

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

MIDVAAL LOCAL MUNICIPALITY

AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER

MR. PHUMUDZO MAGODI
ACTING MUNICIPAL MANAGER

AND

MR. SOLLY CAVE
EXECUTIVE DIRECTOR: CORPORATE SERVICES

FOR THE
FINANCIAL YEAR
1 MARCH 2025 – 30 JUNE 2025

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

**MIDVAAL LOCAL MUNICIPALITY
(GT422)**

herein represented by **MR. PHUMUDZO MAGODI** in his capacity as the **ACTING MUNICIPAL MANAGER** (herein after referred to as the Employer or Supervisor)

and

**MR. SOLLY CAVE
EXECUTIVE DIRECTOR: CORPORATE SERVICES**

Employee of the Municipality of **Midvaal** (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 Systems Act as well as the Contract of Employment entered into between the parties;

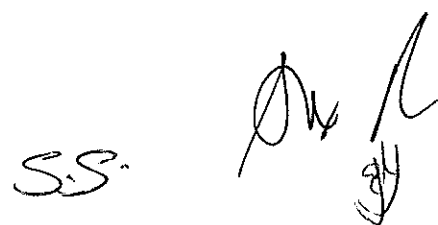
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4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) as 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 the consultation with the Employee and based on the Integrated Development Plan and the Budget of the Employer and shall include:
 - 1. Key Objectives;
 - 2. Key Performance Indicators;
 - 3. Target Dates;
 - 4. 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 Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the Performance Management System that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the Performance Management System will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the Performance Management System as applicable to the Employee.

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6. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

The Employee agrees to participate in the **Performance Management and Development System** that the Employer adopts.

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 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.
- 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
- 6.2.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.2.3 KPA's covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.
- 6.3 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
KPA 1: Good Governance	7
KPA 2: Safety & Healthy Environments	
KPA 3: Community Development	
KPA 4: Institutional Transformation	36
KPA 5: Financial Sustainability	25
KPA 6: Infrastructure & Sustainable Living Environments	
KPA 7: Communication & Customer Care	32
KPA 8: Economic Growth & Spatial Transformation	
Total	100 %

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6.4 The CMC's will make up to the other 20% of the Employee's assessment score.

6.5 Local Government: Competency Framework for Senior Managers

(Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, Government Gazette 37245 dated 17 Jan 2014)

In this framework:

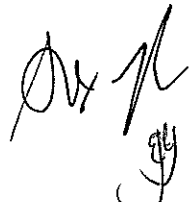
"core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and

"leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

6.6 Competency Framework

1. This competency framework replaces Regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice 805) as published in Government Gazette 29089 dated 1 Aug 2006.
2. A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:
 1. Critical leading competencies that drive the strategic intent and direction of local government;
 2. Core competencies which senior managers are expected to possess and which drive the execution of the leading competencies; and
 3. The eight Batho Pele principles.
3. The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
4. The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.
5. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

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6. The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are:

- Recruitment and Selection,
- Learning and Development,
- Succession Planning; and
- Promotion.

7. The competencies that appear in the competency framework are detailed below:

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)		
LEADING COMPETENCIES		WEIGHT
1. Strategic Direction & Leadership	• Impact & Influence • Institutional Performance Management • Strategic Planning & Management • Organisational Awareness	10%
2. People Management	• Human Capital Planning & Development • Diversity Management • Employee Relations Management • Negotiation & Dispute Management	15%
3. Program & Project Management	• Program & Project Planning & Implementation • Service Delivery Management • Program & Project Monitoring & Evaluation	20%
4. Financial Management	• Budget Planning & Execution • Financial Strategy & Delivery • Financial Reporting & Monitoring	15%
5. Change Leadership	• Change Vision & Strategy • Process Design & Improvement • Change Impact Monitoring & Evaluation	5%
6. Governance Leadership	• Policy Formulation • Risk & Compliance Management • Co-operative Governance	5%
CORE COMPETENCIES		
1. Moral Competence		5%
2. Planning & Organising		5%
3. Analysis & Innovation		5%
4. Knowledge & Information Management		5%
5. Communication		5%
6. Results & Quality Focus		5%
Total Percentage		100 %

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- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The evaluation of the Employee's performance will form the basis for evaluating performance or correcting unacceptable performance.
- 12.2 The Employee's performance will be evaluated on the basis as provided for in the Municipal Performance Regulations.
- 12.3 In the case of Unacceptable Performance, the Employer shall:
- 12.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his/her performance; and
 - 12.3.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his/her duties.

