

BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2021/2022

NDZIMANDE A

ACTING CHIEF FINANCIAL OFFICER

*Jim
A.T*

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

(Herein and after referred to as the Employer)

AND

ACTING CHIEF FINANCIAL OFFICER

NDZIMANDE A

(Herein and after referred to as the Employee)

FOR THE

FINANCIAL YEAR:

01 JULY 2021 – 30 JUNE 2022

BA-PHALABORWA MUNICIPALITY



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FOR THE

FINANCIAL YEAR:

01 JULY 2021 – 30 JUNE 2022

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.

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BA-PHALABORWA MUNICIPALITY



PERFORMANCE AGREEMENT

2021/2022

MASHALE MC

ACTING SENIOR MANAGER: PLANNING AND
DEVELOPMENT

PERFORMANCE AGREEMENT

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AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I.MOAKAMELA

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AND

ACTING SENIOR MANAGER: PLANNING AND DEVELOPMENT

MASHALE MC

(Herein and after referred to as the Employee)

FOR THE

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

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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 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 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

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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	Spatial Rationale	15%
2	Basic Service Delivery	10%
3	Municipal Financial Viability and Management	5%
4	Local Economic Development (LED)	30%
5	Municipal Transformation and Institutional Development	20%
6	Good Governance and Public Participation	20%
		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 (v) 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	v ²	WEIGHTING %	LEVEL ³
Strategic Capability and Leadership		10	
Programme and Project Management		10	
Financial Management	v	5	
Change Management		5	
Knowledge Management		15	
Service Delivery Innovation		25	
Problem Solving and Analysis		15	
People Management and Empowerment	v	10	
Client Orientation and Customer Focus	v	25	
Communication		15	
Accountability and Ethical Conduct		10	
TOTAL PERCENTAGE		100%	

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¹As published and defined within the Draft Competency Guidelines,

Government Gazette 23, March 2007

²√ 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 2021	October 2021
2	October – December 2021	February 2022
3	January – March 2022	April 2022
4	April – June 2022	August 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. 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;

- 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.

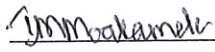
13. GENERAL

- 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 Phalaberna on this the 30th day of July 2021

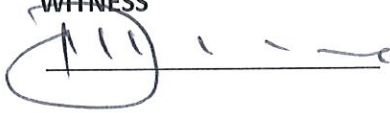
1. 

ACTING SENIOR MANAGER: PLANNING & DEVELOPMENT

2. 

MUNICIPAL MANAGER

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Annexure A

PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

["the Employer"]

AND

MASHALE MC

ACTING SENIOR MANAGER: PLANING AND DEVELOPMENT

["the Employee"]

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M.I.D
M.C

PLANNING AND DEVELOPMENT

ACTING SENIOR MANAGER PLANNING AND DEVELOPMENT SCORECARD 2021 - 2022

VISSION: "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: PLANNING & DEVELOPMENT

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KPA 1: SPATIAL RATIONALE

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PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target	Budget	2021/22 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
1.1 Spatial Rationale												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council resolution in terms of which the date of valuation was determined -Approved Valuation roll
1.1.2	Governance and Administration	Sustain the environment	Turnaround time for land use & development applications submitted to Mopan	Acting Senior Manager Planning & Development	Within 90 days of received	Within 90 days of received	OPEX	Within 90 days of received	Within 90 days of received	Within 90 days of received	Within 90 days of received	Submission Register within 60 days
1.1.3	Governance and Administration	Facilitate sustainable development	Number quarterly of Land Use Management Reports submitted to Council	Acting Senior Manager Planning & Development	3	4	Opex	1	1	1	1	Council Resolution and Use Management Reports submitted
1.1.4	Governance and Administration	Facilitate sustainable development	Number of monthly Land Use Management Meetings held	Acting Senior Manager Planning & Development	10	11	Opex	3	5	8	11	Land Management minutes, agenda and reports

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1.1.5	Governance and Administration	Facilitate sustainable development	Number of Quarterly reports on Reduction of land invasion occurrence in the municipality submitted by 30/06/2022	Acting Senior Manager Planning & Development	new	4	Opex	1	1	1	1	1	Approved Quarterly reports
1.1.6	Governance and Administration	Facilitate sustainable development	Number of Quarterly reports on Municipal land parcels available submitted by 30/06/2022	Acting Senior Manager Planning & Development	New	4	Opex	1	1	1	1	1	Approved Quarterly reports

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KPA 2: BASIC SERVICE DELIVERY

