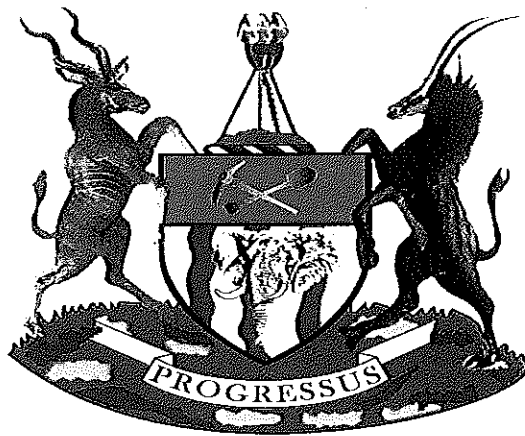


BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2015/16

AMOS THULANE NDZIMANDE
ACTING CHIEF FINANCIAL OFFICER

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE

(herein and after referred to as the Employer)

AND

ACTING CHIEF FINANCIAL OFFICER

AMOS THULANE NDZIMANZE

(herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2015 – 30 JUNE 2016

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;

1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

1.5.1 "this Agreement" – means the performance Agreement between the Employer and the Employee and the Annexures thereto;

1.5.2 "the Executive Committee" – means the Executive Committee of council constituted in terms of the Structures Act (Local Government: Municipal Structures Act 117 of 1998) as represented by its chairperson, the Mayor;

1.5.3 "the Employee" means the **Acting Chief Financial Officer** appointed in terms of Section 56 of the Systems Act;

1.5.4 "the Employer" = means Ba-Phalaborwa Municipality; and

1.5.5 "the parties" means the Employer and the Employee.

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 in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee;
- 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 **01 July 2015** and will remain in force until **30 June 2016** 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 conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 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, key performance indicators and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and.
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the Employee
- 4.2 The performance objectives, key performance indicators 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:
- 4.2.1 key objectives that describe the main tasks that need to be done;
 - 4.2.2 key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 target dates that describe the time frame in which the targets must be achieved; and
 - 4.2.4 weightings showing the relative importance of the key objectives to each other;
- 4.3 The Personal Development Plan (Annexure B) sets out the employee's personal development requirements in line with the objectives and targets of the Employer; and

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;
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance (in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPAs)) and Core Competency Requirements (CCRs), both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes 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:

KPA No.	Key Performance Areas	100%
1	Municipal Institutional Development and Transformation	15%
2	Basic Service Delivery	10%
3	Local Economic Development (LED)	10%
4	Municipal Financial Viability and Management	50%
5	Good Governance and Public Participation	15%
		Converted to 80%

5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager

5.8 The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES ¹	✓ ²	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	✓	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	✓	10	
Client Orientation and Customer Focus	✓	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	
			Converted to 20%

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¹As published and defined within the Draft Competency Guidelines,
Government Gazette 23, March 2007

²V Compulsory for municipal manager

³Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
Guidelines, Government Gazette 23, March 2007

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out:

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance;

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP

6.5 The Annual performance appraisal will involve:

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

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad-hoc* tasks that had to be performed under the KPA

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's

performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

- (c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.2 Assessment of the CCRs:

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met
- (b) An indicative rating on the five-point scale should be provided for each CCR
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score
- (d) An overall score will be calculated based on the total of the individual scores calculated above.

6.5.3 Overall rating

- (a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1 (d) and 6.5.2 (d) above; and
- (b) 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 KPIs and CCRs:

Level	% score	Terminology	Description
5	167	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	133 – 166	Performance significantly above	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the

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Level	% score	Terminology	Description
		Expectations	Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year.
3	100 – 132	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	67 – 99	Not fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the PA and Performance Plan.
1	0 - 66	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.7 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

6.7.1 Municipal Manager

6.7.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

6.7.3 The Portfolio Councillor as Chairperson and a member of the executive committee (Exco);

6.7.4 A Municipal Manager from another municipality; and

6.7.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his 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:

Quarter	Review Period	Review to be completed by
1	July – September 2015	October 2015
2	October – December 2015	February 2016
3	January – March 2016	April 2016
4	April – June 2016	August 2016

- 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. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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;

