Competencies			
Written Communication	The ability to communicate in writing as appropriate to specific audiences.	<ul style="list-style-type: none"> • Prepares considered, high quality reports for decision making within the organisation; and • Takes supervisory responsibility for reviewing and editing less experienced practitioners' and subordinates work. 	10
Oral Communication	The ability to articulate a message in an understandable and convincing manner.	<ul style="list-style-type: none"> • Demonstrates effective oral and presentation skills for complex and sensitive topics and issues. 	10
Attention to Detail	Ability to scrutinise own work and that of others to ensure accuracy and compliance with the relevant municipal standards.	<ul style="list-style-type: none"> • Monitors projects and programmes; • Checks against standards and regulations and signs off on documents; and • Accurately reviews documents and edits documents created by others. 	10
Influencing	The ability to interact with others and influence them to adopt the best alternative from a range of options.	<ul style="list-style-type: none"> • Identifies preferred solution with potential consequences; • Decides on best option within risk profile; • Creates understanding with client / stakeholder / groups as to best option; and • Executes option and accepts consequences and accountability. 	5
Ethics and Professionalism	The ability to identify and deal with ethical issues and conflicts of interest.	<ul style="list-style-type: none"> • Evaluates relevant facts, issues and risks; • Distinguishes among various options; • Resolves ethical and potential conflict of interest issues to conclusion taking into account associated risks; and • Upholds good and ethical conduct. 	5
Organisational	The ability to understand the Municipality's objectives, and the	<ul style="list-style-type: none"> • Contributes to shaping the Directorate / 	5

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Awareness	impact of decisions on the community and the functioning of the department.	Municipality's sector specific goals and priorities; <ul style="list-style-type: none"> • Contributes to shaping the Directorate / Municipality's policies and procedures; • Demonstrates knowledge of relevant municipal legislation; and • In-depth knowledge of the Directorate / Municipality's challenges in delivering municipal services 	
Problem Solving	The ability to identify potential problem areas, to break the problem into component parts, generates potential solutions, select an option and implement it.	<ul style="list-style-type: none"> • Conceptualises possible solutions to problems; • Weighs each solution against best-practice criteria; • Establishes and executes plans to solve problems engaging others as necessary; and • Ensures implementation and buy-in to the solution. 	5
Planning and Organising	The ability to plan activities within specific timeframes and then to execute these activities according to plan.	<ul style="list-style-type: none"> • Plans tasks on a monthly basis for self and others; • Prepares delegated plans for others on a weekly basis; and • Holds fora to discuss planning for the longer term (1 to 5 years) and consolidates input. 	5
Functional Competencies			
Business Processes	Ability to engage with systems or component processes and make continuous improvements.	<ul style="list-style-type: none"> • Demonstrates competencies from levels 1 to 3; • Independently designs systems and processes for the purpose of ensuring continuous improvement and business effectiveness; and • Ensures that changes are implemented and properly communicated. 	5
Public Service Orientation Competencies			

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Service Orientation	The ability to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals	<ul style="list-style-type: none"> • Establishes a collaborative relationship with the community; and • Speaks effectively on service delivery matters as required. 	5
Client Orientation and Customer Focus	Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner.	<ul style="list-style-type: none"> • Demonstrates personal commitment to the client service vision through own actions and attitudes; and • Recognises individuals and areas that are demonstrating behaviours and outcomes consistent the client service vision. 	5
Personal Competencies			
Change Readiness	The ability to innovate and challenge the status quo and the ability to cope with change driven by others.	<ul style="list-style-type: none"> • Recognises when change is necessary, develops a change implementation strategy. 	5
Cognitive ability	The ability to gather information, analyse issues and deal with complexity and ambiguity. Shows long-term thinking, follows through in a logical manner, aware of consequences and implications. Is able to see the 'Bigger Picture'.	<ul style="list-style-type: none"> • Deals with high levels of complexity and clarifies issues for others; • Comes up with creative and unique ideas; and • Considers alternative. 	5
Management / Leadership Competencies			
Impact and Influence	The ability to inspire a positive attitude in others and be able to influence others effectively.	<ul style="list-style-type: none"> • Motivates and inspires others; • Effectively influences senior management and executive; • Establishes support and projects authority and credibility; and • Uses influence to achieve objectives. 	5
Team Orientation	The capacity to promote a cooperative climate, understand group dynamics and apply appropriate facilitation techniques in working with others to achieve a shared goal.	<ul style="list-style-type: none"> • Builds team spirit and cohesion across functional areas; • Encourages team approach to problem solving; • Recognises and respects the value of diverse views; and • Draws on diverse backgrounds, skills and knowledge of team members. 	5

