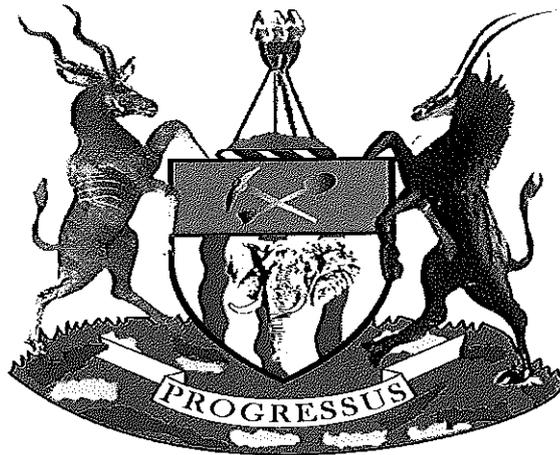


# BA-PHALABORWA MUNICIPALITY



## PERFORMANCE AGREEMENT

2015/16

DR SETIMELA SAMPSON SEBASHE

MUNICIPAL MANAGER

**PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE BA-PHALABORWA MUNICIPALITY**

**AS REPRESENTED BY THE MAYOR**

**CLLR NA SONO**

(herein and after referred to as the Employer)

**AND**

**MUNICIPAL MANAGER**

**DR SETIMELA SAMPSON SEBASHE**

(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 **Municipal Manager: Ba-Phalaborwa Municipality** 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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## 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 31<sup>st</sup> of July of the succeeding financial year;

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- 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       | Municipal Institutional Development and Transformation | 15%              |
| 2       | Basic Service Delivery                                 | 25%              |
| 3       | Local Economic Development (LED)                       | 25%              |
| 4       | Municipal Financial Viability and Management           | 20%              |
| 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 (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 <sup>1</sup> | v <sup>2</sup> | WEIGHTING % | LEVEL <sup>3</sup> |
|---|----------------|-------------|--------------------|
| 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%        |                    |
|   |                |             | Converted to 20%   |

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

<sup>2</sup>V Compulsory for municipal manager

<sup>3</sup>Proficiency 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

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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<br>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<br>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.

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**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;

- 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

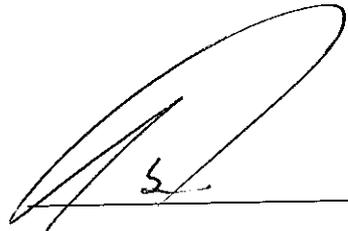
13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

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Thus done and signed at Phalaborwa on this the 06<sup>th</sup> day of July 2015

AS WITNESSES:

1. \_\_\_\_\_

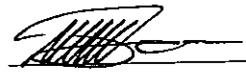
  
\_\_\_\_\_  
MUNICIPAL MANAGER

2. \_\_\_\_\_

Thus done and signed at PHALABORWA on this the 6 day of July 2015

AS WITNESSES:

1. \_\_\_\_\_

  
\_\_\_\_\_  
MAYOR

2. \_\_\_\_\_

**Annexure A**

**PERFORMANCE PLAN**

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MAYOR

CLLR NA SONO

["the Employer"]

AND

**DR SETIMELA SAMPSON SEBASHE**

MUNICIPAL MANAGER

["the Employee"]

↳ N/A

## MUNICIPAL MANAGER

### MUNICIPAL MANAGER SCORECARD 2015- 2016

**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: MUNICIPAL MANAGER**

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# KPA 1: SPATIAL RATIONALE

↳ NA

| KPA 1: Spatial Rationale   |                               |                         |  |                     |  |               |        |   |  |  |  |                   |  |  |
|----------------------------|-------------------------------|-------------------------|--|---------------------|--|---------------|--------|---|--|--|--|-------------------|--|--|
| PMS No. & Performance Area | Cluster                       | IDP Objective           | Key Performance Indicator                            | Responsible Manager | Baseline (30/06/14)                              | Annual Target | Budget | 2015/16 Quarterly Projections                   |  |  |  | Evidence Required |  |  |
|                            |                               |                         |  |                     |  |               |        | 1 <sup>st</sup> Quarter<br>(1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter<br>(1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter<br>(1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter<br>(1 Apr - 30 Jun 16) |                   |  |  |
| 1.1 Spatial Planning       |                               |                         |  |                     |  |               |        |   |  |  |  |                   |  |  |
| 1.1.1                      | Governance and Administration | Sustain the environment | Deadline for developing supplementary valuation roll | Municipal Manager   | Approved Supplementary valuation roll (28/05/15) | 30/06/2016    | OPEX   |   |  |  |  |                   |  | Council resolution in terms of which the date of valuation was determined, Approved Valuation roll |