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- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others:
 - 10.1.1 A direct effect on the performance of any of the Employee's functions
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer
 - 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 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;

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 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;

12.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

12.3 In the event that the mediation process contemplated above fails, the relevant clause 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;

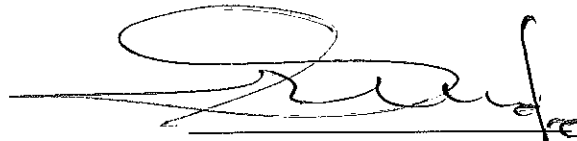
13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments; and

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

Thus done and signed at Batholobane on this the 06 day of July 2015

AS WITNESSES:

1. _____




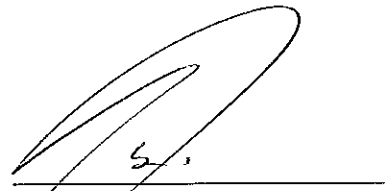
ACTING CHIEF FINANCIAL OFFICER

2. _____

Thus done and signed at Whangarei on this the 06th day of July 2015

AS WITNESSES:

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MUNICIPAL MANAGER

2. _____

Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE

['the Employer']

AND

AMOS THULANE NZIMANDE

ACTING CHIEF FINANCIAL OFFICER

['the Employee']

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BUDGET AND TREASURY

CHIEF FINANCIAL OFFICER SCORECARD 2015 - 2016

MISSION : " Provision of quality services for community well-being and tourism development"

MISSION: "To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance".

VALUES: Efficiency and effectiveness; Accountability; Innovation and creativity; Professionalism and hospitality; Transparency and fairness; Continuous learning; and Conservation conscious.

FUNCTIONAL AREA: BUDGET AND TREASURY

Monthly Projections of Revenue for Each Source

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Total by Vote	39,166	4,483	39,963	39,166	4,483	39,963	39,166	4,483	39,963

Monthly Projections of Revenue and Expenditure by Vote: Second Quarter

Vote No.	Expenditure and Revenue by Vote	October 2015			November 2015			December 2015		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	3,685	-	-	3,685	-	-	3,685	-	-
	Budget and Treasury	7,608	25,551	25,551	7,608	25,551	25,551	7,608	25,551	25,551
	Corporate Services	3,962	475	29	3,962	475	29	3,962	475	29
	Community and Social Services	3,902	-	1,018	3,902	-	1,018	3,902	-	1,018
	Public Safety	942	-	231	942	-	231	942	-	231
	Economic and Environmental Services	1,483	-	-	1,483	-	-	1,483	-	-
	Road Transport	6,634	2,958	2,748	6,634	2,958	2,748	6,634	2,958	2,748
	Electricity	10,358	1,050	9,389	10,358	1,050	9,389	10,358	1,050	9,389
	Water	-	-	-	-	-	-	-	-	-

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Waste Water Management	-	-	-	-	-	-	-	-	-
Waste Management	592	998	592	998	592	998	592	998	998
Total by Vote	39,166	4,483	39,963	39,166	4,483	39,963	39,166	4,483	39,963

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Monthly Projections of Revenue and Expenditure by Vote: Third Quarter

Vote No.	Expenditure and Revenue by Vote	January 2016			February 2016			March 2016		
		Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
	Executive and council	3,685		-	3,685		-	3,685		-
	Budget and Treasury	7,608		25,551	7,608		25,551	7,608		25,551
	Corporate Services	3,962	475	29	3,962	475	29	3,962	475	29
	Community and Social Services	3,902	-	1,018	3,902	-	1,018	3,902	-	1,018
	Public Safety	942	-	231	942	-	231	942	-	231
	Economic and Environmental Services	1,483	-	-	1,483	-	-	1,483	-	-
	Road Transport	6,634	2958	2,748	6,634	2958	2,748	6,634	2958	2,748
	Electricity	10,358	1050	9,389	10,358	1050	9,389	10,358	1050	9,389
	Water	-		-	-		-	-		-
	Waste Water Management	-		-	-		-	-		-
	Waste Management	592		998	592		998	592		998
	Total by Vote	39,166	4,483	39,963	39,166	4,483	39,963	39,166	4,483	39,963