13. DISPUTE RESOLUTION

- 13.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by:
- 13.1.1 The Member of the Executive Council for Local Government in Gauteng (MEC) within Thirty (30) days of receipt of a formal dispute from the Employee; or
 - 13.1.2 Any other person appointed by the MEC.
- 13.2 In the event that the mediation process contemplated above fails, Clause 19.3 of the Contract of Employment shall apply.

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14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure "A" may be made available to the public by the Employer.
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus, done and signed at Meyerton on this 30 day of April 2025.

AS WITNESSES:

1. Gled Gwender
2. [Signature]

[Signature]
MR. SOLLY CAVE
EXECUTIVE DIRECTOR:
CORPORATE SERVICES

AS WITNESSES:

1. Gled Gwender
2. [Signature]

[Signature]
MR. PHUMUDZO MAGODI
ACTING MUNICIPAL MANAGER

[Signature]

PERFORMANCE PLAN

Entered into by and between

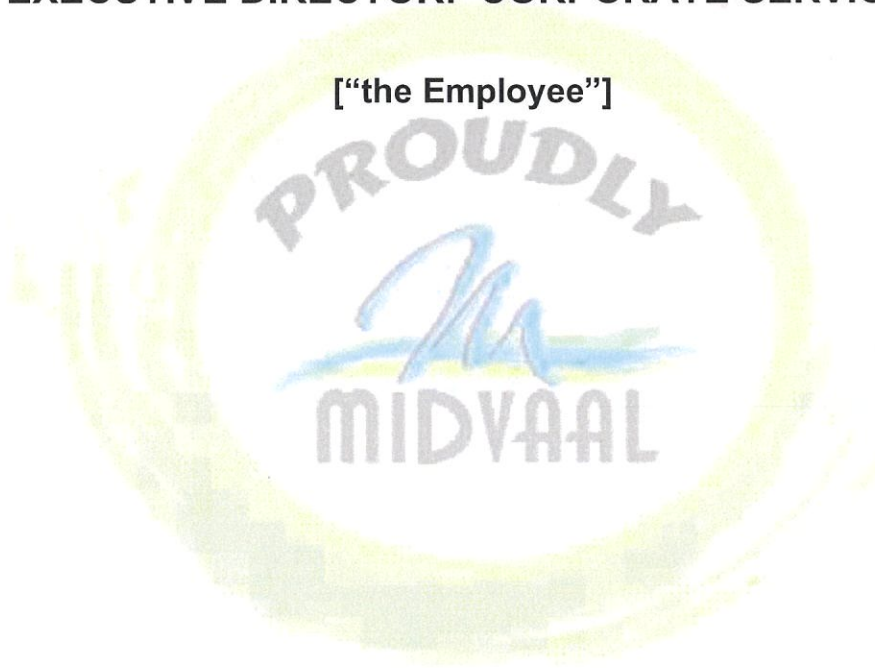
**MR. PHUMUDZO MAGODI
ACTING MUNICIPAL MANAGER**

["the Employer"]

and

**MR. SOLLY CAVE
EXECUTIVE DIRECTOR: CORPORATE SERVICES**

["the Employee"]



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1. Purpose

The Performance Plan defines the Council's expectations of the **EXECUTIVE DIRECTOR: CORPORATE SERVICES** (position) Performance Agreement to which this document is attached and Section 57(5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the Key Performance Indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following Strategic Objectives of Midvaal Local Municipality will inform the Executive Director: Corporate Services (position) performance against set performance indicators:

1. To promote increased participation and improved communication with all key internal and external stakeholders
2. To create a sustainable environment safe from harm
3. To create an environment focused on uplifting the youth, the poor and the most vulnerable
4. To transform and align the people, processes and systems of the municipality to achieve its objectives
5. To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements
6. To ensure efficient infrastructure and energy supply that will improve the quality of life of the community
7. To deliver inclusive and excellent services to the community
8. To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organizational Development.
- 3.2 Infrastructure Development and Service Delivery.
- 3.3 Local Economic Development.
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