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Direction Setting	The ability to create a clear sense of common purpose and vision for others with a view to obtaining buy-in and commitment to the goals.	<ul style="list-style-type: none"> • Able to translate Directorate's / Department's goals into objectives for the unit and gains commitment for these goals from the team; • Provides a clear sense of purpose and focuses on successful completion of objectives; and • Organises resources and inspires others towards focussed performance. 	5
Coaching and Mentoring	The ability to assess skills, performance, and potential of subordinates and to encourage their development with the view of optimising their talent.	<ul style="list-style-type: none"> • Actively involved in the retention and development of talent within the unit. • Actively creates development opportunities by crafting roles to best meet the needs of individuals; and • Constantly on the lookout for training opportunities for subordinates 	5
Core Competencies			100

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6. PERFORMANCE ASSESSMENT

- 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:
- 6.5.1 **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.

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- 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.	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.	4				
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.	3				
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.	2				
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.	1				

- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, 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 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

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- 6.9 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 2024 (on or before 31 October 2024).

Second quarter: October-December 2024 (on or before 31 January 2025).

Third quarter : January – March 2025 (on or before 30 April 2025)

Fourth quarter : April – June 2025 (on or before 31 July 2025).

- 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 must form part of the performance agreement.

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 Makes available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist 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 ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-
- 11.2.1. a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9% and
 - 11.2.2. a score of 150% and above is awarded a performance bonus ranging from 10% to 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 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 salary increment in the agreement must be mediated by –
- 12.1.1. In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and
 - 12.1.2. In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee.
- 12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by-
- 12.2.1. In the case of the Municipal Manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

12.2.2. 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), within thirty (30) days of receipt of formal dispute from the employee; whose decision shall be final and binding on both parties.

12.3 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 the performance agreement must be made available to the public by the employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Act.

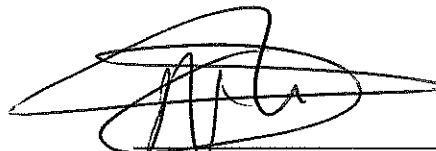
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her employment contract, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus **done** and **signed** at EMAKHAZENI on this the 1 day of JULY 2024

AS WITNESSES:


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SENIOR MANAGER COMMUNITY SERVICES

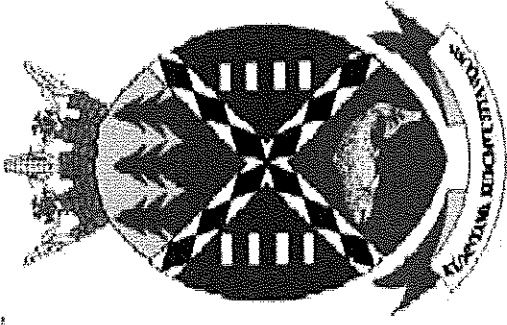
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AS WITNESSES:

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MUNICIPAL MANAGER

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2024/25 FINANCIAL YEAR

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

NAME : SIBUSISO CLEMENT NKOSI

POSITION : COMMUNITY SERVICES

SUPERVISOR : MUNICIPAL MANAGER

INSTITUTION : EMAKHAZENI LOCAL MUNICIPALITY

PERIOD : 01 JULY 2024 – 30 JUNE 2025

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KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective: To ensure access for all, to equitable, affordable and sustainable basic services within a safe environment.											
N.O	Strategic Priority Area	Strategy	KPI	2023/2024 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Weight
							Q1	Q2	Q3	Q4	
1.	Priority Area 4: Environmental and Waste Management	Ensure clean and healthy environment	Number of reports on illegal dumping sites identified and cleaned	4 reports submitted	Opex	4 x reports on illegal dumping sites identified and cleaned by 30 June 2025	1	1	1	1	2
2.	Priority Area 4: Environmental and Waste Management	Ensure clean environment around the ELM	Number of cleaning campaigns conducted within Emakhazeni Local Municipality.	2 reports submitted	Opex	2 x cleaning campaigns conducted within Emakhazeni Local Municipality by 30 June 2025	-	1	-	1	2
3.	Priority Area 4: Environmental and Waste Management	Ensure clean environment around the ELM	Number of Environmental awareness campaigns conducted	1 report submitted	opex	1 x Environmental awareness campaigns conducted by 30 June 2025	-	-	-	1	2