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Monthly Projections of Revenue and Expenditure by Vote: Fourth Quarter

Vote No.	April 2016			May 2016			June 2016		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	3,685		-	3,685		-	3,685		-
Budget and Treasury	7,608		25,551	7,608		25,551	7,608		25,551
Corporate Services	3,962	475	29	3,962	475	29	3,962	475	29
Community and Social Services	3,902	-	1,018	3,902	-	1,018	3,902	-	1,018
Public Safety	942	-	231	942	-	231	942	-	231
Economic and Environmental Services	1,483	-	-	1,483	-	-	1,483	-	-
Road Transport	6,634	2958	2,748	6,634	2958	2,748	6,634	2958	2,748
Electricity	10,358	1050	9,389	10,388	1050	9,389	10,358	1050	9,389
Water	-		-	-		-	-		-
Waste Water Management	-		-	-		-	-		-
Waste Management	592		998	592		998	592		998
Total by Vote	39,166	4,483	39,963	39,166	4,483	39,963	39,166	4,483	39,963

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Vote No.	Expenditure and Revenue by Vote	2015/16 Total Expenditure and Revenue by Vote		
		Opex	Capex	Rev
	Executive and Council	44,222	-	-
	Budget and Treasury	91,301	-	306,613
	Corporate Services	47,540	5,700	349

Total Monthly Projections of Revenue and Expenditure by Vote for 2015/16

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Community and Social Services	46,819	-	12,213
Public Safety	11,303	-	2,767
Economic and Environmental Services	17,791	-	-
Road Transport	79,613	35,496	32,978
Electricity	124,296	12,600	112,666
Water	-	-	-
Waste Water Management	-	-	-
Waste Management	7,107	-	11,971
Total by Vote	469,992	53,796	479,557

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KPA 1:

SPATIAL RATIONALE

KPA 2:

BASIC SERVICE DELIVERY

KPA 2: Basic Service Delivery 10%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
2.2.1	Technical Infrastructure	Integrate technical infrastructural and services for sustainability	# of indigent HH receiving free basic electricity	CFO	4000 HH	4000 HH	Reporting Indicator	4000 HH	4000 HH	4000 HH	4000 HH	Indigent register

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KPA 3:

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 15)	2 nd Quarter (1 Oct – 31 Dec 15)	3 rd Quarter (1 Jan – 31 Mar 16)	4 th Quarter (1 Apr – 30 Jun 16)	
3.1 Financial Viability												
3.1.1	Governance and administration	Improve financial viability	R-Operating Revenue (Billing)	CFO	324,640	299,600		98,386	194,765	229,148	982,536	Finance reports
3.1.2	Governance and administration	Improve financial viability	Revenue of actual revenue collected	CFO		220,000		62,500	1,25,000	1,97,500	2,50,000	Revenue report, billing VS collection
3.1.3	Governance and administration	Improve financial viability	Revenue of capital budget spent	CFO	60,540	44,279		1,3470	27,140	40,716	54,279	Finance reports
3.2 Grant Expenditure and Management												
3.2.1	Governance and administration	Improve financial viability	Revenue of total budget spent (Expenditure on MSIG)	CFO	300	924		234	457	701	924	Grant reports
3.2.2	Governance and administration	Improve financial viability	Revenue of total budget spent (Expenditure on M/G)	CFO	24,655	21,707		7,000	13,667	22,925	28,767	Finance reports
3.2.3	Governance and administration	Improve financial viability	Revenue of operational conditional grants spent FMG.	CFO		2400		400	600	1,200	1,450	