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**KPA 2:**  
**BASIC SERVICE DELIVERY**

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KPA 2: Basic Service Delivery

| 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 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |                   |                 |
| 2.5 Implementation of MIG Projects |                          |   |  |                     |                     |                        |        |  |   |   |   |                   |                 |
| 2.5.2                              | Economic                 | Develop tourism and grow the economy                            | # of Projects implemented EPWP way(B1 Ext, Foskor, Tambo Str, Patamedi str, Mashishimale sports, Namakgale rehabilitation, Selati sub, Biko&Nina Nkulu Electr) | Municipal Manager   | 6                   | 9                      |        | 4  | 9   |   |   |                   | EPWP Report     |
| 2.6 Municipal Capital Projects     |                          |   |  |                     |                     |                        |        |  |   |   |   |                   |                 |
|                                    | Technical Infrastructure | Provision of sustainable integrated infrastructure and services | R-value of total budget spent (Expenditure on MIG)   | Municipal Manager   | 24,333              | 29,767                 |        | 7,442  | 14,884                                      | 22,325                                      | 29,767                                      |                   | Finance reports |

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**KPA 3:**  
**MUNICIPAL FINANCIAL VIABILITY AND  
MANAGEMENT**

↳ NA

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 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |  |     |     |   |
| <b>3.3 Financial Management</b> |                                    |  |  |                     |                     |                        |        |  |   |   |   |  |     |     |   |
| 3.3.3                           | Good governance and administration | Good corporate governance and public participation | Approval of Final Budget by Council by 31/05/2016  | Municipal Manager   | 31/05/2015          | 31/05/2016             |        |  |   |   | 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   | Municipal Manager   | 28/02/2015          | 28/02/2016             |        |  |   | 28/02/2016                                  |   | Adjustment budget document; council resolution |     |     |   |
| 3.3.8                           | Governance and administration      | Improve financial viability                        | # of oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)   | Municipal Manager   | 4                   | 4                      |        |  |   |   | 4   | Quarterly Audit committee report               |     |     |   |
| 3.3.10                          | Governance and administration      | Improve financial viability                        | # of oversight report on quarterly financial reports   | Municipal Manager   | 4                   | 4                      |        |  |   |   | 4   | Quarterly financial statements                 |     |     |   |
| 3.3.13                          | Governance and administration      | Improve financial viability                        | % improvement in revenue collection (Improvement from 65% to 85% by end 2015/16 budget year) | Municipal Manager   | 80%                 | 80%                    |        |  |   |   | 65%   | 70%  | 75% | 80% | Quarterly reports on revenue collection |
| 3.3.15                          | Good governance and administration | Good corporate governance and public participation | Submission of annual financial statements to stakeholders (un Audited) by 31/08/2015         | Municipal Manager   | 31/08/2014          | 31/08/2015             |        |  |   |   | 31/08/2015                                  | Dated proof of submission                      |     |     |   |

NA

## KPA 4:

# LOCAL ECONOMIC DEVELOPMENT

5 NA

KPA 4: Local Economic Development

| PMS No. & Performance Area     | Cluster  | IDP Objective              | Key Performance Indicators   | Responsible Manager | Baseline (31/06/15) | Annual Target 30/06/16 | Budget | 2015/16 Quarterly Projections                |   |   |   | Evidence Required                                      |
|--------------------------------|----------|----------------------------|--|---------------------|---------------------|------------------------|--------|--|---|---|---|--|
|                                |          |                            |  |                     |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |  |
| <b>4.1 Job Creation</b>        |          |                            |  |                     |                     |                        |        |  |   |   |   |  |
| 4.1.1                          | Economic | Promotion of local economy | Number of jobs created through capital projects by 30/06/2016 (Temporary jobs)   | Municipal Manager   | 235                 | 155                    | R2.m   | 50   | 130   | 155   | 155   | ID Numbers of people appointed and Payroll and Reports |
| <b>4.2 Enterprise Support</b>  |          |                            |  |                     |                     |                        |        |  |   |   |   |  |
| 4.2.1                          | Economic | Promotion of local economy | Support SMIMIEs through the municipal SCM (procurement) by 30/06/2016.   | Municipal Manager   | 120                 | 140                    |        | 40   | 80  | 120   | 160   | System generated Expenditure report                    |
| <b>4.4 Social Labour Plans</b> |          |                            |  |                     |                     |                        |        |  |   |   |   |  |
| 4.4.1                          | Economic | Promotion of local economy | # of reports submitted to Management on the implementation of social labour plans. Phalaborwa Copper, Murchison, Exxaro & Foskor | Municipal Manager   | 4                   | 4                      |        | 1  | 2   | 3   | 4   | Quarter reports on SLP implementation                  |

5 N/A

**KPA 5:**

**MUNICIPAL TRANSFORMATION &  
INSTITUTIONAL DEVELOPMENT**

S NA

KPA 5: Municipal Transformation and Institutional Development 20%

| PMS No. & Performance Area                            | Cluster                            | IDP Objective                                  | Key Performance Indicator                                | Responsible Manager         | Baseline (30/06/15) | Annual Target 30/06/16 | 2015/16 Quarterly Projections                |   |   |   | Evidence Required |                                   |
|---|------------------------------------|--|--|-----------------------------|---------------------|------------------------|--|---|---|---|-------------------|-----------------------------------|
|   |                                    |  |  |                             |                     |                        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |                   |                                   |
| <b>5.1 Organizational Design &amp; Human Resource</b> |                                    |  |  |                             |                     |                        |  |   |   |   |                   |                                   |
| 5.1.1   | Good governance and administration | Attract, develop and retain best human capital | Review of Municipal Organizational structure by 30/06/16 | Director Corporate Services | 30/06/2015          | 30/06/2016             |  |   |   |   | 30/06/16          | Reviewed organizational structure |

| PMS No. & Performance Area   | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16   | 2015/16 Quarterly Projections                |   |   |   | Evidence Required   |
|------------------------------|------------------------------------|--|--|---------------------|---------------------|--------------------------|--|---|---|---|---|
|                              |                                    |  |  |                     |                     |                          | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |   |
| <b>5.2 Employment Equity</b> |                                    |  |  |                     |                     |                          |  |   |   |   |   |
| 5.2.1                        | Good governance and administration | Good corporate governance and public participation | Appoint 2 employees from previously disadvantaged groups appointed in the three highest levels of management as per EEP (PL 0.2.3) by 30/06/2016 | Municipal Manager   | 1                   | 4 positions to be filed. | 1 position filled                            | 2 position filled                           | 3 positions filled                          | 4 positions filled                          | Appointment letters; appointment register, Proof of Disadvantaged Employees |

| PMS No. & Performance Area                 | Cluster                            | IDP Objective                     | Key Performance Indicator  | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | 2015/16 Quarterly Projections                |   |   |   | Evidence Required                              |
|--|------------------------------------|-----------------------------------|--|---------------------|---------------------|------------------------|--|---|---|---|--|
|  |                                    |                                   |  |                     |                     |                        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |  |
| <b>5.4 Integrated Development Planning</b> |                                    |                                   |  |                     |                     |                        |  |   |   |   |  |
| 5.4.1                                      | Good governance and administration | Advance good corporate governance | Approval of IDP/Budget/PMS/M PAC Process Plan by Council by 31/07/2015 | Municipal Manager   | 31/07/14            | 31/07/15               | 31/07/15                                     |   |   |   | Council Approved IDP, Budget, PMS Process Plan |
| 5.4.2                                      | Good governance and administration | Advance good corporate governance | Approval of Draft 2016/17 IDP by Council                               | Municipal Manager   | 31/03/15            | 31/03/16               | 31/03/16                                     |   |   |   | Council Approved Draft IDP/ Council Resolution |
| 5.4.3                                      | Good governance and administration | Advance good corporate governance | Deadline for approval of Final 2016/17 IDP by Council by 31/05/2016    | Municipal Manager   | 31/05/15            | 31/05/16               |  |   |   | 31/05/16                                    | Council Approved Final IDP/ Council resolution |

| PMS No. & Performance Area               | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | 2015/16 Quarterly Projections                |   |   |   | Evidence Required |
|--|---------|---------------|---------------------------|---------------------|---------------------|------------------------|--|---|---|---|-------------------|
|  |         |               |                           |                     |                     |                        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |                   |
| <b>5.5 Performance Management System</b> |         |               |                           |                     |                     |                        |  |   |   |   |                   |
| 5.5.1                                    | Good    | Advance good  | # of scheduled            | Municipal           | 11                  | 11                     | 3  | 5   | 8   | 11  | Minutes ,         |

| KPA 5: Municipal Transformation and Institutional Development 20% |                                    |                                   |   |                     |                     |                        |        |  |   |   |   |  |
|---|------------------------------------|-----------------------------------|---|---------------------|---------------------|------------------------|--------|--|---|---|---|--|
| 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 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |  |
|   | governance and administration      | corporate governance              | senior management meetings held per quarter   | Manager             |                     |                        |        |  |   |   |   | attendance register                                    |
| 5.5.3   | Good governance and administration | Advance good corporate governance | # of scheduled monthly portfolio committee meetings successfully held per quarter               | Municipal Manager   | 11                  | 11                     |        | 3  | 5   | 8   | 11  | Portfolio committee minutes                            |
| 5.5.4   | Good governance and administration | Advance good corporate governance | Signing of performance agreements for all s57 Manager   | Municipal Manager   | 01/07/13            | 10/07/14               |        | 10/07/14                                     |   |   |   | Signed copies of PA                                    |
| 5.5.6   | Good governance and administration | Advance good corporate governance | Conducting Mid-Year performance individual assessment for S54 & 56                              | Municipal Manager   | 01/04/14            | 28/02/16               |        |  |   | 28/02/16                                    |   | Individual Performance Assessments Reports             |
| 5.5.7   | Good governance and administration | Advance good corporate governance | Conducting Annual performance individual assessment for S54 & 56                                | Municipal Manager   | 01/04/14            | 31/08/15               |        | 31/08/15                                     |   |   |   | Individual Performance Assessments Reports             |
| 5.5.10  | Good governance and administration | Advance good corporate governance | Tabling Annual Report for 2014/15 to Council by 31/01/16  | Municipal Manager   | 31/01/15            | 31/01/16               |        |  |   | 31/01/16                                    |   | Council Approved 2013/14 Annual Report                 |
| 5.5.11  | Good governance and administration | Advance good corporate governance | Approval of Draft 2016/17 SDBIP by the Mayor (14 days after the adoption of the IDP and Budget) | Municipal Manager   | 20/03/15            | 31/04/16               |        |  |   | 31/04/16                                    |   | Signed & Approved Draft SDBIP for 2015/16 by the Mayor |
| 5.5.12  | Good governance                    | Advance good corporate            | Submission of Draft 2016/17 SDBIP to  | Municipal           | 30/03/15            | 30/03/16               |        |  |   | 30/03/16                                    |   | Signed & Approved Draft                                |

5 NA

KPA 5: Municipal Transformation and Institutional Development 20%

| 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 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |  |
|                            | and administration                 | governance                        | Council for noting.   | Manager             |                     |                        |        |  |   |   |   | SDBIP by the Mayor & Council Resolution                  |
| 5.5.13                     | Good governance and administration | Advance good corporate governance | Approval of Final SDBIP by Mayor (28 days after the adoption of the IDP and Budget) | Municipal Manager   | 28/06/15            | 28/06/16               |        |  |   | 28/06/16                                    |   | Signed and Approved Final SDBIP by the Mayor             |
| 5.5.14                     | Good governance and administration | Advance good corporate governance | Review Institutional 2015/16 SDBIP  | Municipal Manager   | 28/02/15            | 28/02/16               |        |  |   | 28/02/16                                    |   | Signed and Approved Reviewed 2014/15 SDBIP by the Mayor. |
| 5.5.15                     | Good governance and administration | Advance good corporate governance | Submission of Mid-Year report to stakeholders by 25/01/2016                         | Municipal Manager   | 25/01/15            | 25/01/16               |        |  |   | 25/01/16                                    |   | Dated proof of submission                                |

S N/A

## KPA 6:

# GOOD GOVERNANCE & PUBLIC PARTICIPATION

S NA

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area                          | Cluster                            | IDP Objective                     | Key Performance Indicators                              | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2014/15 Quarterly Projections                |   |   |   | Evidence Required |   |
|---|------------------------------------|-----------------------------------|---|---------------------|---------------------|------------------------|--------|--|---|---|---|-------------------|---|
|   |                                    |                                   |   |                     |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |                   |   |
| <b>6.2 Public Participation and Ward Committees</b> |                                    |                                   |   |                     |                     |                        |        |  |   |   |   |                   |   |
| 6.1.1   | Good governance and administration | Advance good corporate governance | # of scheduled Council meetings held by 30/06/2016      | Municipal Manager   | 6                   | 7                      |        |  | 2   | 3   | 5   | 7                 | Minutes of council meetings, attendance registers |
| 6.1.2   | Good governance and administration | Advance good corporate governance | # of scheduled EXCO meetings held by 30/06/2016         | Municipal Manager   | 11                  | 11                     |        |  | 3   | 5   | 8   | 11                | Minutes of EXCO meetings, attendance registers    |
| 6.1.3   | Good governance and administration | Advance good corporate governance | # of scheduled MPAC meetings by 30/06/2016              | Municipal Manager   | 4                   | 4                      |        |  | 1   | 2   | 3   | 4                 | Minutes of MPAC meetings, attendance registers    |
| <b>6.2 Public Participation and Ward Committees</b> |                                    |                                   |   |                     |                     |                        |        |  |   |   |   |                   |   |
| 6.2.1   | Good governance and administration | Enhance stakeholder involvement   | # of IDP Rep Forum meetings held by 30/06/2016          | Municipal Manager   | 6                   | 6                      |        |  | 2   | 2   | 5   | 6                 | Attendance registers, agendas, invitations        |
| 6.2.2   | Good governance and administration | Enhance stakeholder involvement   | # of IDP Steering Committee meetings held by 30/06/2016 | Municipal Manager   | 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 held by            | Municipal Manager   | 6                   | 6                      |        |  | 2   | 2   | 5   | 6                 | Attendance registers, agendas, invitations        |

~ N/A

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area      | Cluster                            | IDP Objective                                      | Key Performance Indicators   | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2014/15 Quarterly Projections                |   |   |   | Evidence Required                   |
|---------------------------------|------------------------------------|--|--|---------------------|---------------------|------------------------|--------|--|---|---|---|-------------------------------------|
|                                 |                                    |  |  |                     |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul – 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct – 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan – 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr – 30 Jun 16) |                                     |
| 6.2.4                           | Good governance and administrative | Enhance stakeholder management                     | 30/06/2016<br># of meetings for public participation & imbizo held | Municipal Manager   | 4                   | 4                      | Opex   | 1  | 2   | 3   | 4   | Attendance register                 |
| <b>6.3 Corporate Governance</b> |                                    |  |  |                     |                     |                        |        |  |   |   |   |                                     |
| 6.3.4                           | Good governance and administrative | Advance good corporate governance                  | Review delegation of powers  | Municipal Manager   | 30/06/2015          | 30/06/2016             |        |  |   |   | 30/06/2016                                  | Reviewed delegation of powers       |
| <b>6.4 Internal Audit</b>       |                                    |  |  |                     |                     |                        |        |  |   |   |   |                                     |
| 6.4.1                           | Good governance and administrative | Advance good corporate governance                  | # of Audit Committee Meetings Attended                             | Municipal Manager   | 7                   | 7                      |        | 2  | 4   | 5   | 7   | Attendance registers                |
| 6.4.2                           | Good governance and administrative | Advance good corporate governance                  | % implementation of Audit Committee resolutions                    | Municipal Manager   | -                   | 100%                   | Opex   | 100%   | 100%  | 100%  | 100%  | Audit Committee Resolution Register |
| 6.4.3                           | Good governance and administrative | Advance good corporate governance                  | % implementation of Internal Audit recommendations                 | Municipal Manager   | -                   | 75%                    | Opex   | 75%  | 75%   | 75%   | 75%   | Internal Audit Follow-up report     |
| 6.4.5                           | Good governance and administrative | Good corporate governance and public participation | % of audit queries addressed (2013/14 Audit Report)                | Municipal Manager   | 75%                 | 100%                   |        | 100%   | 100%  | 100%  | 100%  | Audited AG Action Plan              |

↳ r/A

| KPA 6: Good Governance and Public Participation |                                    |  |   |                     |                     |                        |        |  |   |   |   |                   |     |                        |   |
|---|------------------------------------|--|---|---------------------|---------------------|------------------------|--------|--|---|---|---|-------------------|-----|------------------------|---|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicators                              | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2014/15 Quarterly Projections                |   |   |   | Evidence Required |     |                        |   |
|   |                                    |  |   |                     |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |                   |     |                        |   |
| 6.4.6   | Good governance and administrative | Good corporate governance and public participation | % of audit queries addressed (2014/15 Audit Report      | Municipal Manager   | 75%                 | 80%                    |        |  |   |   | 50%   |                   | 80% | Audited AG Action Plan |   |
| <b>6.5 Risk Management</b>                      |                                    |  |   |                     |                     |                        |        |  |   |   |   |                   |     |                        |   |
| 6.5.2   | Good governance and administrative | Advance good corporate governance                  | # of risk committee meetings attended                   | Municipal Manager   | 4                   | 4                      |        |  |   |   | 1   | 2                 | 3   | 4                      | Minutes, attendance registers                         |
| 6.5.4   | Governance and Administrative      | Advance good corporate governance                  | Review of fraud and anti-corruption strategy            | Municipal Manager   | 30/06/2015          | 30/06/2016             |        |  |   |   |   |                   |     | 30/06/2016             | Reviewed anti-corruption strategy                     |
| <b>6.5 Information Technology</b>               |                                    |  |   |                     |                     |                        |        |  |   |   |   |                   |     |                        |   |
| 6.5.1   | Good governance and administrative | Good corporate governance and public participation | Development of Business Continuity Plan 30/06/2016      | Municipal Manager   | -                   | 30/06/16               |        |  |   |   |   |                   |     | 30/6/2016              | Approved Business Continuity Plan; Council resolution |
| <b>6.7 Security management</b>                  |                                    |  |   |                     |                     |                        |        |  |   |   |   |                   |     |                        |   |
| 6.7.1   | Governance and Administrative      | Good corporate governance and public participation | Safeguarding of Council Assets # of Security Management | Municipal Manager   | 4                   | 4                      |        |  |   |   | 1   | 2                 | 3   | 4                      | Security Management Reports                           |

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| KPA 6: Good Governance and Public Participation |                               |  |  |                     |                     |                        |        |  |   |   |   |                              |
|---|-------------------------------|--|--|---------------------|---------------------|------------------------|--------|--|---|---|---|------------------------------|
| PMS No. & Performance Area                      | Cluster                       | IDP Objective                                      | Key Performance Indicators                                 | Responsible Manager | Baseline (30/06/15) | Annual Target 30/06/16 | Budget | 2014/15 Quarterly Projections                |   |   |   | Evidence Required            |
|   |                               |  |  |                     |                     |                        |        | 1 <sup>st</sup> Quarter (1 Jul - 30 Sept 15) | 2 <sup>nd</sup> Quarter (1 Oct - 31 Dec 15) | 3 <sup>rd</sup> Quarter (1 Jan - 31 Mar 16) | 4 <sup>th</sup> Quarter (1 Apr - 30 Jun 16) |                              |
| 6.8 Disaster Management                         |                               |  | reports  |                     |                     |                        |        |  |   |   |   |                              |
| 6.8.1   | Governance and Administration | Good corporate governance and public participation | # of disaster management forum meetings held by 30/06/2016 | Municipal Manager   | 4                   | 4                      |        | 1  | 2   | 3   | 4   | Agenda, attendance registers |

S N/A

STRATEGIC RISK FOR THE MUNICIPAL MANAGER

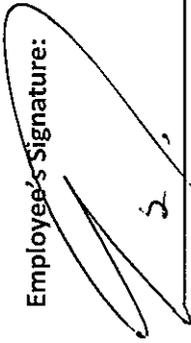
| Link objectives   | Risk description  | Background (Cause)  | Impact   | Likelihood | Perceived control effectiveness | Current controls  | Actions to improve  | Time Scale                                  |
|---|---|---|----------|------------|---------------------------------|---|---|---|
| Provision of sustainable integrated infrastructure and services | Inadequate upgrading/refurbishment of water and sanitation infrastructure | Lack of coordination and support from MDM over maintenance of water and sanitation infrastructure<br>WSP has lack of provision of certain clauses | Critical | Common     | Weak                            | a) BPM doing interim and responsive maintenance<br>b) Implementation of Water service agreement between BPM & MDM<br>c) Quarterly Water Committee forum with Lepelle and MD | a) The review of SLA of WSP<br>b) Continuous quarterly water meeting with Lepelle and MDM | 1 July 2015<br><br>Quarterly                |
| Good governance and public participation                        | Fraud and corruption  | Inadequate internal controls<br>Non-Compliance to   | Critical | Common     | Satisfactory                    | Implementation of Anti-fraud and corruption strategy.   | a) Awareness campaigns<br>b) Disclosure of interest                                       | Quarterly<br>Annually<br>During appointment |

5 N/A

| Link objectives | Risk description | Background (Cause)                    | Impact | Likelihood | Perceived control effectiveness | Current controls | Actions to improve | Time Scale |
|-----------------|------------------|---------------------------------------|--------|------------|---------------------------------|------------------|--------------------|------------|
|                 |                  | Legislations<br>Conflict of interest. |        |            |                                 |                  | c) Vetting process |            |

↳ NA

Employee's Signature:



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Date:

02/7/2015

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Mayor's Signature:



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Date:

02/7/2015

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**PERSONAL DEVELOPMENT PLAN  
(PDP)**

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MAYOR

CLLR NA SONO

["the Employer"]

AND

**DR SETIMELA SAMPSON SEBASHE**

MUNICIPAL MANAGER

["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 |

5 NA

(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.

5 NA

**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**

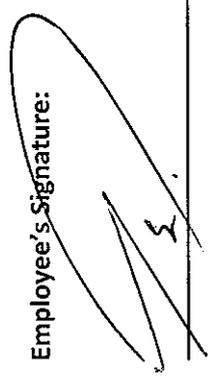
| 1. Skills/Performance Gap (in order of priority) | 2. Outcomes Expected (measurable indicators: quantity, quality and time frames) | 3. Suggested Training and/or development activity | 4. Suggested mode of delivery | 5. Suggested Time Frames | 6. Work opportunity created to practice skill/development 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.

5 HA

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: \_\_\_\_\_  


Date: 4/7/2015

Mayor's Signature: \_\_\_\_\_  


Date: 06/01/2015

**Annexure C**

**CORE COMPETENCY FRAMEWORK**

ENTERED INTO BY AND BETWEEN:

**BAPHALABORWA MUNICIPALITY**

AS REPRESENTED BY THE MAYOR

CLLR NA SONO

["the Employer"]

AND

**DR SETIMELA SAMPSON SEBASHE**

MUNICIPAL MANAGER

["the Employee"]

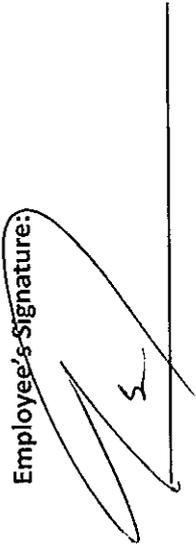
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## CORE COMPETENCY FRAMEWORK: MUNICIPAL MANAGER

| 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:

07/17/2015

Mayor's Signature:



Date:

06/01/2015