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT											
Strategic Objective: To co-ordinate and facilitate public safety											
N.O	Strategic Priority Area	Strategy	KPI	2023/2024 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Weight
							Q1	Q2	Q3	Q4	
4.	Priority Area 6: Emergency Services	By conducting fire inspections in compliance to OHS Act/Fire regulations	Number of fire inspections conducted	260 inspections	Opex	260 x fire inspection conducted by 30 June 2025	75	75	75	35	2
5.	Priority Area 6: Emergency Services	Educate the community about public safety by conducting fire awareness campaigns	Number of fire awareness campaigns conducted	16 fire awareness campaigns conducted	Opex	16 x fire awareness campaigns conducted by 30 June 2025	4	5	5	2	2
6.	Priority Area 6: Emergency Services	By conducting fire inspections in compliance to OHS Act/Fire regulations	Number of joint operations conducted	New	Opex	4 Joint operations by 30 June 2025	1	1	1	1	2

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7.	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road blocks conducted	12 road blocks conducted	Opex	13 x road blocks conducted by 30 June 2025	3	4	3	3	3	Payment report or vehicle statistics sheet/Production report or an Attendance register	Senior Manager – Community Services	2
8.	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of road safety awareness programmes conducted	New	Opex	4 x road safety awareness programmes conducted by 30 June 2025	1	1	1	1	1	Attendance register or photos	Senior Manager – Technical Services	2
9.	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of scholar patrol monitoring programmes	6 scholar patrol monitoring programmes conducted	Opex	6 scholar patrol monitoring programmes conducted by 30 June 2025	1	2	1	2	2	Attendance registers or photos	Senior Manager – Community Services	2
10.	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Number of Mayoral roadblocks conducted	1 Mayoral roadblock conducted	Opex	2 x Mayoral roadblock conducted by 30 June 2025	-	1	-	1	1	Attendance register or Photos or production report	Senior Manager – Community Services	2
11.	Priority area to co-ordinate and facilitate public safety	Educate the community about the By-Laws of the Municipality	Number of workshops held	New	Opex	3 Hold a hawkers workshop on street trading by 30 June 2025	1	1	0	1	1	Attendance register	Senior Manager – Community Services	2
12.	Priority area to co-ordinate and facilitate public safety	Ensure adherence to the By-Laws of the Municipality	Numbers of Business inspections conducted	New target	Opex	60 Business inspections by 30 June 2025	10	10	20	20	20	Inspection sheets	Senior Manager – Community Services	2
13.	Priority area to co-ordinate and facilitate public safety	Enhance the safety of Municipal assets	Number of security plants and electrical sub-station strengthened with guard houses	New Target	R140 000. 00	3 plants and 1 Electricity sub- station strengthened with Guard houses by 30 June 2025	-	1	-	3	3	Purchase order and delivery note	Senior Manager – Community Services	2

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14.	Priority Area 7: Traffic, Safety and Security	Ensuring that road traffic regulations are adhered to by increasing visibility of Traffic Officers.	Monitoring electronic speed law enforcement project	New Target	R2 000 000.0 0	12 x Monthly reports Adjudicating 70% of the infringements captured by 30 June 2025	3	3	3	3	Monthly reports	Senior Manager – Community Services	2
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KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective : To promote social and economic development

