



**FETAKGOMO TUBATSE
LOCAL
MUNICIPALITY**

PERFORMANCE AGREEMENT 2023/2024

MADE AND ENTERED INTO BY AND BETWEEN

MAKGATA MOGARAMEDI JOEL

"MUNICIPAL MANAGER"

"

ON BEHALF OF FETAKGOMO TUBATSE MUNICIPALITY

AND

LINGWATI MOLEBATSI MUAD YULENDA

"DIRECTOR COMMUNITY SERVICES"

MMT

MB

TABLE OF CONTENTS

No.	DESCRIPTION	PAGE
1	INTRODUCTION	3
2	PURPOSE OF THIS AGREEMENT	3
3	COMMENCEMENT AND DURATION	4
4	PERFORMANCE OBJECTIVES	4
5	PERFORMANCE MANAGEMENT SYSTEM	5
6	EVALUATING PERFORMANCE	7
7	OBLIGATIONS OF THE EMPLOYER	11
8	CONSULTATION	11
9	MANAGEMENT OF EVALUATION OUTCOMES	11
10	DISPUTES RESOLUTION	12
11	GENERAL	12
	ANNEXURE A – PERFORMANCE PLAN	15
	ANNEXURE B – PERSONAL DEVELOPMENT PLAN	21
	ANNEXURE C – FINANCIAL DISCLOSURE	

MMY
M+S

1. INTRODUCTION

- 1.1 The Fetakgomo Tubatse Municipality has entered a Contract of Employment with the Acting Director Community Development for a period ending **31 July 2023** in terms of Section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer (The Municipal Manager) and the Employee (Director Community Development) are herein 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. The Parties hereby conclude the Performance Agreement for the period ending **30 June 2024**
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee reporting to the Employer, to a set of actions that will secure local government policy goals.

2. PURPOSE OF THIS AGREEMENT

The Parties agree that the purposes of this Agreement are to:

- 2.1 Comply with the provisions of Section 57(1)(b), s57 (4)(a), s57(4)(b) and s57(5) of the Systems Act.
- 2.2 Specify objectives, indicators and targets defined and agreed with the Employee and 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 Employer.
- 2.3 Specify areas of accountabilities as set out in the performance plan which is an annexure to this performance agreement.
- 2.4 Monitor and measure performance of the Employee against the set targeted outputs.
- 2.5 Establish a transparent and accountable working relationship between the Parties.
- 2.6 Give effect to the Municipality's commitment to a performance-orientated relationship with its Employee in attaining equitable and improved service delivery.
- 2.7 Use the Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his job; and
- 2.8 in the event of outstanding performance, to appropriately reward the Employee.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the date of signature by both parties, which will be as soon as reasonably possible after the **01 July 2023** and, subject to paragraph 3.3, will continue in force until a new Performance Agreement is concluded between the parties as contemplated in paragraph 3.2;
- 3.2 The Parties will review the provisions of this Agreement during June each year. The parties will conclude a new performance agreement that replaces this Agreement at least once a year by not later than July each year as prescribed by s57 (2)(a) of the Systems Act.
- 3.3 This Agreement will terminate on the termination of the Employee's Contract of Employment for any reason as provided for in the Contract of Employment.
- 3.4 The contents 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 because of government or Council decision or otherwise) to an extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4. PERFORMANCE OBJECTIVES

- 4.1 Annexure "A", the Performance Plan sets out:
- 4.1.1 the performance indicators and targets that must be met by the Employee; and
- 4.1.2 the time frames within which those performance indicators and targets must be met.
- 4.2 The performance indicators and targets reflected in Annexure "A" are set by the Employer in consultation with the Employee and include key objectives; key performance indicators; target dates and weightings.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Municipality's IDP.
- 4.5 The Municipality will make available to the Employee such support staff as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement; provided that it will at all times remain the responsibility of the Employee to ensure that he complies with those performance obligations and targets.
- 4.6 The Employee will at his request be delegated such powers by the Employer as may in the discretion of the Municipality be reasonably required from time to time to enable him to meet the performance objectives and targets established in terms of this Agreement.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Municipality adopts or introduces for the management of the Municipality and its staff.
- 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 Municipality, 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 on the promotion and implementation of the Key Performance Areas (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 must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and Core Competency Requirements (CCRs) respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee:

