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FINANCIAL YEAR: 1 JULY 2021 - 30 JUNE 2022

FOR THE

**THE EMPLOYEE OF THE MUNICIPALITY
DIRECTOR: CORPORATE SERVICES**

OXFORD SPHAMDLA MNGUNI

AND

SITHEMBISO BLESSING MTHEMBU

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

MADE AND ENTERED INTO BY AND BETWEEN:

PERFORMANCE AGREEMENT

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Nquthu Local Municipality, herein represented by Sithembiso Blessing Mthembu in his capacity as the Municipal Manager (hereinafter referred to as the **Employer**)

and

Sphamandla Mnguni - 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"), as amended. The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

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

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;

2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Municipality;

2.3 Specify accountabilities as set out in a Performance Plan, which forms an annexure to the performance agreement;

2.4 Monitor and measure performance against set targeted outputs;

2.5 Use the Performance Agreement as the basis for assessing whether the Employee has met the performance expectations applicable to his or her job;

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2.6 In the event of outstanding performance, to appropriately reward the Employee; and

2.7 give effect to the Employer's commitment to a performance-orientated relationship with its Employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 01 July 2021 and will remain in force until 30 June 2022 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.

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Total	100
Financial Management and Viability	09
Local Economic Development	16
Service Delivery and Infrastructure Development	03
Cross Cutting	18
Good Governance and Public Participation	22
Municipal Institutional Development and Transformation	32
Key Performance Areas (KPA's)	Weighting

- 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 KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:
- 5.5.3 KPAs covering the main areas of work will account for 80% and Leading and Core Competencies will account for 20% of the final assessment.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Leading and Core Competencies.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist on components contained in this Performance Agreement.
- 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.
- 5.3 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.
- 5.2 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.
- 5.1 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 PERFORMANCE MANAGEMENT SYSTEM
- 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.

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- (a) The leading and core competencies 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 the leading and core competencies.
- (c) This rating should be multiplied by the weighting given to each leading and core competencies during the contracting process, to provide a score.

6.5.2 Assessment of the Leading and Core Competencies

- (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.

Plan:

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

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 6.5 The Annual Performance Appraisal will involve:

6. EVALUATING PERFORMANCE

- 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 Leading and Core Competencies will make up the other 20% of the Employee's assessment, and are indicated on Annexure A of the attached Performance Plan.

(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate the leading and core competencies final score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPAs, leading and core competencies.

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Meet & exceed all standards	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.					
4	Meet all & exceed some standards	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					
3	Meet all the standards	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					

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- 6.7 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Mayor;
 - 6.7.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
 - 6.7.3 Member of the Executive Committee or in respect of a plenary type Municipality, another member of council;
 - 6.7.4 Mayor and/or Municipal Manager from another Municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Mayor.
- 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 Executive Committee or in respect of a plenary type Municipality, another member of council; and
 - 6.8.4 Municipal Manager from another Municipality.

Level	Terminology	Description	Rating
1	Not meeting the standards	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against 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
2	Meet some of the standards	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
			3
			4
			5

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 2021
Second quarter	:	October – December 2021
Third quarter	:	January – March 2022
Fourth quarter	:	April – June 2022

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

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

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the Performance Management System is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

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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 of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

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 his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the Employee; or

12.1.2 Any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal

dispute from the employee; whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

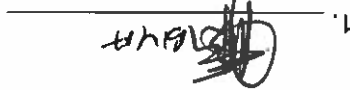
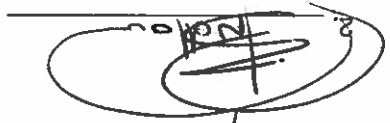
13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.