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KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required	
								1 st Quarter (1 Jul – 30 Sept 15)	2 nd Quarter (1 Oct – 31 Dec 15)	3 rd Quarter (1 Jan – 31 Mar 16)	4 th Quarter (1 Apr – 30 Jun 16)		
3.3 Financial Management													
3.3.1	Good governance and administration	Good corporate governance and public participation	Approved budget planning schedule by 31/08/15 (Legislated date)	CFO	31/08/2014	31/08/15		31/08/15	N/A	N/A	N/A	N/A	Approved budget planning schedule by council.
3.3.2	Good governance and administration	Good corporate governance and public participation	Approval of Draft Budget by Council by 31/03/2016	CFO	31/03/2015	31/03/16		n/a	n/a	31/03/16	n/a	31/05/2016	Draft Budget by Council
3.3.3	Good governance and administration	Good corporate governance and public participation	Approval of Final Budget by Council by 31/05/2016	CFO	31/05/2015	31/05/2016		N/A	N/A	N/A	N/A	31/05/2016	Final Budget by Council
3.3.4	Good governance and administration	Good corporate governance and public participation	Approval of adjustments budget by 28/02/2016	CFO	28/02/2015	28/02/2016		N/A	N/A	28/02/2016	N/A	28/02/2016	Adjustment budget document; council resolution
3.3.5	Good governance and administration	Good corporate governance and public participation	Review all budget related policies by 31/03/2016	CFO	31/03/2015	31/03/16		N/A	N/A	31/03/16	N/A	31/03/16	Approved budget related policies
3.3.6	Good governance and administration	Good corporate governance and public participation	Appointment of Supply Chain Structures / Committees by	CFO	30/06/2014	07/07/2015		07/07/2015	N/A	N/A	N/A	N/A	Appointment letters of bid committees members

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KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
3.3.7	Governance and administration	Improve financial viability	# asset verifications and maintenance conducted by 30/06/2016	CFO	4	4		1	2	3	4	Quarterly assets verifications reports
3.3.8	Governance and administration	Improve financial viability	# of oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	CFO	4	4		1	2	3	4	Quarterly Audit committee report
3.3.9	Governance and administration	Improve financial viability	# of oversight on monthly financial reports	Municipal Manager	11	11		3	6	9	11	Monthly financial oversight reports
3.3.10	Governance and administration	Improve financial viability	# of oversight report on quarterly financial reports	Municipal Manager	4	4		2	2	3	4	Quarterly financial statements
3.3.11	Good governance and administration	Good corporate governance and public participation	Review of five year financial plan by 31/03/2016	CFO	31/03/2015	31/03/16		N/A	N/A	31/03/16	N/A	Approved financial plan
3.3.12	Governance and administration	Improve financial viability	# of implementation reports compiled on revenue enhancement strategy	CFO	4	4		1	2	3	4	Quarterly reports on revenue enhancement
3.3.13	Governance and administration	Improve financial viability	% improvement in revenue collection (improvement from 65% to 85% by end 2015/16 budget year)	CFO	80%	65%		65%	70%	75%	80%	Quarterly reports on revenue collection

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KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
3.3.14	Good governance and administration	Good corporate governance and public participation	Updated indigent register by 30/06/2016	CFO	30/06/2015	30/06/2016		N/A	N/A	N/A	30/06/2016	Updated indigent register
3.3.15	Good governance and administration	Good corporate governance and public participation	Submission of annual financial statements to relevant stakeholders (un Audited) by 31/08/2015	CFO	31/08/2014	31/08/2015		31/08/2015	N/A	N/A	N/A	Dated proof of submission
3.3.16	Good governance and administration	Good corporate governance and public participation	# of reports on the review of Annual/Quarterly financial statements	CFO	5	5		2	1	1	1	Quarterly financial statements
3.3.17	Good governance and administration	Advance good corporate governance	# of compliance/ financial reports submitted to Treasuries and CoGHSTA	CFO	12	12		3	6	9	12	Proof of submission
3.3.18	Good governance and administration	Advance good corporate governance	Submission Monthly Sec 71 Reports to Stakeholders within 10 working days on a monthly basis	CFO	12	Within 10 working days on a monthly basis		Within 10 working days on a monthly basis	Within 10 working days on a monthly basis	Within 10 working days on a monthly basis	Within 10 working days on a monthly basis	Monthly Dated proof of submission
3.3.19	Good governance and administration	Advance good corporate governance	Monthly submission of reports, Submission of Invoices and Payment of Debt (Compliance to water Service Level	CFO		Within 10 working days on a monthly basis		Within 10 working days on a monthly basis	Within 10 working days on a monthly basis	Within 10 working days on a monthly basis	Within 10 working days on a monthly basis	Monthly reports, submitted to MDM, invoices & proof of payments to