Key Performance Areas (KPA's) for Municipal Managers	Weighting
Spatial Rationale	0
Municipal Institutional Development and Transformation	15
Basic Service Delivery	0
Local Economic Development	0
Municipal Financial Viability and Management	15
Good Governance and Public Participation	70
Total	100%

- 5.7 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 be between the employer and the employee and must be considered with due regard to the proficiency level agreed to:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
LEADING COMPETENCIES		
		Weight
Strategic Direction and Leadership	*Impact and Influence. *Institutional Performance Management. *Strategic Planning and Management. *Organizational Awareness.	20
People Management	*Human Capital Planning and Development. *Diversity Management *Employee Relations Management. *Negotiation and Dispute Management.	20
Program and Project Management	*Program and Project Planning and Implementation. *Service Delivery Management. *Program and Project Monitoring and Evaluation.	20
Financial Management	*Budget Planning and Execution. *Financial Strategy and Delivery *Financial Reporting and Monitoring.	20
Change Leadership	*Change Vision and Strategy. *Process Design and Improvement. *Change Impact Monitoring and Evaluation.	
Governance Leadership	*Policy Formulation. *Risk and Compliance Management. *Cooperative Governance.	20
CORE COMPETENCIES		
Moral Competence		
Planning and Organising		
Analysis and Innovation		
Knowledge and information Management		
Communication		
Results and Quality Focus		
Total Percentage		100%

MMY
MB

6. EVALUATING PERFORMANCE

6.1 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 and, where possible, actions agreed.

6.4 The annual performance appraisals must involve:

(a) Assessment of the achievement of results as outlined in the performance plan:

(i) 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.

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

(iii) The applicable assessment rating calculator must then be used to add the scores and calculate a final score.

(b) Assessment of the CCRs

(i) Each CCR should be assessed according to the extent to which the specified standards have been met.

(ii) An indicative rating on the five-point scale should be provided for each CCR

(iii) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.

(iv) The applicable assessment rating calculator must then be used to add the scores and calculate a final CCR score.

Overall Rating

(i) An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisals.

(ii) The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCR's (i.e the following table will be used in determining the payment of the reward):

PERFORMANCE APPRAISAL OF KPA's AND CCRs			
LEVEL	DESCRIPTION	RATING	ASSESSMENT SCORE
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	167
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	133 - 166
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	100 - 132
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieve adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	67 - 99

MMY
MS

PERFORMANCE APPRAISAL OF KPAs AND CCRs			
LEVEL	DESCRIPTION	RATING	ASSESSMENT SCORE
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	0 – 66

6.5 Reward for Performance

6.5.1 The performance bonus will be determined by the Municipal Council based on affordability and the stipulations of the Performance Agreement.

6.5.2 A merit reward for performance in addition to the annual reviewed remuneration will be considered by the Council not later than September under the following conditions:

- a) The payment of the reward will be based on the period under review and result of the performance score.
- b) The amount of the reward will not exceed 14% of the Employee's total remuneration but will be subjected to affordability to the Municipality.
- c) The performance score will be obtained by using the performance plan.
- d) Where external factors have a negative influence on the result of the performance, the Municipality may grant a reward.
- e) The reward if granted, will be paid annually after the compilation of the financial statements and after finalization of the performance appraisal; and
- f) The outcome of the performance appraisal will determine the reward.