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4. Midvaal Local Municipality's Key Performance Areas (KPA's) as defined in the Integrated Development Plan (IDP):

KPA 1 Good Governance

To promote increased participation and improved communication with all key internal and external stakeholders

KPA 2 Safe & Healthy Environments

To create a sustainable environment safe from harm

KPA 3 Community Development

To create an environment focused on uplifting the youth, the poor and the most vulnerable

KPA 4 Institutional Transformation

To transform and align the people, processes and systems of the municipality to achieve its objectives

KPA 5 Financial Sustainability

To improve the financial sustainability and capacity of the municipality, whilst adhering to statutory requirements

KPA 6 Infrastructure & Sustainable Living Environments

To ensure efficient infrastructure and energy supply that will improve the quality of life of the community

KPA 7 Communication & Customer Care

To deliver inclusive and excellent services to the community

KPA 8 Economic Growth & Spatial Transformation

To facilitate sustainable economic empowerment for all communities within Midvaal and through the development of partnerships and innovation

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KPA 1 Good Governance	KPA 2 Safe & Healthy Environments	KPA 3 Community Development	KPA 4 Institutional Development	KPA 5 Financial Stability	KPA 6 Infrastructure & Sustainable Living Environments	KPA 7 Communications & Customer Care	KPA 8 Economic Growth & Spatial Transformation
KFA 1 Governance Structures	KFA 5 Safety & Security	KFA 9 Parks, Sports & Recreation	KFA 13 Human Resources & Skills Development	KFA 17 Financial Management	KFA 21 Electricity, Energy Efficiency & Renewable Energy	KFA 27 Communications & Marketing	KFA 29 Municipal Planning & Built Environment
KFA 2 Risk Management	KFA 6 Emergency Services	KFA 10 Libraries, Arts, Culture & Special Programmes	KFA 14 Monitoring & Evaluation & Performance Management	KFA 18 Revenue Management	KFA 22 Roads & Stormwater Infrastructure	KFA 28 Customer Relations	KFA 30 Spatial Planning & Investment
KFA 3 Stakeholder Participation	KFA 7 Disaster Management	KFA 11 Health, Early Childhood Development & Social	KFA 15 Information Technology	KFA 19 Supply Chain Management	KFA 23 Water & Sanitation Infrastructure		KFA 31 Local Economic Development
KFA 4 Inter-governmental Relations	KFA 8 Environmental Health	KFA 12 Cemeteries & Crematoria	KFA 16 Policies, Processes & Procedures	KFA 20 Assets, Equipment & Fleet Management	KFA 24 Solid Waste Management		
					KFA 25 Project Management & Public Facilities		
					KFA 26 Climate Change Adaptation & Mitigation		

ANNEXURE D - REVIEWED MEASURABLE PERFORMANCE OBJECTIVES

PER DEPARTMENT	RESPONSIBLE DEPARTMENT	KPI	KPA	KPA DESCRIPTION	KFA	KFA DESCRIPTION	KEY PERFORMANCE INDICATOR (KPI) 2024/2025	DEFINITION	WEIGHTINGS	PERFORMANCE MATRIX	REVIEWED SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN			
											2024/2025			
											Q1	Q2	Q3	Q4
											TARGET (Q1)	TARGET (Q2)	TARGET (Q3)	TARGET (Q4)
1	CORP	KPI 014.3	KPA 5	Financial Stability	KFA 19	Supply Chain Management	(NKPI - 3) - The percentage of a municipality's capital budget actually spent on capital projects, identified for a particular financial year, in terms of the municipality's IDP	Accumulative actual percentage expenditure incurred on other departmental funding resources (own and any other sources) (all line items on capital budget), excluding fiscal dumping	20	3 = 90% 4 = 90.1% - 94.99% 5 = 95.1% - 100%	15%	40%	75%	90%
2	CORP	KPI 018	KPA 7	Communications & Customer Care	KFA 27	Communications & Marketing	Number of events arranged per approved year planner, quarterly	(1) Council Events Year Planner (Council, Mayoral & Departmental Events) signed off by Head of Department by 15 Jul 2024 post submission at the Events Committee (2) Year Planner approved by Mayoral Committee by 31 Jul 2024 (3) Evidence of execution of Events Year Planner for approved Council related events (4) Event Sponsor confirmation of event conformance to agreed sponsor brief (Closure Report signed off by the Municipal Manager or identified sponsor)	15	3 = Mayoral Committee approval, Head of Department sign off and 1 (one) planned quarterly event arranged plus sponsor conformance confirmation 4 = 1 (one) planned quarterly event arranged plus 1 (one) ad hoc (Council, Mayoral or Departmental Event) arranged plus sponsor conformance confirmation 5 = 1 (one) planned quarterly event arranged plus 2 (two) ad hoc (Council, Mayoral or Departmental Event) arranged plus sponsor conformance confirmation	1	1	1	1
3	CORP	KPI 019	KPA 1	Good Governance	KFA 04	Inter-governmental Relations	Number of Mayoral Committee reports on formalised Inter-governmental Relations (IGR) Fora meetings attended, quarterly	(1) Report submitted to Mayoral Committee to reflect (1.1) Type of meeting (1.2) Purpose of the Meeting (1.3) Department (1.4) Delegate attended (2) Report submitted into reporting cycle within one month after the end of the quarter (3) Proof of submission into reporting cycle = signature and date receipt by Committees	2	3 = Outcome report submitted into reporting cycle as per indicator definition, quarterly	1	1	1	1