N.O	Strategic Priority Area	Strategy	KPI	2024/2025 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
15.	Priority Area 8: Economic Growth and Development	To create opportunities through EPWP programme	Reviewal of the EPWP Policy	Reviewed EPWP Policy	Opex	1 x Review of the EPWP Policy by 30 June 2025	-	-	-	1	Council resolution	Senior Manager – Community service	2
16.	Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP job opportunities created	100 job opportunities created	R1 434 000	80 x Job opportunities created by 30 June 2025	80	-	-	-	Appointment letters	Senior Manager – Community service	2
17.	Priority Area 8: Economic Growth and Development	To reduce the unemployment rate within the municipality	Number of CWP Forum Meetings held	4 x CWP LRC Forum Meetings	Opex	4 x CWP LRC Forum Meetings held by 30 June 2025	1	1	1	1	Minutes and Attendance Register	Senior Manager – Community service	2
18.	Priority Area 8: Economic Growth and Development	To ensure functionality of the EPWP Forum programmes	Number of EPWP Forums meetings held	New Target	Opex	4 x EPWP Forum Meetings held by 30 June 2025	1	1	1	1	Minutes and Attendance Register	Senior Manager – Community service	2
19.	Priority Area 8: Economic Growth and Development	To create job opportunities through EPWP & CWP programmes	Number of EPWP training	EPWP training conducted	Opex	4 x training conducted by 30 June 2025	1	1	1	1	Attendance register, report with pictures	Senior Manager – Community service	2
20.	Priority Area 8: Economic Growth and Development	To create job opportunities through SMMEs programmes	Reviewal of the Contractor Development Policy	Reviewed Contractor Development Policy	Opex	1 x Review of the Contractor Development Policy by 30 June 2025	-	-	-	1	Council resolution	Senior Manager – Community service	2
21.	Priority Area 8: Economic Growth and Development	Ensuring the functionality of the LED Forum and the creation of the annual calendar	Number of LED Forum meetings held	4 LED Forums held	Opex	4 x LED Forum meetings held by 30 June 2025	1	1	1	1	Attendance registers & Minutes	Senior Manager – Community service	2

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KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government. To encourage and ensure corporate governance													
N.O	Strategic Priority Area	Strategy	KPI	2024/2025 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
22.	Priority Area 11: Youth Development	Working together with Departments, NGOs and Social partners, to ensure access to quality education, skills development and fight social ills	Number of Career Expos held	1 career expo held	Opex	1 x Career expo held by 30 June 2025	-	-	-	1	Report with attendance register and photos	Senior Manager – Community service	2
23.	Priority Area 11: Youth Development	Working together with Departments	Number of Local youth entrepreneurship development workshop held	02 local youth entrepreneurship development workshop were held	Opex	2 x Local youth entrepreneurship development workshop held by 30 June 2025	1	-	-	1	Report with attendance Register and photos	Senior Manager – Community service	2
24.	Priority Area 11: Youth Development	Working together with Departments	Number of youth football tournaments held	New project	Opex	1 x Emakhazeni youth football tournament held by 30 June 2025		-	-	1	Report with attendance Register and photos	Senior Manager – Community service	2

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To encourage the involvement of communities and community organisations in the matters of local government													
N.O	Strategic Priority Area	Strategy	KPI	2024/2025 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
25.	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDS and related diseases.	Number of Local AIDS Council meetings held	4 LAC meeting held	Opex	4 x Local AIDS Council meetings held by 30 June 2025	1	1	1	1	Minutes and attendance register	Senior Manager – Community service	2
26.	Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	Working in partnership with sector departments, social partners, NGO's and CBO's in the fight against HIV/AIDS and related diseases.	Number of HIV/AIDS awareness campaigns held	04 health education held	Opex	4 x HIV/AIDS awareness campaigns held by 30 June 2025	1	1	1	1	Awareness Campaign report with pictures and attendance register	Senior Manager – Community service	2
27.	Priority Area 12: Health, HIV & AIDS, Transversal and Special	By bringing diverse sectors of the community together in building moral and positive values to the	Number of disability Forum meetings held	02 Disability forum meetings held	Opex	2 x Disability Forum meetings held by 30 June 2025	1	-	1	-	Minutes and attendance register	Senior Manager – Community service	2