% Score	% Bonus
130 - 133.89	5%
133.9 – 137.69	6%
137.7 – 141.49	7%
141.5 - 145.29	8%

MM7
MB

Table 5: Performance Bonus as per percentage final score	
% Score	% Bonus
145.3 – 149.99	9%
150 – 153.49	10%
153.5 – 156.89	11%
156.9 – 160.29	12%
160.2 – 163.69	13%
163.7 – 167	14%

6.6 For purpose of evaluating the annual performance of the Employee, an Evaluation Panel constituted of the following persons may be established –

- (i) The Municipal Manager.
- (ii) A Member of the Executive Committee.
- (iii) Chairperson or relevant delegated member of the Audit Committee; and
- (iv) The mayor and/or Municipal Manager from another Municipality

6.7 The manager responsible for human resources of the municipality or delegated assignee must provide secretariat services to the Evaluation Panel referred to above.

Schedule for Performance Reviews

6.8 The performance of the Employee in relation to his or her performance agreement may be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

- 1st Quarter : July - September 2023
- 2nd Quarter : October – December 2023
- 3rd Quarter : January - March 2024
- 4th Quarter : April - June 2024

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

6.10 Performance feedback must be based on the Employer’s assessment of the Employee’s performance.

6.11 The Employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

6.12 The Employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented, or amended on agreement between both parties.

NIMY
MS

7. OBLIGATIONS OF THE EMPLOYER

The Employer must –

- (1) Create an enabling environment to facilitate effective performance by the employee.
- (2) Provide access to skills development and capacity building opportunities.
- (3) Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee.
- (4) On the request of the employee delegate such powers reasonably required by the employee to enable him or her to meet the performance objectives and targets established in terms of the agreement; and
- (5) Make available to the employee such resources as the employee may reasonably require from time to time to assist him or her to meet the performance objectives and targets established in terms of the agreement.

8. CONSULTATION

8.1 The Employer agrees to consult the Employee timeously where the exercising of the Employer's powers will –

8.1.1 have a direct effect on the performance of any of the Employee's functions.

8.1.2 commit the Employee to implement or to give effect to a decision made by the Executive Committee.

8.1.3 have a substantial financial effect on the Municipality.

8.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in paragraph 8.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

9. MANAGEMENT OF EVALUATION OUTCOMES

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

9.2 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.

9.3 In the case of unacceptable performance, the Employer shall:

- Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

M M-H
M43

- After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the Employer may, subject to compliance with applicable labour legislation, be entitled by notice in writing to the Employee to terminate the Employee's employment in accordance with the notice period set out in the Employee's contract of employment.

10. DISPUTES RESOLUTION


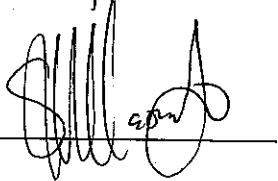
- 10.1 Any disputes about the nature of the Employee's Performance Agreement whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee, or any other person designated by the MEC whose decision shall be final and binding on both parties.
- 10.2 Any disputes about the outcome of the Employee's performance evaluation must be mediated by the MEC for local government in the province within thirty days (30) of receipt of a formal dispute from the employee, or any other person designated by the MEC.
- 10.3 Nothing contained in this Agreement in any way limits the right of the Employer to terminate the Employee's Contract of Employment with or without notice for any other breach by the Employee of his obligations to the Municipality or for any other valid reason in law.

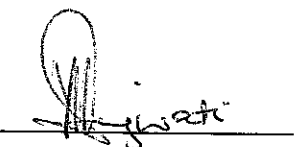
11. GENERAL

- 11.1 The contents of this Agreement and the outcome of any review conducted in terms of Annexure "A" will not be confidential and may be made available to the public by the Municipality, where appropriate.
- 11.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his Contract of Employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 11.3 At the end of the tunnel, the Employee may not be assessed if s/he presents to be in the employ of the Fetakgomo Tubatse Municipality for a period of less than six (06) months.

Signed at BURGERSTADT, Fetakgomo Tubatse Municipality, on this 3RD day of JULY 2023.