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PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/2022	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
2.1 Human Settlements												
2.1.1	Governance and Administration	Facilitate sustainable development	Number of reviewed municipal housing beneficiary list by 30/06/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council Cognisant Beneficiary list
2.1.2	Governance and Administration	Facilitate sustainable development	Number of Quarterly progress reports submitted to Council on construction of RDP houses by 30/06/2022	Acting Senior Manager Planning & Development	4	4	Opex	1	1	1	1	Approved Quarterly reports
2.1.3	Governance and Administration	Facilitate sustainable development	Number of Housing Charter developed	Acting Senior Manager Planning & Development	New	1	Opex	n/a	n/a	n/a	1	Approved Housing Charter

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KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

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PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
3.1 Financial Management												
3.1.1	Governance and administration	Improve financial viability	R-value and % of Budget spent by 30/06/2022	Acting Senior Manager Planning & Development	100%	100%	OPEX	25%	50%	75%	100%	Expenditure report
3.1.2	Good governance and administration	Advance good corporate governance	Number of approved departmental adjustments budget by 30/06/2022	Acting Senior Manager Planning & Development	1	1	OPEX	n/a	n/a	1	n/a	Adjustment budget document; council resolution

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KPA 4:
LOCAL ECONOMIC DEVELOPMENT

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PIMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
4.1 Job Creation												
4.1.1	Economic	Promotion of local economy	Number quarterly of LED forums held meetings held by 30/06/2022	Acting Senior Manager Planning & Development	4	4	Opex	1	n/a	n/a	1	Invitations ,attendance register and minutes
4.2. Enterprises												
4.2.1	Economic	Promotion of local economy	Number of informal traders trained by 30/06/2022	Acting Senior Manager Planning & Development	0	40	Opex	n/a	20	20	n/a	Attendance register and training report
4.2.2	Economic	Promotion of local economy	Number of SMME and Corporate trained by 30/06/2022	Acting Senior Manager Planning & Development	0	40	Opex	n/a	20	20	n/a	Attendance register and training report
4.2.3	Economic	Promotion of local economy	Number of information dissemination session conducted for SMME and cooperatives development by 30/06/2022	Acting Senior Manager Planning & Development	0	2	Opex	n/a	1	n/a	2	Invitations , attendance register and minutes
4.2.4	Economic	Promotion of local economy	Number of quarterly reports on Business registration by 30/06/2022	Acting Senior Manager Planning & Development	0	4	Opex	1	1	1	1	Registration register
4.3 Social Labour Plans												

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PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/21 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
4.3.1	Economic	Promotion of local economy	Number of quarterly SLP reports submitted to Management and Council by 30/06/2022	Acting Senior Manager Planning & Development	4	4	Opex	1	2	3	4	Quarter reports on SLP Implementation

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KPA: 5

**MUNICIPAL TRANSFORMATION &
INSTITUTIONAL DEVELOPMENT**

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KPA 5: Municipal Transformation and Institutional Development 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/2021 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed Departmental Organisational structure by 30/06/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	Council resolution on Reviewed organizational structure with dates
5.1.2	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed LED Strategy by 30/06/2022	Acting Senior Manager Planning & Development	0	1	Opex	n/a	n/a	n/a	1	Reviewed LED Strategy and Resolution
5.1.3	Good governance and administration	Attract, develop and retain best human capital	Number monthly of attendance registers submitted by the 1st of each month by 30/06/2022	Acting Senior Manager Planning & Development	12	12	Opex	3	6	9	12	Dated proof of submission
5.1.4	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of leave forms within 3 days of application by 30/06/2022	Acting Senior Manager Planning & Development	Within 3 days of submission	Within 3 days of submission	Opex	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Within 3 days of submission	Dated proof of submission
5.1.5	Good governance and administration	Attract, develop and retain best human capital	Submission of overtime before 10 th of each month	Acting Senior Manager Planning & Development	Before the 10 th of each month	Before the 10 th of each month	Opex	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

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KPA 5: Municipal Transformation and Institutional Development 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/2021 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 21)	2 nd Quarter (1 Oct - 31 Dec 21)	3 rd Quarter (1 Jan - 31 Mar 22)	4 th Quarter (1 Apr - 30 Jun 22)	
5.1.6	Good governance and administration	Attract, develop and retain best human capital	Number of Departmental Safety monthly meetings held by 30/06/2022	Development	11	11	Opex	month	month	month	month	Agenda, safety minutes
5.1.7	Good governance and administration	Attract, develop and retain best human capital	Deadline for submission of safety findings addressed by the 20 th of each month by 30/06/2022	Acting Senior Manager Planning & Development	By the 20 th of each month	By the 20 th of each month	Opex	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
5.2 Skills Development												
5.2.1	Good governance and administration	Attract, develop and retain best human capital	Number of Reviewed and submitted Departmental Skills Development Plan by 31/04/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	WSP & Proof of Submission of Departmental to LG SETA
5.3 Integrated Development Planning												
5.3.1	Governance and administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/M PAC Process Plan by Council by 31/07/2021	Acting Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
5.3.2	Governance and administration	Good corporate governance and public participation	Number of 2022/23 Draft IDP approved by 31/03/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Council Resolution, Council approved 2021/22 Draft IDP