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Programmes	community	Number of disability awareness campaigns conducted	Disability awareness campaign was held	Opex	2 x Disability awareness campaigns conducted by 30 June 2025	-	1	-	1	Report & Attendance Register	Senior Manager – Community service	2
28. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of disability awareness campaigns conducted	02 Disability awareness campaign was held	Opex	2 x Disability awareness campaigns conducted by 30 June 2025	-	1	-	1	Report & Attendance Register	Senior Manager – Community service	2
29. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of elderly forum meetings held	02 Elderly Forum Meeting held	Opex	2 x Elderly Forum meetings held by 30 June 2025	-	1	-	1	Minutes and Attendance Register	Senior Manager – Community service	2
30. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of Elderly activities conducted	02 elderly activities conducted	Opex	2 x Elderly activities conducted by 30 June 2025	1	-	1	-	Report and attendance register	Senior Manager – Community service	2
31. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of children forum meetings held	4 children forum meetings held	Opex	4 x Children forum meetings held by 30 June 2025	1	1	1	1	Minutes & attendance register	Senior Manager – Community service	2
32. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of women empowerment workshops conducted	1 x Women empowerment workshop conducted	Opex	1 x Women empowerment workshop conducted by 30 June 2025	1	-	-	-	Report with pictures & Attendance Register	Senior Manager – Community service	2
33. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of Moral Regeneration event/education held	1 x Moral Regeneration event/education held	Opex	1 x Moral Regeneration event/education held by 30 June 2025	-	1	-	-	Report on Moral Regeneration with pictures and attendance register	Senior Manager – Community service	2
34. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of empowerment workshops for men conducted	1 x Empowerment workshop for men conducted	Opex	1 x Empowerment workshop for men conducted by 30 June 2025	-	1	-	-	Report with pictures and attendance register	Senior Manager – Community service	2
35. Priority Area 12: Health, HIV & AIDS, Transversal and Special Programmes	By bringing diverse sectors of the community together in building moral and positive values to the community	Number of GBV awareness campaign to be conducted	New Target	Opex	4x GBV awareness campaign held by 30 June 2025	1	1	1	1	Report with pictures and attendance register	Senior Manager – Community service	2

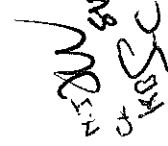
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KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To encourage and ensure cooperative governance.													
N.O	Strategic Priority Area	Strategy	KPI	2024/2024 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
36.	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of schools motivational programmes held	4 x School motivational programme held	Opex	4 x School motivational programme held by 30 June 2025	1	1	1	1	Report with attendance Register and photos	Senior Manager – Community service	2
37.	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of teenage pregnancy awareness conducted	2 x teenage pregnancy awareness campaign held	Opex	2 x teenage pregnancy awareness campaigns held by 30 June 2025	-	1	-	1	Report with attendance Register and photos	Senior Manager – Community service	2
38.	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of substance and drug abuse awareness conducted	4 substance and drug abuse awareness held	Opex	2 x Substance and drug abuse awareness conducted by 30 June 2025	1	1	1	1	Report with attendance Register and photos	Senior Manager – Community service	2
39.	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Number of reports on Emakhazeni local Municipality external bursary funding for registrations submitted to Council	1 Emakhazeni local Municipality external bursary funding for registration held	Opex	1 x Reports on Emakhazeni local Municipality external bursary funding for registrations submitted to Council by 30 June 2025	-	-	1	-	Report with Registers	Senior Manager – Community service	2
40	Priority Area 13: Education	By facilitating programmes aimed at promoting education	Progress report on the student funder by the Emakhazeni local municipality	1 report on student funded by Emakhazeni local municipality	Opex	1 report on progress of students funded by Emakhazeni local municipality submitted to Council by 30 June 2025	-	-	1	-	Progress report	Senior Manager – Community service	1

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KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To encourage and ensure cooperative governance.													
N.O	Strategic Priority Area	Strategy	KPI	2023/24 Baseline	Budget	Annual Target 2024/25	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
41.	Priority Area 14: Inter-Governmental Relations	To encourage and ensure cooperative governance	Number of IGR Meetings attended	New Target	Opex	4 x IGR Structures meetings held by 30 June 2025	1	1	1	1	Attendance register	Senior Manager – Community service	1