AS WITNESSES:

- 1.  _____
- 2.  _____



Acting Director Community Services
Fetakgomo Tubatse Municipality

Signed at Burgosfort, Fetakgomo Tubatse Municipality, on this 31 day of July 2023

AS WITNESSES:

- 1. _____
- 2. _____



Municipal Manager
Fetakgomo Tubatse Municipality

MMY
MS

MMY
MSB

Annexure A: Performance Plan

KPA 2: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT Objective: "To build municipal capacity by way of raising institutional efficiency, effectiveness and competency"									
KPI Weighting	KPI No	KPI	2022/2023 Target	2023/2024 Target	Q1	Q2	Q3	Q4	Portfolio of Evidence
5%	1	% Achievement of departmental targets on Top Layer SDBIP	90% achievement of departmental targets on Top Layer SDBIP	90% achievement of departmental targets on Top Layer SDBIP	90% achievement of departmental targets on Top Layer SDBIP	90% achievement of departmental targets on Top Layer SDBIP	90% achievement of departmental targets on Top Layer SDBIP	90% achievement of departmental targets on Top Layer SDBIP	Audited 2023/2024 SDBIP Quarterly performance Reports
5%	2	% Achievement of departmental targets on Departmental SDBIP	90% achievement of departmental targets on Departmental SDBIP	90% achievement of departmental targets on Departmental SDBIP	90% achievement of departmental targets on Departmental SDBIP	90% achievement of departmental targets on Departmental SDBIP	90% achievement of departmental targets on Departmental SDBIP	90% achievement of departmental targets on Departmental SDBIP	Audited 2023/2024 SDBIP Quarterly performance Reports

MMY
MC

5%	3	% Progress in cascading PMS to level 01(grade 14-18) managers	0%	100% Progress in cascading PMS to level 01(grade 14 -18) managers: *All level 01(grade 14 -18) managers in community development department have signed their performance agreements (50%); managers: * Conducted 2023/2024 Mid - year performance assessment of all levels 01(grade 14 -18) managers (25%); * Conduct 2022/2023 annual performance assessment with all task grade 14 - 18 managers in Community development department	50% progress in cascading PMS to level 01(grade 14 -18) managers: *All level 01(grade 14 -18) managers have signed their performance agreements	N/A	50% Progress in cascading PMS to level 01(grade 14 -18) managers: * Conducted 2023/2024 Mid - year performance assessment of all levels 01(grade 14 -18) managers (25%); * Conduct 2022/2023 annual performance assessment with all task grade 14 - 18 managers in technical services	N/A	Performance agreement of all level one manager; *assessments results of all level one managers
----	---	---	----	---	---	-----	---	-----	--

MMY
M

5%	4	% Cascading Performance Management to other municipal employees	New Project	100% Cascading Performance Management to other municipal employees by 30 June 2024	50% Cascading Performance Management to other municipal employees by 30 September 2023; * All municipal employees in Community Development have been assessed by 30 March 2024 (50%)	N/A	50% Cascading Performance Management to other municipal employees by 30 September 2023; * All municipal employees in Community Development have been assessed by 30 March 2024 (50%)	N/A	Signed Performance Agreement, Assessments results
15%					50% Cascading Performance Management to other municipal employees by 30 September 2023; * All municipal employees in Community Development have signed their 2023/2024 performance agreements (50%)				
KPA 5 : FINANCIAL VIABILITY AND MANAGEMENT OBJECTIVE: "To improve overall municipal financial management"									