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4	CORP	KPI 020.2	KPA 1	Good Governance	KFA 01	Governance Structures	Percentage findings addressed on OPCA Plan	(1) OPCA Plan (2023/2024) for external audit findings approved by the Municipal Manager on 31 Dec 2024 addressed (2) Addressed findings signed off by internal audit by 30 Jun 2025	3	3 = 95% external findings addressed and signed off by internal audit by 30 Jun 2025 4 = 98% external findings addressed and signed off by internal audit by 30 Jun 2025 5 = 100% external findings addressed and signed off by internal audit by 30 Jun 2025	-	-	-	95%
5	CORP	KPI 021	KPA 4	Institutional Development	KFA 15	Information Technology	Average percentage compliance to baseline turn-around time to attend to calls logged via the ICT Help Desk, per month	(1) ICT Service Desk Report signed off by the Director: ICT by the 10 th working day monthly wherein compliance to the baseline reaction time to calls is reported, i.e. Number of calls logged, attended to within/outside time limit reported, not to exceed target (2) Service Desk Report to include averaged customer satisfaction rating, monthly	12	3 = 85% - 90% 4 = 90.1% - 95% 5 = 95% and above plus 70% satisfaction level	85%	85%	95%	95%
6	CORP	KPI 022	KPA 4	Institutional Development	KFA 16	Policies, Processes & Procedures	Report status quo of Council's policies to Council	(1) Report to Council = Register of all existing policies categorised as follows: Policies requiring (a) annual review (b) review within 36 months (c) review once within the term of office (d) withdrawn policies (2) Conduct policy workshops as follows: (2.1) Financial Policies (30 Mar - draft and submit final policies to Council by 30 May 2025) (2.2) Non-financial policies (draft) by 30 April and submit final report into the reporting cycle to Council by 30 Jun 2025	2	3 = Conformance to the definition	-	-	-	1
7	CORP	KPI 023	KPA 4	Institutional Development	KFA 16	Policies, Processes & Procedures	Number of average working days litigation actions is assessed	Legal & Property Action Register reflecting turn-around time to be within 7 working days (as per court rules, i.e. first day out and last day in, excluding weekends and public holidays) = Date of receipt by Legal Section vs date assessed (determination of legal process to be followed)	3	3 = 7 working days 4 = 6 working days 5 = 5 working days and less	7	7	7	7