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KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
3.3.20	Financial Viability	Improve financial viability	Debt coverage (Agreement)	Chief Financial Officer	13.7%	16.7%		4.2%	8.4%	12.5%	16.7%	Financial Reports
3.3.21	Financial Viability	Improve financial viability	Outstanding services debtors to revenue ratio	Chief Financial Officer	89.2%	66.7%		16.7%	33.4%	50%	66.7%	Financial Reports
3.3.22	Financial Viability	Improve financial viability	% of cost coverage	Chief Financial Officer	0.0%	0.1%		0.0%	0.1%	0.1%	0.1%	Financial Reports

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KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development 10%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (31/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
4.2.1	Economic	Develop tourism and grow the economy	# of SMMEs supported through procurement	CFO	120	140		40	80	120	160	SMME Support Monthly reports
4.2 Enterprise Support 10%												

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KPA 5:

MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

KPA 5: Municipal Transformation and Institutional Development 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sep 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Reviewed Departmental Organisational structure by 30/06/2016	CFO	30/06/2015	31/06/16	n/a	n/a	n/a	31/06/16	Reviewed organisational structure	
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Submission of attendance registers by the 6 th of each month	CFO	12	By the 06 th of each month	By the 06 th of each month	By the 06 th of each month	By the 06 th of each month	By the 06 th of each month	Dated proof of submission	
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Submission of leave forms within 3 days of application	CFO	100%	100%	100%	100%	100%	100%	Dated proof of submission	
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	CFO	-	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Before the 10 th of each month	Dated proof of submission	
5.1.5	Good governance and administration	Attract, develop and retain best human capital	# of Departmental Safety meetings held	CFO	11	11	3	5	8	11	Agenda, safety minutes	
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Submission of safety findings addressed by the 20 th of each month	CFO	-	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission	
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop and retain best human capital	Review and submission of Departmental Skills Development Plan	CFO	30/04/2015	31/04/2016	n/a	n/a	31/04/16	n/a	Proof of Submission of Departmental Skills Development Plans	
5.4 Integrated Development Planning												
5.4.1	Good governance and administration	Advance good corporate governance	Deadline for approval of Process Plan by Council	CFO	31/07/14	31/07/15	n/a	31/07/14	n/a	n/a	Approved IDP, Budget, PMS Process Plan	

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KPA 5: Municipal Transformation and Institutional Development 1.5%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
5.5 Performance Management System												
5.5.1	Good governance and administration	Advance good corporate governance	# of scheduled Senior Management meetings attended by 30/06/2016	CFO	11	11		3	5	8	11	Minutes / attendance register
5.5.2	Good governance and administration	Advance good corporate governance	# of monthly departmental meetings successfully held by 30/06/2016	CFO	11	11		3	5	8	11	Portfolio committee minutes
5.5.2	Good governance and administration	Advance good corporate governance	# of monthly portfolio committee meetings successfully held by 30/06/2016	CFO	11	11		3	5	8	11	Portfolio committee minutes
5.5.3	Good governance and administration	Advance good corporate governance	Signing performance agreements	CFO	01/07/14	01/07/15		01/07/15	n/a	n/a	n/a	Copies of signed agreements & submission to Co-optus
5.5.3	Good governance and administration	Advance good corporate governance	Signing performance agreements Level 3-5	CFO		31/07/15		31/07/15	n/a	n/a	n/a	Signed copies of PA
5.5.4	Good governance and administration	Advance good corporate governance	# of assessments for Post Level 3-5 managers	CFO	-	2		n/a	1	n/a	2	Performance Assessment reports
5.5.4	Good governance and administration	Advance good corporate governance	Submission of Annual Financial Information Performance Report	CFO	31/08/14	31/08/15		31/08/15	n/a	n/a	n/a	Dated proof of submission
5.5.5	Good governance and administration	Advance good corporate governance	Deadline for tabling Annual Report for 2014/15	CFO	31/01/15	31/01/16		n/a	n/a	31/01/16	n/a	Council Approved 14/15 Annual report

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KPA 6:

GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sep 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
6.1 Council and Executive												
6.1.1	Good governance and administration	Advance good corporate governance	# of scheduled Council meetings attended by 30/06/2016	CFO	6	7		2	3	5	7	Minutes of council meetings, Attendance register
6.1.2	Good governance and administration	Advance good corporate governance	# of scheduled EXCO meetings attended by 30/06/2016	CFO	11	11		3	5	8	11	Minutes of EXCO meetings, Attendance register
6.1.3	Good governance and administration	Advance good corporate governance	# of resolution register implemented	CFO	6	6		2	3	5	6	Proof of submission
6.1.4	Good governance and administration	Advance good corporate governance	Submission of items/reports for Senior management /Exco/Council 9 days prior to meeting.	CFO	-	9 days prior to the meeting		9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Dated proof of submission
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	# of IDP Rep Forum meetings attended by 30/06/2016	CFO	6	6		2	2	5	6	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 15)	2 nd Quarter (1 Oct – 31 Dec 15)	3 rd Quarter (1 Jan – 31 Mar 16)	4 th Quarter (1 Apr – 30 Jun 16)	
6.2.2	Good governance and administration	Enhance stakeholder involvement	# of IDP Steering Committee meetings attended by 30/06/2016	CFO	6	6		2	2	5	6	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	# of IDP Technical Committee meeting attendance by 30/06/2016	CFO	6	6		2	2	5	6	Attendance registers, agendas, invitations
6.2.4	Good governance and administration	Enhance stakeholder management	# of meetings attended for public participation & imbizo	CFO	4	4	Opex	1	2	3	4	Attendance register
6.2.5	Good governance and administration	Enhance stakeholder management	Submission of responses to batho pele report within 7days of issue to Office of the MM	CFO	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report		Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Within 7days of issue of Batho Pele Report	Dated proof of submission and memorandum for submission to office of the MM
6.2.6	Good governance and administration	Good corporate governance and public participation	Reviewed, documented approved internal controls (Creditors Control Manual)	Chief Financial Officer	30/06/2015	30/06/2016		n/a	n/a	n/a	30/06/2016	Approved copy of internal controls
6.3 Corporate Governance												
6.3.1	Good	Advance good	Submission of	CFO	31/08/14	31/08/15		31/08/15	n/a	n/a	n/a	Dated proof

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KPA 6: Good Governance and Public Participation 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
6.3.2	Good governance and administration	corporate governance	unaudited annual financial Statements and Annual Performance Report	CFO	30/06/2014	30/06/2015		n/a	n/a	31/03/15	n/a	Approved copy of internal controls
6.3.3	Good governance and administration	Advance good corporate governance	Reviewed, documented approved internal controls (Creditors payment procedure manual) by 30/06/2016	CFO	11	11		3	5	8	11	Agenda, Minutes of LF and attendance register
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	# of Performance Audit Committee meetings attended by 30/06/2016	CFO	4	4	Opex	1	2	3	4	Copies of minutes, attendance registers
6.4.2	Good governance and administration	Advance good corporate governance	# of Audit Committee meetings attended by 30/06/2016	CFO	7	7	Opex	2	4	5	7	Copies of minutes, attendance registers
6.4.3	Good governance	Advance good corporate governance	% Implementation	CFO	-	100%	Opex	100%	100%	100%	100%	Audit Committee

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KPA 6: Good Governance and Public Participation 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
	and administrative	governance	of Audit Committee resolutions									Resolution Register
6.4.4	Good governance and administrative	Advance good corporate governance	% Implementation of Internal Audit recommendations	CFO	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.5	Good governance and administrative	Advance good corporate governance	Deadline for submission of POEs for quarterly performance audits to Internal Audit	CFO			Opex	25/07/15	11/10/15	11/01/16	11/04/16	Dated proof of submission to Internal Audit.
6.4.6	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed	CFO	75%	100%		100%	100%	n/a	n/a	Audited AG Action Plan
6.4.7	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed	CFO	75%	80%		n/a	n/a	50%	80%	Audited AG Action Plan
6.4.8	Good governance and administrative	Advance good corporate governance	Preparation and submission of audit file for AG audit to Internal Audit	CFO	16/08/14	16/08/15		16/08/15	n/a	n/a	n/a	Dated proof of submission to Internal Audit
6.7 Risk Management & Security management												
6.7.1	Governance and	Advance good corporate	# of Departmental	CFO	11	11		3	5	8	11	Council Approved