MMY
ME

KPI Weighting	KPI No	KPI	2022/2023 Target	2023/2024 Target	Q1	Q2	Q3	Q4	Portfolio of Evidence
5	1	% spending of Departmental budget	70%	100% spending of Departmental budget	25% spending of Departmental budget	50% spending of Departmental budget	75% spending of Departmental budget	100% spending of Departmental budget	S71 Report
5	3	Turnaround time in processing invoice to BTO from date receipt from registry	30 Days	15 days Turnaround time in processing invoice from date receipt from registry	15 days Turnaround time in processing invoice to BTO from date receipt from registry	15 days Turnaround time in processing invoice to BTO from date receipt from registry	15 days Turnaround time in processing invoice to BTO from date receipt from registry	15 days Turnaround time in processing invoice to BTO from date receipt from registry	Register of invoices received and processed
5	4	% Reduction of unauthorized expenditure	New indicator	80% Reduction of unauthorized expenditure	80% Reduction of unauthorized expenditure	80% Reduction of unauthorized expenditure	80% Reduction of unauthorized expenditure	80% Reduction of unauthorized expenditure	SCM report
15%									
KPA 6 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION OBJECTIVE: "To promote a culture of participatory and good governance"									

MNY
MJ

KPI Weighting	KPI No	KPI	2022/2023 Target	2023/2024 Target	Q1	Q2	Q3	Q4	Portfolio of Evidence
5%	1	% implementation of operational Clean Audit strategy	New Project	100% operational Clean strategy implemented by 30 June 2024; * development of AG action plan (25%); *Implementation of at least 25% of its AG plan (25%); *Implementation of the remaining 75% of the AG action plan(50%)	N/A	N/A	50% implementation of operational Clean Audit strategy: * development of AG action plan (25%); *Implementation of at least 25% of its AG plan (25%)	100% implementation of operational Clean Audit strategy: *Implementation of the remaining 75% of the AG action plan(50%)	AG action plan, Progress report on AG action plan and other milestones
5%	2	% Establishment of New Steelpoort landfill site	New Project	25% Establishment of new Burgersfort landfill site 30 June 2024; *submission the Memo for Establishment of New Burgersfort Landfill Site (5%);*Development of Terms of reference for Establishment of New Burgersfort Landfill Site(5%);*Stakeholder Engagement	5% Establishment of new Burgersfort Landfill Site: *Development of Terms of reference for Establishment of New Burgersfort Landfill Site (5%)	5% Establishment of new Burgersfort Landfill Site: *Development of Terms of reference for Establishment of New Burgersfort Landfill Site (5%)	5% Establishment of new Burgersfort Landfill Site: *Stakeholder Engagement on the Establishment of New Burgersfort Landfill Site (5%)	10% Establishment of new Burgersfort Landfill Site: * Finalization of the Report on Establishment of New Burgersfort Landfill Site (10%)	Approved memo; Terms of reference, Stakeholder engagement report, final report on establishment of Steelpoort landfill site

MS

5%	3	% progress in facilitating for Gazetting of Waste Management By-law	0	on the Establishment of New Burgersfort Landfill Site(5%):* Finalization the Report on Establishment of New Burgersfort Landfill Site(10%): 100% Progress in facilitating for Gazetting of Waste Management By-laws by 30 June 2024	50% Facilitation on Gazetting of Waste Management By-laws.* Submission of Memo for Gazetting of Waste Management By-laws (50%)	50% Facilitation on Gazetting of Waste Management By-laws.* Submission of the by-law for gazetting (50%)	N/A	N/A	Approved Memo, Acknowledgement letter from Limpopo Legislature
5%	4	% development of Illegal Dumping, clean-up and eradication strategy	0%	100% development of Illegal Dumping, clean-up and eradication strategy by 30 June 2024: *Submission of Memo for Illegal Dumping & Clean	10% Development of Illegal Dumping, clean-up and eradication strategy: (50%)	15% Development of Illegal Dumping, clean-up and eradication strategy:	35% Development of Illegal Dumping, clean-up and eradication strategy: *Stakeholder engagement	40% Development of Illegal Dumping, clean-up and eradication strategy: *Finalization	Approved memo; Terms of reference, Stakeholder engagement report, final report on illegal