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/2021 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 21)	2 nd Quarter (1 Oct - 31 Dec 21)	3 rd Quarter (1 Jan - 31 Mar 22)	4 th Quarter (1 Apr - 30 Jun 22)	
5.3.3	Governance and administration	Good corporate governance and public participation	Number of 2022/23 Final IDP approved by 28/05/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	1	1 Council Resolution, Council approved 2021/22 Final IDP
5.4 Performance Management System												
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly senior management meetings attended by 30/06/2022	Acting Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance register
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly departmental meetings successfully held by 30/06/2022	Acting Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Departmental committee minutes
5.4.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly portfolio committee meetings held by 30/06/2021	Acting Senior Manager Planning & Development	55	55	Opex	15	30	45	55	Portfolio committee minutes
5.4.4	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2021 (one month after the start of each financial year	Acting Senior Manager Planning & Development	6	6	Opex	6	n/a	n/a	n/a	Copies of signed PA WITH DATEX COMPLING THE LEGISLATED TIME LINE & SUBMISSION LETTERS TO coghsta

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/2021 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 21)	2 nd Quarter (1 Oct - 31 Dec 21)	3 rd Quarter (1 Jan - 31 Mar 22)	4 th Quarter (1 Apr - 30 Jun 22)	
5.4.5	Good governance and administration	Good corporate governance and public participation	Number of Mid-Year performance individual assessment for S 54 & 56 conducted by 30/03/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Individual Performance Assessments Reports
5.4.6	Good governance and administration	Good corporate governance and public participation	Number of Annual performance individual assessment for S 54 & 56 conducted by 30/11/2021	Acting Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Individual Performance Assessments Reports
5.4.7	Good governance and administration	Good corporate governance and public participation	Number of 2020/21 Annual Performance Report submitted to AG by 31/08/2021	Acting Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	n/a	Submission letter and copy of AFS AG
5.4.8	Good governance and administration	Good corporate governance and public participation	Number of 2020/21 Draft Annual Report approved by 31/01/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Council Approved 2019/20 Annual Report
5.4.9	Good governance and administration	Good corporate governance and public participation	Number of Draft 2022/23 SDBIP submitted to the Mayo for approval (14 days after the adoption of the IDP and Budget)	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	n/a	1	2021/22 Draft SDBIP approved by the Mayor Signed & date
5.4.10	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2021/22 SDBIP approved by 31/03/2021	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Reviewed SDBIP signed by the mayor

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KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/2021 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
5.4.11	Good governance and administration	Good corporate governance and public participation	Number of approved 2022/23 SDBIP by Mayor (28 days after the adoption of the IDP and Budget approves by mayor	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Signed and Approved Final SDBIP by the Mayor
5.4.12	Good governance and administration	Good corporate governance and public participation	Number of Mid-Year report submitted to stakeholders by 25/01/2022	Acting Senior Manager Planning & Development	1	1	Opex	n/a	n/a	1	n/a	Dated proof of submission

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KPA 6:
**GOOD GOVERNANCE & PUBLIC
PARTICIPATION**

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PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline	Annual Target 30/06/22	Budget	2020/2021 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 21)	2 nd Quarter (1 Oct – 31 Dec 21)	3 rd Quarter (1 Jan – 31 Mar 22)	4 th Quarter (1 Apr – 30 Jun 22)	
6.1 Public Participation and Ward Committees												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled quarterly Council meetings attended by 30/06/2022	Acting Senior Manager Planning & Development	7	6	Opex	2	3	5	6	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled quarterly EXCO meetings attended by 30/06/2022	Acting Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Advance good corporate governance	Number of resolution register implemented by 30/06/2022	Acting Senior Manager Planning & Development	6	6	Opex	2	3	5	11	Register of Council resolutions
6.1.4	Good governance and administration	Advance good corporate governance	Deadline for submission of items / reports	Acting Senior Manager Planning &	9 days prior to the meeting	9 days prior to the meeting	Opex	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	9 days prior to the meeting	Proof of submission