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KPA 6: Good Governance and Public Participation 15%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/15)	Annual Target 30/06/16	Budget	2015/16 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 15)	2 nd Quarter (1 Oct - 31 Dec 15)	3 rd Quarter (1 Jan - 31 Mar 16)	4 th Quarter (1 Apr - 30 Jun 16)	
6.7.2	Good governance and administration	Advance good corporate governance	# of risk committee meetings attended	CFO	4	4		1	2	3	4	Departmental Strategic Risk Register Minutes, attendance registers
6.9 Communications												
6.9.1	Good governance and administration	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist	CFO	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

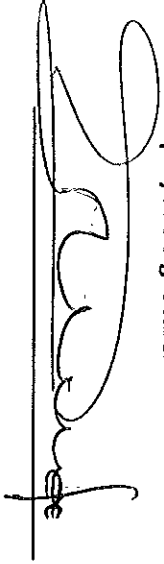
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STRATEGIC RISK FOR THE DIRECTOR CORPORATE SERVICES

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Improve financial viability	Fixed Assets Register not credible	Inability to verify assets (underground) Fixed assets register not on the financial system	Critical	Common	satisfactory	Implementation of asset management policy Accounting policies(GRAP) Reconciliation of assets register and General ledger on additions	Service provider are in process to assist with asset verification and GRAP compliant Procure asset management module Integrate the asset management module into the financial systems Reconciliation of	30 July 2015

Link objectives	Risk description	Background (Cause)	Impact	Likelihood	Perceived control effectiveness	Current control	Actions to improve	Time Scale
Improve Financial Viability	Noncompliance to SCM regulations	Lack of internal controls Incorrect interpretation of SCM regulations/policies and general ledger	Critical	Common	satisfactory	SCM policy Procedure manuals Deviation register	Review SCM policy Implement SCM policy and procedures Workshop on SCM regulation	30 June 2015 Continuous 2015/16 FY Continuous 2015/16 FY

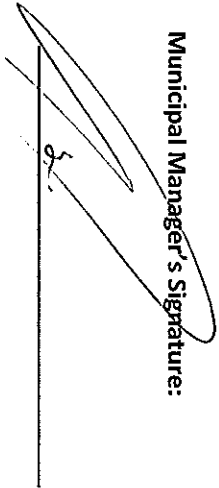
Employee's Signature:

A handwritten signature in black ink, appearing to be "S. B. [unclear]", written over a horizontal line.

Date:

06 July 2015

Municipal Manager's Signature:

A handwritten signature in black ink, appearing to be "S. [unclear]", written over a horizontal line.

Date:

06/17/2015

**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

DR SS SEBASHE

('the employer)

AND

AMOS THULANE NDZIMANDE

ACTING CHIEF FINANCIAL OFFICER

('the employee')

1. ["the Employee"]INTRODUCTION

The aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet objectives as set out in the Performance Agreement as prescribed by legislation. Successful career-path planning ensures competent employees of current and possible future positions. It therefore identifies, prioritises and implements training needs.

Legislative needs taken into account from the Municipal Systems Act Guidelines, generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also to be taken into consideration during the PDP process.

2. COMPETENCE MODELLING

The Department of CoGTA has decided that a competency development model will consist of both managerial and occupational competencies:

Managerial competencies should express those competencies which are generic for all management positions

Occupational competence refers to competencies which are job/function specific.

3. COMPILING THE PERSONAL DEVELOPMENT PLAN

A manager, in consultation with his/her subordinate is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached.

Column 1: Skills/Performance GAP

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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

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(a) The identified training needs should be entered into column one. The following should be taken into consideration:

Organisational Needs:

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.

Individual training needs that are job / career related:

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 prioritised for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

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
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him/her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard]	External provider, in line with identified unit standard and not exceeding R6 000	March 200...	Appraisal of managers reporting to him/her	Senior Manager: Training/HR

Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

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Column 3: Suggested Training

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
--------------------------------------------------	---------------------------------------------------------------------------------	---------------------------------------------------	-------------------------------	--------------------------	----------------------------------------------------------------	-------------------

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

Column 4: Suggested Mode of Delivery

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
--------------------------------------------------	---------------------------------------------------------------------------------	---------------------------------------------------	-------------------------------	--------------------------	----------------------------------------------------------------	-------------------

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must 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 within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

Column 5: Suggested Time Lines

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
--------------------------------------------------	---------------------------------------------------------------------------------	---------------------------------------------------	-------------------------------	--------------------------	----------------------------------------------------------------	-------------------

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames 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.