MMT
RJ

5%	5	Conducting of recycling facility feasibility study	3	up and eradication Strategy(10%);*Development of Terms of Reference for Illegal Dumping & Clean up and eradication Strategy (15%);*Stakeholder engagement on Illegal Dumping & Clean Strategy(35%);*Finalization Illegal Dumping & Clean Strategy(40%)	*Submission of Memo for Illegal Dumping & Clean up and eradication Strategy(10%)	*Development of Terms of Reference for Illegal Dumping & Clean up and eradication Strategy (15%)	on Illegal Dumping & Clean Strategy(35%)	Illegal Dumping & Clean Strategy(40%)	Dumping , clean-up and eradication strategy
5%	6	% Development of climate change and adaptation strategy	0%	100% of climate change and adaptation strategy developed by 30 June 2024: *Submission of MEMO for Allocation of the Project to Panel of EAP(10%);* Development of	10% Development of climate change and adaptation strategy: *Submission of MEMO for	15% Development of climate change and adaptation strategy: *Development of Terms of	35% Development of climate change and adaptation strategy: *Stakeholder engagement on the draft Climate Change and	40% Development of climate change and adaptation strategy: Submitted Final Climate Change and adaptation	Approved memo; Terms of reference, Stakeholder engagement report, final report on climate change and

MMY
MD

5%	7	% Development of Air quality monitoring plan	0%	Terms of reference of climate change and adaptation strategy(15%);*Sta keholder engagement on the draft Climate Change and adaptation strategy(35%);* Submitted Final Climate Change and adaptation strategy(40%)	100% Air quality monitoring plan developed by 30 June 2024;*submission MEMO for Allocation of the Project to Panel of EAP(10%);*Develo pment of Terms of reference of Air Quality Monitoring Plan(15%); *Stakeholder engagement on the Draft Air Quality Monitoring Plan(35%);*Submit ted Final Air Quality Monitoring Plan(40%)	Allocation of the Project to Panel of EAP(10%)	reference of climate change and adaptation strategy(15 %)	adaptation strategy (35%)	strategy(40 %)	adaptation strategy	
				15% Progress in Developm ent of Air Quality Monitoring Plan: *Developm ent of Terms of reference of Air Quality Monitoring Plan(15%)	10% Progress in Developm ent of Air Quality Monitoring Plan: *submissi on MEMO for Allocation of the Project to Panel of EAP(10%)	10% Progress in Developm ent of Air Quality Monitoring Plan: *submissi on MEMO for Allocation of the Project to Panel of EAP(10%)	35% Progress in Development of Air Quality Monitoring Plan: *Stakeholder engagement on the Draft Air Quality Monitoring Plan (35%)	35% Progress in Development of Air Quality Monitoring Plan: *Stakeholder engagement on the Draft Air Quality Monitoring Plan (35%)	40% Progress in Developme nt of Air Quality Monitoring Plan: *Submitted Final Air Quality Monitoring Plan (40%)	40% Progress in Development of Air Quality Monitoring Plan: *Submitted Final Air Quality Monitoring Plan (40%)	Approved memo; Terms of reference, Stakeholder engagement report, final report on Air quality monitoring plan

MJ
MMY

5%	8	% Development of Bioregional plan	New Project	100% Bioregional plan developed by 30 June 2024: * Submission of MEMO for Allocation of the Project to Panel of EAP(10%); * Stakeholder Engagement of Bioregional Plan(15%); * Draft Bioregional Plan(35%); * Submitted Final Bioregional Plan(40%)	10% Progress in Development of Bioregional Plan: * Submission of MEMO for Allocation of the Project to Panel of EAP(10%)	15% Progress in Development of Bioregional Plan: * Stakeholder Engagement of Bioregional Plan(15%)	35% Progress in Development of Bioregional Plan: * Draft Bioregional Plan (35%)	40% Progress in Development of Bioregional Plan: * Submitted Final Bioregional Plan(40%)	Compiled refuse removal services report Approved memo; Terms of reference, Stakeholder engagement report, final Bioregional plan
5%	9	% progress in the review of Integrated Waste Management Plan (IWMP)	0%	100% progress in the review of Integrated Waste Management plan (IWMP) by 31 December 2023: * Submission of Integrated Waste Management Plan to Council(50%); * submission of Integrated Waste Management Plan to LEDET(50%)	50% progress in the review of Integrated Waste Management (IWMP): * Submission of Integrated Waste Management Plan to Council(50%)	50% progress in the review of Integrated Waste Management * submission of Integrated Waste Management Plan to LEDET(50%)	N/A	N/A	EXCO submission signed by MM or his/her representative/council resolution, Proof of submission to LEDET,