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6.3.1	Good governance and administration	Enhance stakeholder involvement	% of Community satisfaction survey on municipal services conducted by 30/09/21	Senior Manager Planning & Development	100%	100%	Opex	n/a	100%	n/a	n/a	Community Satisfaction Survey Report
6.3.2	Good governance and administration	Advance good corporate governance	Number of Local Labour Forum monthly meetings attended by 30/06/2022	Acting Senior Manager Planning & Development	11	11	Opex	3	5	8	11	LLF minutes and attendance register
6.4. Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee Meetings attended by 30/06/2022	Acting Senior Manager Planning & Development	7	7	Opex	2	4	5	7	Attendance registers
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions by 30/06/2022	Acting Senior Manager Planning & Development	50%	100%	Opex	100%	100%	100%	100%	Audit Committee Resolution Register
6.4.3	Good governance and administration	Advance good corporate governance	% implementation of Internal Audit recommendations by 30/06/2022	Acting Senior Manager Planning & Development	-	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administration	Advance good corporate governance	Number of submission of POEs for quarterly performance audits to Internal Audit by 30/06/2022	Acting Senior Manager Planning & Development	4	4	Opex	1	1	1	1	Dated proof of submission to Internal Audit.

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6.4.5	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed (2020/21 Audit Report) by 30/06/2022	Acting Senior Manager Planning & Development	75%	100%	Opex	100%	100%	n/a	n/a	Audited AG Action Plan
6.4.6	Good governance and administrative	Good corporate governance and public participation	% of audit queries addressed (2020/21 Audit Report) by 30/06/2022	Acting Senior Manager Planning & Development	75%	80%	Opex	n/a	50%	80%	Audited AG Action Plan	
6.4.7	Good governance and administrative	Advance good corporate governance	Number of submission of audit file for AG Internal Audit by 30/06/2022	Acting Senior Manager Planning & Development	1	1	Opex	1	n/a	n/a	Dated proof of submission to Internal Audit	
6.5. Risk Management												
6.5.1	Good governance and administrative	Advance good corporate governance	Number of monthly Departmental Risk register implemented by 30/06/2022	Acting Senior Manager Planning & Development	11	11	Opex	3	5	8	11	Council Approved Departmental Strategic Risk Register
6.5.2	Good governance and administrative	Advance good corporate governance	Number of risk committee meetings attended by 30/06/2022	Acting Senior Manager Planning & Development	4	4	Opex	1	1	1	1	Minutes, attendance registers
6.6. Communications												
6.6.1	Good governance and administrative	Advance good corporate governance	% Submission of information for publishing on the website as according to legislation checklist by 30/06/2022	Acting Senior Manager Planning & Development	-	100%	Opex	100%	100%	100%	100%	Dated proof of submission to Communications Unit and legislation checklist

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Employee's Signature:



Date:

30/07/2021

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Municipal Manager's Signature:

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Date:

30/07/2021

STRATEGIC RISK FOR THE SENIOR MANAGER PLANNING & DEVELOPMENT

Link To Objective	Risk Description	Background To The Risk	Consequence of the Risk	IRE	Current Controls	RRE	Mitigation Measures	Action Owner	Time Scale
1.Improve financial viability	Unfavourable audit outcome	<ul style="list-style-type: none"> 2. Loss of supporting documents 5. Inaccurate asset register due to land issues. 	Unfavourable audit outcome	25	<ul style="list-style-type: none"> 2. Monthly Audit Steering Committee Meetings 4. AG Action Plan 	25	<ul style="list-style-type: none"> 1. Review of POE 	Senior Managers Planning and Development	30 June 2022
2.Promotion of the local economy	Unsustainability of LED initiatives	<ul style="list-style-type: none"> 1 Outdated LED strategy 	Inability to attract investment Lack of integrated LED programs	20	<ul style="list-style-type: none"> 1. Approved LED strategy to be (Needs reviewed). 2. LED Forum established. 3. Implementation of Social Labour Plans by mining houses in partnership with the Municipality 	16	<ul style="list-style-type: none"> 1. Review of LED strategy. 2. LED forums 	Senior Managers DPD	30 June 2022 Quarterly

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Jim
M.D.

**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I MOAKAMELA

["the Employer"]

AND

MASHALE MC

ACTING SENIOR MANAGER PLANNING AND DEVELOPMENT

["the Employee"]

1. 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

(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 2019...	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
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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
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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
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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.

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
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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
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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
Ethics.						Municipal Manager

Employee's Signature:



Municipal Manager's Signature:



Date:

30/07/2021

Date:

30/07/2021

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BA-PHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

M.I. MOAKAMELA

["the Employer"]

AND

MASHALE MC

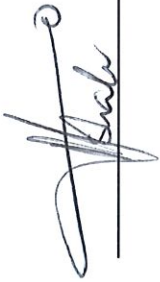
ACTING SENIOR MANAGER PLANNING AND DEVELOPMENT

["the Employee"]

CORE COMPETENCY FRAMEWORK: ACTING SENIOR MANAGER PLANNING & DEVELOPMENT

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


Employee's Signature:



Date:

30/07/2021

Municipal Manager's Signature:



Date:

30/07/2021