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

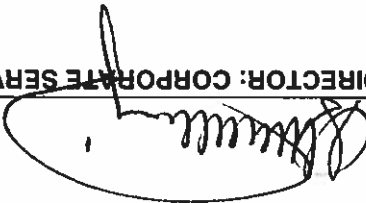
Thus done and signed at Norwich on this the 19 day of July 2021

AS WITNESSES:

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AS WITNESSES:

1. A.N. Makhunga
2. Thobekiso Mphahlele
MUNICIPAL MANAGER


DIRECTOR: CORPORATE SERVICES

ME: Sign A-N.

PERFORMANCE PLAN
DIRECTOR CORPORATE AND COMMUNITY SERVICES
NQUTHU LOCAL MUNICIPALITY
2021/2022

This plan defines the Council's expectations of the Director Corporate and Community Services in accordance with the performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (as representative of Council).

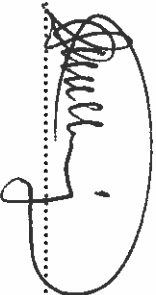
There are 6 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Score card detailing functional key performance areas (KPA's) and their related performance indicators, weightings and target dates.
4. Competency Framework
5. Consolidated score sheet (Performance Assessment Calculator)
6. Link to reward

The period of this plan is from 1 July 2021 to 30 June 2022.


Signed and accepted by the

Director Corporate and Community Services (DCCS).....

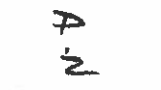




Date: 19-07-21

Signed by the **Municipal Manager** on behalf of Council.....



Date: 19-07-21

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ANNEXURE A

1. POSITION PURPOSE

To perform all the duties and functions of the Director Corporate and Community Services (DCCS) as required by the relevant legislation or reasonably stipulated by the Municipal Manager (MM), to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Director Corporate and Community Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Director Corporate and Community Services .

2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The Municipal Manager may request input from agendas, minutes and "customers" on the DCCS's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the DCCS's performance since they have worked closely with him on some or all aspects of his job.
3. The MM to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 3 (KPA scorecard below). Achievements to be reported on cumulatively.
4. The DCCS to provide a rating for herself for the final evaluation session against the agreed objectives in the column provided in the KPA scorecard record.
5. The DCCS and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the DCCS scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the DCCS's performance against agreed objectives as a result of portfolio of evidence and/or comments and "customer" input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the DCCS will be based on the following rating scale for KPAs:

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ANNEXURE A

Outstanding Performance	Performance far exceeds the standard expected of the DCCS at this level. The appraisal indicates that the DCCS 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
Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the DCCS 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
Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the DCCS has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
Performance 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 DCCS 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
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the DCCS has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DCCS 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

10. The assessment of the performance of the DCCS on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
11. The Municipal Manager and the DCCS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
12. The Municipal Manager and DCCS to set new objectives, targets, performance indicators, weightings and dates etc for the following financial year. Performance targets can be revised during the year, if required, only by mutual agreement between the parties.
13. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

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3. KEY PERFORMANCE AREA SCORECARD

COMPONENT 3: QUARTERLY PROGRESS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS FOR EACH VOTE
 MONTHLY LOCAL MUNICIPALITY - SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021/2022

ANNUAL PERFORMANCE PLAN
 DIRECTOR CORPORATE AND COMMUNITY SERVICES

ANNEXURE A

Code	Project/Initiative	Strategic Objective	Key Performance Indicator	Target	Actual	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year	Portfolio of Indict	Responsible Department
<p>3.1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION 3.1.1: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION 3.1.2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION 3.1.3: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION</p>												