11/11/17
 ARES

5%	10	# of units receiving weekly refuse removal services	11 500 Units	11 500 units (Households, Business and government facilities) receiving weekly refuse removal services	11 500 units (Households, Business and government facilities) receiving weekly refuse removal services	11 500 units (Households, Business and government facilities) receiving weekly refuse removal services	11 500 units (Households, Business and government facilities) receiving weekly refuse removal services	Refuse removal report
5%	11	# of landfill audits conducted	Internal Landfill audit report	08 Internal Landfill audits conducted by 30 June 2024	02 Internal Landfill audits conducted	02 Internal Landfill audits conducted	02 Internal Landfill audits conducted	Internal Landfill audit report
5%	12		External Land audit report	03 External landfill Audits conducted by 30 June 2024	01 external landfill audits conducted for Burgersfort	N/A	02 External Landfill Audits Conducted for Burgersfort & Malogeng	External Land audit report
5%	13	# of villages in Apel area receiving adhoc waste collection	Waste collection register/report	7 X Adhoc collection of waste in Mohlaletse, Nchabeleng, Strykraal A, Strykraal B, Mashilabele, Apel-	7 X Adhoc collection of waste in Mohlaletse, Nchabeleng, Strykraal A, Strykraal B, Mashilabele, ng.	7 X Adhoc collection of waste in Mohlaletse, Nchabeleng, Strykraal A, Strykraal B, Mashilabele,	7 X Adhoc collection of waste in Mohlaletse, Nchabeleng, Strykraal A, Strykraal B,	Waste collection register/report

MMY
MS

5%	14	% implementation of Audit committee resolution	50% implementation of Audit committee resolution	Mankotsane & Ga-Nkoana	Strykraal A, Strykraal B, Mashilabe la, Apel-Mankotsane & Ga-Nkoana	A, Strykraal B, Mashilabe la, Apel-Mankotsane & Ga-Nkoana	Apel-Mankotsane & Ga-Nkoana	Mashilabe la, Apel-Mankotsane & Ga-Nkoana	
5%	15	% implementation of performance Audit committee resolution	50% implementation of performance Audit committee resolution	100% implementation of performance Audit committee resolution	100% implementation of performance Audit committee resolution	100% implementation of performance Audit committee resolution	100% implementation of performance Audit committee resolution	100% implementation of performance Audit committee resolution	Audit committee resolution register and report
5%	16	% of council resolution relevant to community development department implemented	80% of council resolution relevant to Community development	100% of council resolution relevant to community development department implemented	100% of council resolution relevant to community development department	100% of council resolution relevant to community development department	100% of council resolution relevant to community development department	100% of council resolution relevant to community development department	Performance Audit committee resolution register and report
									Audited Council resolution implementation report

M3
MMH

5%	17	% progress in implementation of Departmental Risks (mitigation)	70% of Departmental Risks mitigated	100% progress in implementation of Departmental Risks (mitigation)	25% progress in implementation of Departmental Risks (mitigation)	50% progress in implementation of Departmental Risks (mitigation)	75% progress in implementation of Departmental Risks (mitigation)	100% progress in implementation of Departmental Risks (mitigation)	Audited risk management report
70%									

MAY
MS

Annexure B: Personal Development Action Plan

Skills/Performance Gap (in order of priority)	Outcomes Expected (measurable indicators)	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity to practice skills or development Area	Support Person

MMH
MS