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Column 6: Work Opportunity Created to Practice Skills / Development Area

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
--------------------------------------------------	---------------------------------------------------------------------------------	---------------------------------------------------	-------------------------------	--------------------------	----------------------------------------------------------------	-------------------

This 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).

Column 7: Support Person

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
--------------------------------------------------	---------------------------------------------------------------------------------	---------------------------------------------------	-------------------------------	--------------------------	----------------------------------------------------------------	-------------------

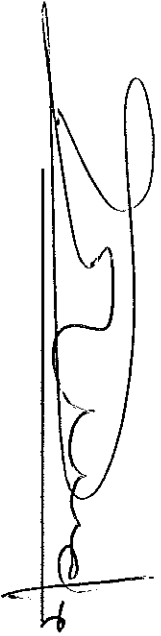
This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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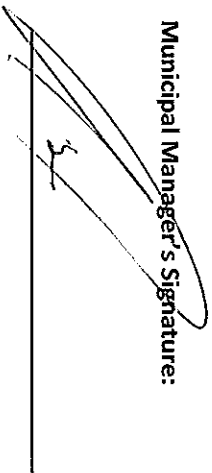
Personal Development Action Plan

Skills Performance Gap	Outcomes Expected	Suggested Training / Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work Opportunity Created to Practice Skill / Development	Support Person

Employee's Signature:



Municipal Manager's Signature:



Date:

06 July 2015

Date:

26/7/2015

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

Dr. SS SEBASHE

[“the Employer”]

AND

AMOS THULANE NDZIMANDE

ACTING CHIEF FINANCIAL OFFICER

[“the Employee”]

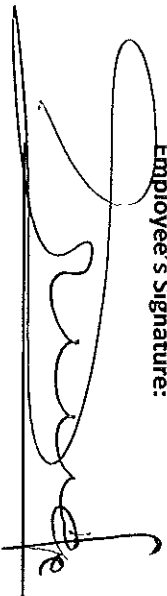
CORE COMPETENCY FRAMEWORK: ACTING CHIEF FINANCIAL OFFICER

Core Managerial Skills	Definitions	Weight
Strategic Leadership and Management	Skills to be able to provide a vision, set the direction for the Municipality or department and inspire others in order to deliver on the Municipality's mandate	10
Programme and Project Management	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	Skills required in managing projects and/or departmental work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling expenditure throughout the year by allocating resources efficiently and understanding and anticipating the impact of other departments on won budget	5
Change Management	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments	5
Knowledge Management	Skills to enable individuals, teams and entire organisation to collectively create, share and apply knowledge, to better achieve institutional objectives	15
Problem Solving and Analytical Thinking	Skills to be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.	25
People and Diversity Management	Skills to manage and encourage people, optimize their outputs, and effectively manage relationships. This includes holding regular information sharing sessions to ensure that team members are made aware of decisions that may affect them. It also involves distribution of workloads to ensure that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately those of the Municipality.	15
Client Orientation and Customer Focus	The Skill to seek to understand the needs of the customer and meeting the needs. At a minimum, employees are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without arguments. Ideally, managers are required to be proactive by trying to understand the needs of the customer and providing an appropriate service based on those underlying needs.	10
Service Delivery Innovation	The Skill to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something, but are encouraged to use their initiative to make sure things get done accurately and efficiently.	25
Communication	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	15
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality.	10

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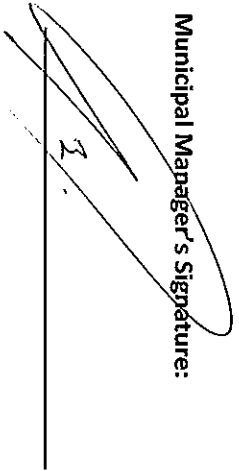
Employee's Signature:



Date:

06 July 2015

Municipal Manager's Signature:



Date:

5/7/2015