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8	CORP	KPI 076	KPA 4	Institutional Development	KFA 16	Policies, Processes & Procedures	Number of reports on critical emerging/current litigation matters reported to the Mayoral Committee (In Committee) quarterly	(1) Report to Mayoral Committee In-Committee on critical emerging or current litigation matters (exceeding R500 000.00 in value), impacting the municipality (2) Report submitted to the Municipal Manager within 10 working days after the end of the quarter (3) Proof of Receipt by the Municipal Manager	2	3 = Report submitted into reporting cycle (Confidential - only to Mayoral Committee) as per indicator definition	1	1	1	1
9	CORP	KPI 025	KPA 7	Communications & Customer Care	KFA 28	Customer Relations	Number of Customer Care Complaints reports submitted to Mayoral Committee quarterly	(1) Distribute Monthly Customer Care complaints report to Heads of Department by the 10th working day monthly (2) Report the consolidated Customer Care complaints report to the Mayoral Committee quarterly (3) Report submitted into the reporting cycle within 15 working days after the end of the quarter (4) Proof of quarterly submission into the reporting cycle	15	3 = Customer Care Complaints report distributed monthly by the 10th working day 4 = (3) above plus quarterly analysis report to Mayoral Committee 5 = (3) and (4) above plus annual analytical report included in the Annual Report	1	1	1	1
10	CORP	KPI 026	KPA 7	Communications & Customer Care	KFA 27	Communications & Marketing	Percentage compliance to the requirements of Section 75 (MFMA) in terms of the Website updating monthly	(1) Website updated within 5 working days after date of the Council Resolution (2) Monthly Section 75 MFMA Compliance Checklist signed-off by the Executive Director: Corporate Services within 5 working days, after end of each month	2	3 = Website updated as per indicator definition	100%	100%	100%	100%
11	CORP	KPI 027	KPA 1	Good Governance	KFA 03	Stakeholder Participation	Number of Ward Committee meetings arranged annually	(1) Meetings arranged according to Council approved Annual Year Planner (2) Ward Committee meeting represents either establishment or ordinary meeting chaired by the Speaker or Ward Councillor	2	3 = Meetings arranged as per indicator definition	15	15	15	15
12	CORP	KPI 028	KPA 4	Institutional Development	KFA 13	Human Resources & Skills Development	(NKPI - 6) - Percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan (WSP)	Accumulative percentage of municipal budget allocated for training viz % spent reported as per the Solar print-out on Vote (All expenditure to include VAT) and signed off by Director	3	3 = 90% - 91.99% 4 = 92% - 94.99% 5 = 95% and above	-	-	-	90%

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13	CORP	KPI 029	KPA 4	Institutional Development	KFA 13	Human Resources & Skills Development	(NKPI - 5) - Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved Employment Equity Plan	Report (2024) submitted into reporting cycle by Jan 2025, signature and date of Committee Clerk, to Mayoral Committee, on verified number of appointed staff on the 3 highest levels (Section 56/57, Directors & Deputy Director) as per the municipality's Annual Employment Equity Plan	2	3 = Report submitted into reporting cycle as per indicator definition	-	-	1	-
14	CORP	KPI 067	KPA 4	Institutional Development	KFA 15	Information Technology	Source, procure and implement systems to enhance service delivery and address OPCA findings	Quarterly progress report on implementation of Payroll System to the Head of the Department 10 working days after the end of the quarter	12	3 = Implementation and functional system as per Executive Director: Corporate Services approved plan 4 = (3) plus system availability is 95% 5 = (3 + 4) plus system implemented and functional before the planned deployment date	-	-	-	1
15	CORP	KPI 071.1	KPA 5	Financial Stability	KFA 19	Supply Chain Management	Procurement Plan signed off by the Head of Department by 31 Jul 2024	Procurement Plan signed off by the Head of Department by 31 Jul 2024	3	3 = Procurement Plan signed off by 31 Jul 2024	1	-	-	-
16	CORP	KPI 073.6	KPA 5	Financial Stability	KFA 19	Supply Chain Management	Percentage compliance to complete and submit bid specifications quarterly	(1) Completed bid specifications signed off by Head of Department and submitted to Bid Specifications Committee: (1.1) Procurement Plan (1.2) Signature by Head of Department (1.3) Proof of submission to Bid Specifications Committee (copy of agenda)	2	3 = 90% 4 = 91.1% - 94.99% 5 = 95% and higher	25%	50%	90%	100%



PERSONAL DEVELOPMENT PLAN (PDP)

ENTERED INTO BY AND BETWEEN:

MIDVAAL LOCAL MUNICIPALITY

AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER

**MR. PHUMUDZO MAGODI
ACTING MUNICIPAL MANAGER
[“the Employer”]**

and

**MR. SOLLY CAVE
EXECUTIVE DIRECTOR: CORPORATE SERVICES
[“the Employee”]**

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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.