C3.1.3	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Percentage of municipality's budget spent on implementing the Strategic Management Plan (SMP)	COB-01	5	100%	4000000	100%	100%	100%	100%	Feedback Report	Corporate
C3.1.3	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Percentage of municipality's budget spent on implementing the Strategic Management Plan (SMP)	COB-02	3	100%	100%	100%	100%	100%	100%	Feedback Report	Corporate
C3.1.3	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Percentage of municipality's budget spent on implementing the Strategic Management Plan (SMP)	COB-03	5	100%	100%	100%	100%	100%	100%	Feedback Report	Corporate
C3.1.3	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Percentage of municipality's budget spent on implementing the Strategic Management Plan (SMP)	COB-04	4	100%	100%	100%	100%	100%	100%	Feedback Report	Corporate
C3.1.3	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Percentage of municipality's budget spent on implementing the Strategic Management Plan (SMP)	COB-05	3	100%	100%	100%	100%	100%	100%	Feedback Report	Corporate
C3.1.3	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Percentage of municipality's budget spent on implementing the Strategic Management Plan (SMP)	COB-06	4	100%	100%	100%	100%	100%	100%	Feedback Report	Corporate
C3.7	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of Performance/COB reports submitted and discussed by Departmental Managers	AL101	3	100%	100%	100%	100%	100%	100%	COB Report and Minutes	AM
C3.7	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of Performance/COB reports submitted and discussed by Departmental Managers	COB-08	5	100%	100%	100%	100%	100%	100%	Signed Report	Corporate

Code	Project/Initiative	Strategic Objective	Key Performance Indicator	Target	Actual	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year	Portfolio of Indict	Responsible Department
<p>3.2: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.1: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.2: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.3: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.4: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.5: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.6: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.7: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.8: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.9: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.10: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.11: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.12: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.13: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.14: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.15: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.16: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.17: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT 3.2.18: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT</p>												

C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-11	4	100%	100%	100%	100%	100%	100%	Signed Report and Minutes	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-12	4	100%	100%	100%	100%	100%	100%	Signed Report	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-13	4	100%	100%	100%	100%	100%	100%	Attendance Register	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-14	4	100%	100%	100%	100%	100%	100%	Attendance Register	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-15	3	100%	100%	100%	100%	100%	100%	Signed Declaration Form	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-16	4	100%	100%	100%	100%	100%	100%	Signed Declaration Form	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-17	4	100%	100%	100%	100%	100%	100%	Attendance Register	Corporate
C2.4	To ensure an effective municipal management system by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP) by ensuring the implementation of the Strategic Management Plan (SMP)	Number of local economic and social development projects implemented	COB-18	3	100%	100%	100%	100%	100%	100%	Attendance Register	Corporate

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Effective implementation of the municipal waste management plan	Rate of response on all items and the amount from district teams	Number of reports to Council published from 1st meeting	COMB 19	4	N/A	N/A													Reports to Council	Corporate
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OP4: FINANCIAL MANAGEMENT AND QUALITY
COMB GOAL 10: GOVERNANCE AND POLICY

To ensure effective governance of the municipality through the procurement plan	Ensure that the municipality receives the procurement plan	Percentage of procurement plan implemented	ALL 02	1	1	N/A													Signed and Printed report	Nil
To ensure improved debt management	Ensure that the municipality receives the procurement plan	Percentage of procurement plan implemented	ALL 03	1	N/A	N/A													Nil Report	Nil
To ensure improved financial management	Ensure proper budget implementation and that expenditure is recorded in accordance with the standards	Percentage of financial expenditure recorded	ALL 04	1	N/A	N/A													Expenditure Report	Nil

OP4: CROSS CUTTING

OP4: GOAL 3: ENVIRONMENTAL SUSTAINABILITY, GOAL 6: GOVERNANCE AND POLICY AND GOAL 7: SOCIAL EQUITY																								
To ensure that the municipality receives the procurement plan	Ensure that the municipality receives the procurement plan	Percentage of procurement plan implemented	COMB 20	3	Nil	11115 District Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Signed and Printed Report	Corporate			
				4	0%	12119 Lighting Conductors	64%	20%	13%	1%	0%	14%	14%	14%	14%	14%	14%	14%	14%	14%	Signed and Printed Report	Corporate		
				4	0%	5615 Awareness campaigns	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
				3	N/A	N/A	4%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
To ensure water lead rods		Maximum enforcement of road by 1st Dec	COMB 24	4	48	N/A														100	Corporate			