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government													
N.O	Strategic Priority Area	Strategy	KPI	2023/24 Baseline	Budget	Annual Target 2024/25	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
42.	Priority Area 17: Community and Stakeholder Engagement	To solicit views and inputs of members of the public into the IDP	Number of IDP consultative meetings held	14 IDP consultative meetings held	Opex	14 x IDP consultative meetings held by 30 June 2025	-	14	-	-	Minutes & Attendance	Senior Manager – Community service	1
43.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Draft Budget IDP Process Plans Publicised	New Target	Opex	1 x Draft IDP Budget Process Plan Publicised by 30 June 2025	1	-	-	-	Public Notice	Senior Manager – Community service	1
44.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of IDP Process Plans approved by Council	1 x IDP Process Plan approved by Council	Opex	1 x IDP Process Plan approved by Council by 30 June 2025	1	-	-	-	Council resolution	Senior Manager – Community service	1
45.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Draft IDP Approved by Council	1 X Draft 2024/25 IDP Approved by Council	Opex	1 x Draft 2025/26 IDP Approved by Council by 30 June 2025	-	-	1	-	Council resolution	Senior Manager – Community service	1
46.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Public Consultation on Draft IDP	New Target	Opex	1 x Public consultation Notice on the Draft IDP by 30 June 2025	-	-	1	-	Public Notice	Senior Manager – Community service	1
47.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Final IDP Approved by Council	1 X Final 2024/25 IDP Approved by Council	Opex	1 x Final 2025/26 IDP Approved by Council by 30 June 2025	-	-	-	1	Council resolution	Senior Manager – Community service	1
48.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Public Consultation on Final IDP	New Target	Opex	1 x Public consultation Notice on the Final IDP by 30 June 2025	-	-	-	1	Public Notice	Senior Manager – Community service	1



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KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To encourage the involvement of communities and community organizations in the matters of local government													
N.O	Strategic Priority Area	Strategy	KPI	2023/24 Baseline	Budget	Annual Target 2024/25	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
49.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of Draft IDP Publicised	1 X Draft 2024/25 IDP Publicised	Opex	1 x Draft 2025/26 IDP Publicised by 30 June 2025	-	-	-	1	Public Notice	Senior Manager – Community service	1
50.	Priority Area 17: Community and Stakeholder Engagement	To comply with the Integrated Development as prescribed by legislation	Number of IDP / Budget Indaba held	1 x IDP / Budget Indaba held	Opex	1 x IDP / Budget Indaba held by 30 June 2025	-	-	-	1	Attendance Register	Municipal Manager	1

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
Strategic Objectives: To add value to the operations of the municipality in relation to technological systems, internal control, risk management and governance processes													
N.O	Strategic Priority Area	Strategy	KPI	2023/2024 Baseline	Budget	Annual Target 2024/2025	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
51.	Priority Area 18: Performance Management	Sign performance agreements in terms of section 57 of the MSA within prescribed timeframe	Number of Performance Agreements signed	Performance Agreements for 2023/24 was signed	Opex	1 x Performance Agreement signed by 30 June 2025	1	-	-	-	Signed Performance Agreement	Senior Manager – Community service	1
52.	Priority Area 18: Performance Management	Cascading of PMS to level 3 Officials	Number of Performance Agreements signed with Managers	PMS cascaded to Managers and Strategic Units	Opex	2 x Performance Agreements signed with Managers by 30 June 2025	2	-	-	-	Signed Performance Agreement	Senior Manager – Community service	1
53.	Priority Area 18: Performance Management	Cascading of PMS to all levels	Number of Performance Agreement signed by all community services employees	New Target	Opex	Performance Agreement signed by all community services employees by 30 June 2025	130	-	-	-	Signed Performance Agreement	Senior Manager – Community service	1
54.	Priority Area 18: Performance Management	Cascading of PMS to level 3 Officials	Number of Performance Assessments held with Managers	PMS cascaded to Managers	Opex	2 x Performance Target Assessments for Managers held by 30 June 2025	-	1	-	1	Assessment Report	Senior Manager – Community service	1
55.	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Number of performance reports submitted to PMS Unit not later than 12 days after the end of	4 quarterly performance reports submitted	Opex	4 x quarterly performance reports submitted to PMS Unit not later than 12 days after the end of	1	1	1	1	Four quarterly SDBIP performance reports	Senior Manager – Community service	1