2. A Municipality should follow an integrated approach to Human Resource Management, that is:

- (a) Human Resource development forms and integral part of human resource planning and management.
- (b) In order for 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 and career pathing.
- (c) To ensure the necessary linkage with performance management, the Performance Management and Development System provides for the Personal Development Plans of employees to be included in their annual performance agreements. Such approach will also ensure the alignment of individual performance objectives to the Municipality's Strategic Objectives, and that training and development needs can be identified through performance management and appraisal.
- (d) Career-pathing ensures that employees are placed and developed in jobs according to aptitude and identified potential. Through training and development, they can acquire the necessary competencies to prepare for future positions. A Comprehensive Competency Framework and Profile for Municipal Managers are attached and these should be linked to relevant registered unit standards to specifically assist in compiling Personal Development Plans in consultation with their managers.
- (e) 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.

3. The aim of the compilation of Personal Development Plans is to identify, prioritise and implement training needs

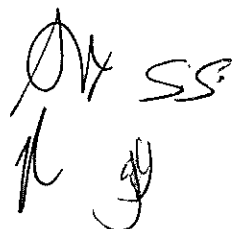
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4. Compiling the Personal Development Plan attached as Appendix

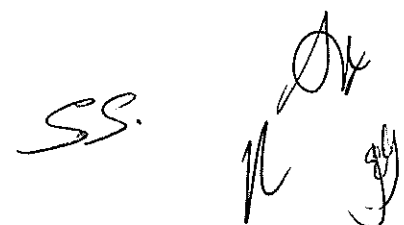
- (a) Competency assessment instruments, which are dealt with more specifically in Appendix 1 and 2, should be established to assist with the objective assessment of employees' actual competencies against their job specific competency profiles and managerial competencies at a given period in time with the purpose of identifying training needs or skills gap.
- (b) The competency framework and profiles and relevant competency assessment results will enable a manager, in consultation with his/her employee, to compile a Personal Development Plan. The identified training needs should be entered into Column 1 of Appendix 1, entitled Skills/Performance Gap.

The following should be carefully determined during such a process:

- (i) Organisational needs, which include the following:
 - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
 - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.
 - Specific competency gaps as identified during the probation period and performance appraisal of the employee.
- (ii) Individual training needs that are job / career related.
- (c) Next, the prioritization of the training needs [1 to ...] should be listed 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 be 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.
- (d) Consideration must then be given to the expected outcomes, to be listed in Column 2 of Appendix 1, so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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- (e) 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 should be listed in Column 3 of Appendix 1, entitled: Suggested training and/or development activity in line with the National Qualifications Framework, 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 and registered with the South African Qualifications Authority that are in line with the skills gap and expected outcomes identified. Unit standards usually have measurable assessment criteria to determine achieved competency.
- (f) 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.
- (g) Column 4 of Appendix 1: The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on service 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.
- (h) The suggested timeframes (Column 5 of Appendix 1) enable managers to effectively plan for the annum so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- (i) Work opportunity created to practice skill/development areas, in Column 6 of Appendix 1, further ensures internalization 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).
- (j) The final column, column 7 of Appendix 1, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.

The block contains two handwritten signatures. On the left is a signature that appears to be 'SS.' and on the right is a more complex signature that appears to be 'N. J.'.

MIDVAAL LOCAL MUNICIPALITY

MINUTES OF THE 2ND ORDINARY MEETING OF 2025 HELD ON THURSDAY,
27 FEBRUARY 2025 AT 14:00 IN THE MEYERTON TOWN HALL

C 3475/02/2025
SMC A/6515/02/2025

**9.A.23 [FS]: ADJUSTED CAPITAL AND OPERATING BUDGETS OF COUNCIL –
2024/2025 FINANCIAL YEAR**

5/1/1 2024/2025

COMPETENCY: COUNCIL

IT WAS UNANIMOUSLY RESOLVED:

1. That the report on the adjustments budget for the 2024/2025 financial year be noted.
2. That the 2024/2025 Budget be adjusted as allowed for in the MFMA Municipal Budget and Reporting Regulations.
3. That the Measurable Performance Objectives be amended as contained in the annexure to this report.

Approved

Cllr. A.R. McLoughlin

Date: 27/03/2025