ANNEXURE A

4. **COMPETENCY FRAMEWORK FOR THE DIRECTOR CORPORATE AND COMMUNITY SERVICES (CCR)** (Refer to Competency Framework Assessment Sheet)

The Competency Framework will be attached separately to this Performance Plan

5. **CONSOLIDATED SCORE (Refer to Performance Assessment Rating Calculator)**

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

6. **LINK TO REWARD**

The DCCS's performance will be rewarded in accordance with Section 10 of the Performance Contract. (Regulation 32 (2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.)

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Schedule 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS
[Sch. 2 amended by s. 29 of Act No. 44 of 2003.]

Wording of Sections

1. Definitions. — In this Schedule "partner" means a person who permanently lives with another person in a manner as if married.

General conduct

2. A staff member of a municipality must at all times—

- (a) loyally execute the lawful policies of the municipal council;
- (b) perform the functions of office in good faith, diligently, honestly and in a transparent manner;
- (c) act in such a way that the spirit, purport and objects of section 50 are promoted;
- (d) act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
- (e) act impartially and treat all people, including other staff members, equally without favour or prejudice.

Commitment to serving the public interest

3. A staff member of a municipality is a public servant in a developmental local system, and must accordingly—

- (a) implement the provisions of section 50 (2);
- (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
- (c) promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
- (d) obtain copies of or information about the municipality's integrated development plan, and as far as possible within the ambit of the staff member's job description, seek to

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implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator;

(e) participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

Personal gain

4. (1) A staff member of a municipality may not—

(a) use the position or privileges of a staff member, or confidential information obtained as a staff member, for private gain or to improperly benefit another person; or

(b) take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.

(2) Except with the prior consent of the council of a municipality a staff member of the municipality may not—

(a) be a party to a contract for—

(i) the provision of goods or services to the municipality; or

(ii) the performance of any work for the municipality otherwise than as a staff member;

(b) obtain a financial interest in any business of the municipality; or

(c) be engaged in any business, trade or profession other than the work of the municipality.

Disclosure of benefits

5. (1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member, acquired or stands to acquire any direct benefit from a contract concluded with the municipality, must disclose in writing full particulars of the benefit to the council.

(2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.

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Unauthorised disclosure of information

- 6.(1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person.

(2) For the purpose of this item "privileged or confidential information" includes any information—

(a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;

(b) discussed in closed session by the council or a committee of the council;

(c) disclosure of which would violate a person's right to privacy; or

(d) declared to be privileged, confidential or secret in terms of any law.

(3) This item does not derogate from a person's right of access to information in terms of national legislation.

Undue influence

7. A staff member of a municipality may not—

(a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;

(b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or

(c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

Rewards, gifts and favours

8.(1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for—

(a) persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;

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- (b) making a representation to the council, or any structure or functionary of the council;
 - (c) disclosing any privileged or confidential information; or
 - (d) doing or not doing anything within that staff members' powers or duties.
- (2) A staff member must without delay report to a superior official or to the speaker of the council any offer, which if accepted by the staff member, would constitute a breach of sub item (1).

Council property

9. A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

Payment of arrears

10. A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.

Participation in elections

11. A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.

Sexual harassment

12. A staff member of a municipality may not embark on any action amounting to sexual harassment.

Reporting duty of staff members

13. Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.

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Breaches of Code

14. Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67 (1) (h) of this Act.

Disciplinary steps

14A(1) A breach of this Code is a ground for dismissal or other disciplinary steps against a staff member who has been found guilty of such a breach.

(2) Such other disciplinary steps may include—

(a) suspension without pay for no longer than three months;

(b) demotion;

(c) transfer to another post;

(d) reduction in salary, allowances or other benefits; or

(e) an appropriate fine.

[Item 14A inserted by s. 29 of Act No. 44 of 2003.]

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FINANCIAL DISCLOSURE FORM

CONFIDENTIAL

I, the undersigned (surname and initials) Margaret O'S
No 15 Dick Cunningham (Postal address)
Kadymulla (Residential address)

(Position held) DIRECTOR CORPORATE & COMMUNITY SERVICES

NOUTHU LOCAL MUNICIPALITY

Tel: 08280499116 Fax: _____

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

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

Number of shares/Extent of financial interests	Nature	Nominal Value	Name of Company/Entity

2. Directorships and partnerships
 See information sheet: note (2)

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income

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Description	Value	Source

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

Source of assistance/sponsorship	Description of assistance/sponsorship	Value of assistance/sponsorship

5. Sponsorships
See information sheet: note (5)

Name of client	Nature	Type of business activity	Value of any benefits received

4. Consultancies and relationships
See information sheet: note (4)

Council Signature by Council _____ Date 19-07-21

Name of Employer	Type of Work	Amount of remuneration/income

3. Remunerated work outside the Municipality
Must be sanctioned by Council. See information sheet: note (3)

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Full first names and surname: M THEMENI Patrick
 (Block letters) Patrick

Commissioner of Oath / Justice of the Peace

Patrick M. Themeni
 11-25-2021

I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

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

(iii) Do you have any objection to taking the prescribed oath or affirmation?
 Answer: no

(ii) Do you know and understand the contents of the declaration?
 Answer: yes

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

OATH/AFFIRMATION

SIGNATURE OF EMPLOYEE: [Signature]
 DATE: 19 July 2021
 PLACE: Home

Description	Extent	Area	Value
House	4 Bedroom	Land with	R600 000
House	4 Bedroom	Land with	R600 000
House	5 Bedroom	Land with	R800 000

7. Land and property
 See information sheet: note (7)

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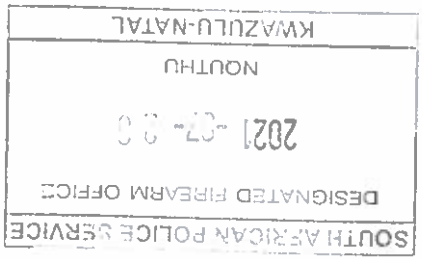
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DATE: 20-07-2021

CONTENTS NOTED: MUNICIPAL MANAGER

[Signature]



Date 2021-07-20 Place NOUTHU

Street address of institution NO 2 Flint Street NOUTHU S.M.S. 3135

Designation (rank) WARRANT OFFICER Ex Officio Republic of South Africa

CONFIDENTIAL

PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between

SITHEMBISO BLESSING MTHEBU

Municipal Manager

Nquthu Local Municipality

[“the Employer”]

and

SPHAMDLA MNGUNI

Director Corporate Services

[“the Employee”]

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 an talent management and succession planning.
 - (c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
 - (d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

2. Competence Modeling

- 2.1 What does an institution mean when it says an employee / prospective employee is competent if he/she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives. [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this 'ideal'.
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how employees that they did not select, did not promote, did not award a qualification to, might perform.
- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees 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 COGTA has decided on:

- 2.4.1 A managerial competency framework as an expression of required managerial competences.
- 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

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

3.1 The aim of the compilation of Personal Development Plans (PDPs) is to identify, prioritise and implement training needs

3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his / her employee, to compile a Personal Development Plan as follows:

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

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

(b) Next, the prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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

(d) **An appropriate intervention** should be identified to address training needs / skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training / development 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.

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(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].

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: Sphamandla Mnguni

Appendix B

Compiled on (Date): 01 July 2021

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
Industrial Relations	Competent Industrial Practitioner	Skill Programme	Personal & On-line	12 months	Resolving over cases	

Employee's signature: 	Date : 19/07/2021	Municipal Manager: 	Date : 19-07-21
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DEFINITIONS:

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

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

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