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56.	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Submission of Annual Reports Inputs not later than 15 August	Annual Performance inputs were submitted	Opex	Submission of Annual Report Inputs no later than 15 August 2025	1	-	-	-	-	-	-	-	-	-	Proof of Submission	Senior Manager – Community service	1	
57.	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	% of draft policies publicised within 5 days after Council approval	New Target	Opex	-100% publication of draft policies within 5 days of Council approval by 30 June 2025	-	-	-	-	-	-	-	-	-	-	Public Notice and Council Resolution	Senior Manager – Community service	1	
58.	Priority Area 18: Performance Management	Inculcate a culture of performance management in the institution	Review of Standard Operating Procedure Manual	New Target	Opex	1 x Review of Standard Operating Procedure Manual by 30 June 2025	-	1	-	-	-	-	-	-	-	-	Reviewed Standard Operating Procedure Manual	Senior Manager – Community service	1	
59.	Priority Area 19: Risk Management	To conduct risk assessment with workshops with the aim of minimizing organizational risks	Number of Risk action plans implemented to address Identified Strategic and Operational Risk	Mitigation measures were implemented for 2022/23	Opex	20 x Risk action plans resolved to address Strategic and Operational Risk Identified per quarter by 30 June 2025	5	5	5	5	5	5	5	5	5	5	Progress report on implemented mitigating measures	Senior Manager – Community service	1	

KEY PERFORMANCE AREA: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

Strategic Objectives : To ensure adherence with legislation and implementation of systems that will result in service excellence

N.O	Strategic Priority Area	Strategy	KPI	2023/24 Baseline	Budget	Annual Target 2024/25	Quarterly Target				Evidence	Accountability	Weight
							Q1	Q2	Q3	Q4			
60.	Priority Area 22: Human Resource Management and Administration	Training of municipal officials	Number of Traffic Officers trained	New Target	Opex	4 x Traffic Officers trained by 30 June 2025	-	4	-	-	Training report	Senior Manager – Community service	1
61.	Priority Area 22: Human Resource Management and Administration	Training of municipal officials	Number of Fire and rescue employees trained	New Target	Opex	5 x Fire and rescue employees trained by 30 June 2025	-	-	5	-	Training report	Senior Manager – Community service	1

MUNICIPAL MANAGER:



SENIOR MANAGER COMMUNITY SERVICES:



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Annexure

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

**EMAKHAZENI LOCAL MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL
MANAGER
JABULANI W. SHABANGU**

["The Employer"]

And

SIBUSISO C. NKOSI
["The Employee"]

**SENIOR MANAGER COMMUNITY SERVICES OF
THE MUNICIPALITY**

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 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 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 interests' 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

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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 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 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.

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- (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 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].

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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.

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Personal Development Plan of: [S.C. NKOSI]

Appendix

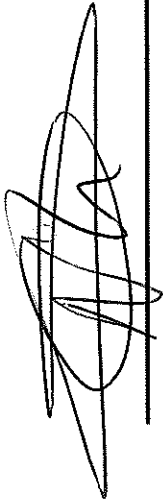
Compiled on (Date): [June 2024]

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
Financial Management	The manager will effectively understand the basic principles of financial management	Financial Management for non-financial Managers course	An external accredited service provider in line with identified unit standards at market related rated	July 2024 – June 2025	Interpretation and understanding of financial information data	Municipal Manager
Change Management	The manager will effectively understand the basic principle of change management (adaptability, leadership skills and team dynamics).	Executive Leadership	An external accredited service provider in line with identified unit standards at market related rated	July 2024 – June 2025	Understanding of the need for change management	Municipal Manager
Analysis and Innovation	The manager will effectively understand the basic principle of Analysis and Innovation (Analytic skills and creativity)	Executive Leadership	An external accredited service provider in line with identified unit standards at market related rated	July 2024 – June 2025	Understanding of the need for Analysis and Innovation	Municipal Manager
Knowledge and Information Management	The manager will effectively understand the basic principle of Knowledge and Information Management	Executive Leadership	An external accredited service provider in line with identified unit standards at market related rated	July 2024 – June 2025	Understanding of the need for Analysis and Innovation	Municipal Manager

Handwritten signature and initials: *N.S. NKOSI*

Municipal Financial Management Programme	The manager will effectively understand Financial Governance and enhance Financial Planning and Budgeting	Municipal Financial Management Programme course	An external accredited service provider in line with identified unit standards at market related rated	July 2024 – June 2025	Understanding of the need for Analysis and Innovation	Municipal Manager
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Employee's signature :



Supervisor's signature:

