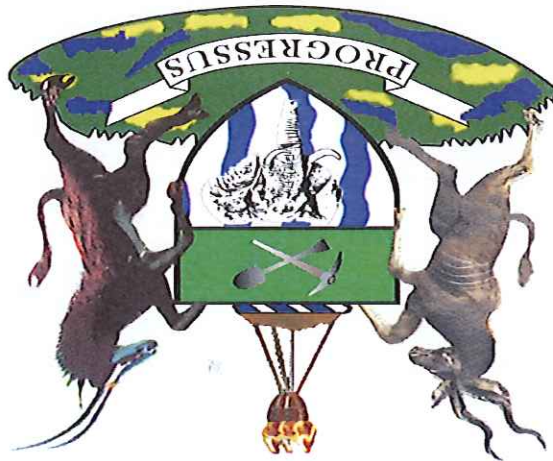


MUNICIPAL MANAGER

M.I MOAKAMELA

2018/19

PERFORMANCE AGREEMENT



BA-PHALABORWA MUNICIPALITY

01 JULY 2018 – 30 JUNE 2019

FINANCIAL YEAR:

FOR THE

(Herein and after referred to as the Employee)

M. I. MOAKAMELA

MUNICIPAL MANAGER

AND

(Herein and after referred to as the Employer)

CLR PJ SHAYI

AS REPRESENTED BY THE MAYOR

THE BA-PHALABORWA MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN:

DRAFT PERFORMANCE AGREEMENT

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.

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 2018 and will remain in force until 30 June 2019 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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assessment result as per the weightings agreed to between the Employer and Employee:

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 KPAs, and will constitute 80% of the overall

5.6

20% of the final assessment.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for

total score.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the

Requirements (CCRs) respectively.

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

(CCRs), both of which shall be contained in the Performance Agreement.

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),

the local government framework;

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

will be included in the performance management system as applicable to the Employee;

5.3 The Employer will consult the Employee about the specific performance standards that

Employer, management and municipal staff to perform to the standards required;

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;

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

5. PERFORMANCE MANAGEMENT SYSTEM

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.

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CORE MANAGERIAL COMPETENCIES ¹	V	Z	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	

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:

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

KPA No.	Key Performance Areas	100%
1	Spatial Rationale	5%
2	Basic Service Delivery	10%
3	Municipal Financial Viability and Management	15%
4	Local Economic Development (LED)	15%
5	Municipal Institutional Development and Transformation	20%
6	Good Governance and Public Participation	25%
		Converted to 80%

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(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

(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

- 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan
- 6.5 The Annual performance appraisal will involve:
- 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
- 6.3 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;
- 6.2 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;
- 6.1.2 The intervals for the evaluation of the Employee's performance;
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:

6. PERFORMANCE ASSESSMENT

As published and defined within the Draft Competency Guidelines,
 Government Gazette 23, March 2007
² Compulsory for municipal manager
³ Proficiency level (1, 2 or 3) as stipulated in the Draft Competency
 Guidelines, Government Gazette 23, March 2007

Converted to 20%	
TOTAL PERCENTAGE	100%

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Level	% score	Terminology	Description
5	167	Outstanding	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	Performance is significantly higher than the standard

scale for KPIs and CCRs:

6.6 The assessment of the performance of the Employee will be based on the following rating

(b) Such overall rating represents the outcome of the performance appraisal.

(d) and 6.5.2 (d) above; and

(a) An overall rating is calculated by adding the overall scores as calculated in 6.5.1

6.5.3 Overall rating

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

contracting process, to provide a score

(c) This rating should be multiplied by the weighting given to each CCR during the

(b) An indicative rating on the five-point scale should be provided for each CCR

standards have been met

(a) Each CCR should be assessed according to the extent to which the specified

6.5.2 Assessment of the CCRs:

calculated above.

(d) An overall score will be calculated based on the total of the individual scores

formal assessment; and

(c) The Employee will submit his self-evaluation to the Employer prior to the

evidence of performance where a disagreement

performance plan. During assessment, the employee has a chance to submit

automatically. These scores are carried over to the applicable employee's

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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.

Level	% score	Terminology	Description
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.
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.
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.
		significantly above Expectations	Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.

- 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1 The Employer shall:

9. OBLIGATIONS OF THE EMPLOYER

plan is made. assessment. In that case, the Employer will be fully consulted before any such change or Annexure B. Such Plan may be implemented and/or amended as the case may be after each The Personal Development Plan (PDP) for addressing developmental gaps is attached as

8. DEVELOPMENTAL REQUIREMENTS

- 7.5 The Employer will be fully consulted before any such change is made. case the Employer will be fully consulted before any such change is made. management system is adopted, implemented and / or amended as the case may be. In that
- 7.4 The Employer may amend the provisions of Annexure A whenever the performance of Annexure "A" from time to time for operational reasons. The Employer will be fully consulted before any such change is made;
- 7.3 The Employer will be entitled to review and make reasonable changes to the provisions of performance;
- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;
- 7.1 The Employer shall be based on the Employer's assessment of the Employee's performance;

Quarter	Review Period	Review to be completed by
1	July – September 2018	October 2018
2	October – December 2018	February 2019
3	January – March 2019	April 2019
4	April – June 2019	August 2019

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:

7. SCHEDULE FOR PERFORMANCE REVIEWS

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and

11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;

follows:

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

outstanding performance or correcting unacceptable performance.

11.1 The evaluation of the Employee's performance will form the basis for rewarding

11. MANAGEMENT OF EVALUATION OUTCOMES

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

10.1.3 A substantial financial effect on the Employer

Employer

10.1.2 Commit the Employee to implement or to give effect to a decision made by the

10.1.1 A direct effect on the performance of any of the Employee's functions

powers will have amongst others:

10.1 The Employer agrees to consult the Employee timeously where the exercising of the

10. CONSULTATION

targets established in terms of this Agreement.

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

established in terms of this Agreement; and

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

common problems that may impact on the performance of the Employee;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to

13.1

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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

13. GENERAL

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

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

12.1 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 Employer 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. DISPUTE RESOLUTION

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.

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance;

11.3 In the case of unacceptable performance, the Employer shall:

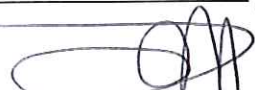
11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

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minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Phadepura on this the 14 day of July 2018

AS WITNESSES:

1. 


2. Atkandla

MUNICIPAL MANAGER



Thus done and signed at Phadepura on this the 16th day of July 2018

AS WITNESSES:

1. 

2. Atkandla

MAYOR



Annexure A

DRAFT PERFORMANCE PLAN

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

['the Employer']

AND

M.I.MOAKAMELA

MUNICIPAL MANAGER

["the Employee"]

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MUNICIPAL MANAGER

MUNICIPAL MANAGER SCORECARD 2018- 2019

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

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KPA 1: Spatial Rationale 5%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
1.1 Spatial Planning												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll developed by 30/06/2019	Municipal Manager	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	Number of Reviewed Spatial Development Framework by 30/06/2019	Municipal Manager	New	1	OPEX	n/a	n/a	n/a	1	Council resolution /approved framework

10/11/18

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 (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
2.5 Implementation of MIG Projects												
2.5.1	Economic	Promotion of local economy	Number of Projects implemented EPWP way Tambo phase 2, Selwane Sports Complex, Tshela & Kgape road, Benfarm street	Municipal Manager	5	4		1	2	3	4	EPWP Report
2.6 Municipal Capital Projects												
	Technical infrastructure	Provision of sustainable integrated infrastructure and services	R-Value of total budget spent per quarter (expenditure on MIG)	Municipal Manager	R29,690m	R38m	CPEX	R15m	R25m	R30m	R38m	Expenditure report, Progress report & payment certificates

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KPA 3:

**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

KPA 3: Municipal Financial Viability and Management 50%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
3.1 Financial Viability												
3.3.3	Good governance and administration	Good corporate governance and public participation	Number of approved Final Budget by Council by 31/05/2019	Municipal Manager	1	1		N/A	N/A	1	Final Budget by Council	
3.3.4	Good governance and administration	Good corporate governance and public participation	Number of approved adjustments budget by 28/02/2019	Municipal Manager	1	1		N/A	N/A	N/A	Adjustment budget document; council resolution	
3.3.8	Governance and administration	Improve financial viability	Number of quarterly oversight reports on Quarterly financial reports (Revenue, Expenditure, Assets & SCM)	Municipal Manager	4	4		1	2	3	Quarterly Audit committee report	
3.3.10	Governance and administration	Improve financial viability	Number of quarterly oversight report on quarterly financial reports	Municipal Manager	4	4		1	2	3	Quarterly financial statements	
3.3.13	Governance and administration	Improve financial viability	% improvement in revenue collection monthly (Improvement from 6.5% to 9.5% by end 30/06/18 budget year)	Municipal Manager	6.4%	80%		20%	40%	60%	Quarterly reports on revenue collection	
3.3.15	Good governance and administration	Improve financial viability	Number of 2017/18 AFS and Annual Performance report submitted to AG by 31/08/18	Municipal Manager	1	1		1	N/A	N/A	Dated proof of submission	

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KPA 4:

LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
4.1 Job Creation												
4.1.1	Economic	Promotion of local economy	Number of jobs created quarterly through capital projects by 30/06/2019 (Temporary jobs)	Municipal Manager	63	110	R2.m	20	50	110	n/a	ID Numbers of people appointed and Payroll Reports
4.2 Enterprise Support												
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported quarterly through the municipal SCM (procurement) by 30/06/2019.	Municipal Manager	85	100		25	50	75	100	System generated Expenditure report
4.4 Social Labour Plans												
4.4.1	Economic	Promotion of local economy	Number of quarterly reports submitted to Management on the	Municipal Manager	4	4		1	2	3	4	Quarter reports on SLP Implementation

KPA 4: Local Economic Development 15%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (31/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
			implementation of social labour plans. Phalaborwa Copper, & Stibium									

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KPA 5:
**MUNICIPAL TRANSFORMATION &
INSTITUTIONAL DEVELOPMENT**

KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
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 30/06/19	Municipal Manager	1	1	opex	n/a	n/a	n/a	1	Reviewed organizational structure
5.1.6	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	Municipal Manager	-	By the 20 th of each month		By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	By the 20 th of each month	Dated proof of submission
5.2 Employment Equity												

10/11/19

KPA 5: Municipal Transformation and Institutional Development 20%

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
5.2.1	Good governance and administration	Good corporate governance and public participation	Number of employees from previously disadvantaged groups appointed in the three highest levels of management as per EEP (PL 0,2,3) by 30/06/2019	Director Corporate Services	3	3 positions to be filed.		n/a	n/a	n/a	3	Appointment letters; appointment register, Proof of Disadvantaged Employees
5.4 Integrated Development Planning												
5.4.1	Good governance and administration	Advance good corporate governance	Number of IDP/Budget/PMS/M PAC Process Plan approved by Council by 31/07/2018	Municipal Manager	1	1	n/a	1	n/a	n/a	n/a	Council Approved IDP, Budget, PMS Process Plan
5.4.2	Good governance and administration	Advance good corporate governance	Number of 2019/20 Draft IDP approved by Council by 31/03/19	Municipal Manager	1	1	n/a	n/a	1	n/a	n/a	Council Approved Draft IDP / Council Resolution
5.4.3	Good governance and administration	Advance good corporate governance	Number of Final 2018/19 IDP approved by Council by 28/05/2019	Municipal Manager	1	1		n/a	n/a	n/a	1	Council Approved Final IDP / Council resolution
5.5 Performance Management System												
5.5.1	Good governance and administration	Advance good corporate governance	Number of scheduled monthly senior management meetings held by 30/06/19	Municipal Manager	11	11		3	5	8	11	Minutes, attendance register
5.5.2	Good governance	Advance good corporate	Number of scheduled monthly	Municipal Manager	11	11		3	5	8	11	Departmental committee

KPA 5: Municipal Transformation and Institutional Development 20%												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul - 30 Sept 18)	2 nd Quarter (1 Oct - 31 Dec 18)	3 rd Quarter (1 Jan - 31 Mar 19)	4 th Quarter (1 Apr - 30 Jun 19)	
	and administration	governance	scheduled monthly senior management meetings held by 30/06/19	Manager								register
5.5.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly departmental meetings held 30/06/19	Municipal Manager	11	11		3	5	8	11	Departmental committee minutes
5.5.3	Good governance and administration	Advance good corporate governance	Number of scheduled monthly portfolio committee meetings held by 30/06/19	Municipal Manager	11	11		3	5	8	11	Portfolio committee minutes
5.5.4	Good governance and administration	Advance good corporate governance	Number of S54 & S56 Signed Annual performance agreements by 30/07/18	Municipal Manager	6	6		6	n/a	n/a	n/a	Signed copies of PA
5.5.7	Good governance and administration	Advance good corporate governance	Number of Individual Performance Assessment of S 54 & S 56 Managers Conducted to review their performance by 30/06/19 (Mid-Year /Annual	Municipal Manager	2	2		n/a	1	n/a	2	Individual Performance Assessments Reports
5.5.10	Good governance and administration	Advance good corporate governance	Number of 2017/18 Draft Annual Report approved Council by 31/01/19	Municipal Manager	1	1		n/a	n/a	1	n/a	Council Approved 2016/17 Annual Report

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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 (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
	Good governance and administration	Advance good corporate governance	Number of Oversight report on 2017/18 Draft Annual report approved by 31/03/19	Municipal Manager	1	1	opex	n/a	n/a	1	n/a	Council approved Oversight report and Council resolution
5.5.11	Good governance and administration	Advance good corporate governance	Number of Draft 2019/20 SDBIP submitted to the Mayor for approval (14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1		n/a	n/a	n/a	1	Signed & Approved Draft SDBIP for 2019/20 by the Mayor
5.5.13	Good governance and administration	Advance good corporate governance	Number of approved Final 2019/20 SDBIP (28 days after the adoption of the IDP and Budget) approved by the Mayor	Municipal Manager	1	1	n/a	n/a	n/a	n/a	1	Signed and Approved Final SDBIP by the Mayor
5.5.14	Good governance and administration	Advance good corporate governance	Number of Reviewed 2018/19 SDBIP approved by 31/03/19	Municipal Manager	1	1	n/a	n/a	n/a	1	n/a	Signed and Approved Reviewed 2018/19 SDBIP by the Mayor.
5.5.15	Good governance and administration	Advance good corporate governance	Number of Mid-Year report submitted to stakeholders by 25/01/2019	Municipal Manager	1	1		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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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.2 Public Participation and Ward Committees												
6.1.1	Good governance and administration	Advance good corporate governance	Number of scheduled quarterly Council meetings held by 30/06/2019	Municipal Manager	7	7		2	3	5	7	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Advance good corporate governance	Number of scheduled monthly EXCO meetings held by 30/06/2019	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	Number of scheduled quarterly MPAC meetings held by 30/06/2019	Municipal Manager	4	4		1	2	3	4	Minutes of MPAC meetings, attendance registers
6.1.4	Good governance	Advance good corporate	% of quarterly	Municipal	100%	100%		100%	100%	100%	100%	Minutes of Exco meetings and

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
	and administration	governance	MPAC resolutions implemented	Manager								register
6.1.5	Good governance and administration	Advance good corporate governance	Number of scheduled monthly Senior Management meetings held by 30/06/19	Municipal Manager	11	11	Opex	3	5	8	11	Minutes of EXCO meetings and attendance register
6.1.6	Good governance and administration	Advance good corporate governance	Number of scheduled monthly Portfolio Committee meetings held by 30/06/19	Municipal Manager	55	55	Opex	15	30	45	55	Minutes of Portfolio meetings and attendance register
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Enhance stakeholder involvement	Number of IDP Rep Forum meetings held by 30/06/2019	Municipal Manager	5	3		1	0	2	3	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Enhance stakeholder involvement	Number of IDP Steering Committee meetings held by 30/06/2019	Municipal Manager	5	4		1	2	3	4	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Enhance stakeholder involvement	Number of IDP Technical Committee meeting held by 30/06/2019	Municipal Manager	5	4		1	2	3	4	Attendance registers, agendas, invitations

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.2.4	Good governance and administration	Enhance stakeholder involvement	Number of Ward Committee meetings scheduled monthly and convened per ward by 30/06/19	Municipal Manager	11	11	Opex	3	5	8	11	Minutes of ward committee meetings and attendance register
6.2.5	Good governance and administration	Enhance stakeholder involvement	% of complains resolved	Municipal Manager	100%	100%		100%	100%	100%	100%	Complains register and batho pele report
6.2.6	Good governance and administration	Enhance stakeholder management	Number of Mayor imbizos and public participation held per quarter	Municipal Manager	4	4	Opex	1	2	3	4	Attendance register
6.3 Corporate Governance												
6.3.4	Good governance and administration	Advance good corporate governance	Number of delegation of powers reviewed	Municipal Manager	1	1		n/a	n/a	n/a	1	Reviewed deagation of powers
6.4 Internal Audit												
6.4.1	Good governance and administration	Advance good corporate governance	Number of Audit Committee Meetings held per quarter	Municipal Manager	7	7		2	4	5	7	Attendance registers

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.4.2	Good governance and administration	Advance good corporate governance	% implementation of Audit Committee resolutions	Municipal Manager	100%	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	Municipal Manager	75%	75%	Opex	75%	75%	75%	75%	Internal Audit Follow-up report
6.4.4	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2016/17 Audit Report)	Municipal Manager	75%	100%	opex	100%	n/a	n/a	n/a	Audited AG Action Plan
6.4.5	Good governance and administration	Good corporate governance and public participation	% of audit queries addressed (2017/18 Audit Report)	Municipal Manager	75%	80%	opex	n/a	n/a	50%	80%	Audited AG Action Plan
6.5 Risk Management												
6.5.1	Good governance and administration	Advance good corporate governance	Number of quarterly Institutional Risk Management committee meetings held by 30/06/19	Municipal Manager	4	4	opex	1	2	3	4	Minutes, attendance registers
6.5.2	Governance and Administration	Advance good corporate governance	Number of Reviewed fraud and anti-corruption strategy	Municipal Manager	1	1	opex	n/a	n/a	n/a	1	Reviewed anti-corruption strategy

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KPA 6: Good Governance and Public Participation												
PWS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.6 HIV/AIDS												
6.6.1	Governance and Administration	Provision of sustainable integrated infrastructure services	Number of outreach quarterly programmes conducted by 30/06/19	Municipal Manager	16	16		4	8	12	16	Outreach programmes reports
6.7 Security management												
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of Security Management quarterly reports for Safeguarding of Council Assets by 30/06.19	Municipal Manager	4	4		1	2	3	4	Security Management Reports
6.8 Disaster Management												
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of quarterly disaster awareness campaigns conducted by 30/06/2019	Municipal Manager	4	4		1	2	3	4	Invitations, Agenda, attendance registers and reports
6.9 Communication												
6.9.1	Governance and	Advance good corporate	Number of Communication	Municipal	1	1	Opex	n/a	n/a	n/a	1	Approved communication

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KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicators	Responsible Manager	Baseline (30/06/18)	Annual Target 30/06/19	Budget	2018/19 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 18)	2 nd Quarter (1 Oct – 31 Dec 18)	3 rd Quarter (1 Jan – 31 Mar 19)	4 th Quarter (1 Apr – 30 Jun 19)	
6.10. Communication												
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/19	Municipal Manager	1	1	Opex	n/a	n/a	n/a	1	Approved communication strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website as according to legislation checklist	Municipal Manager	100%	100%		100%	100%	100%	100%	Legislation compliance
6.10.3	Governance and Administration	Advance good corporate governance	Number of quarterly Local communicators forum held by 30/06/2019	Communication manager	New	4	Opex	1	2	3	4	Invitations, Minutes and attendance registers

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STRATEGIC RISK FOR THE MUNICIPAL MANAGER

1/11/17

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Risk Category	Risk Description	Background To The Risk	IRE	Current Controls	RRE	Mitigation	Action Owner	Time Scale
Financial	Unfavourable audit outcome	Loss of supporting documents	25	Monthly Audit Steering Committee Meetings (Exco/Management	20	Implementation and monitoring of the AG Action Plan and Internal Audit Recommendations Weekly Technical Steering committee to address audit issues	Municipal Manager Municipal Manager	Quarterly Monthly
Fraud and corruption	Fraud and corruption	Non-Compliance to Legislations Conflict of interest. Illegal connections	20	1. Anti-fraud and corruption strategy in place. 2. Awareness conducted to employee. 3. Vetting of employees before appointment. 4. Disclosure of interest forms	13	1. Quarterly awareness campaigns to employees and the community. 2. Completion of Disclosure of interest forms by Councilors, Senior Management, and SCM Officials etc.	Municipal Manager Municipal Manager	Quarterly 30 August 2017

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				completed by directors and Councilors				3. Vetting of employees prior appointment	Municipal Manager	Before Appointment
								4. Respond to complaints from Presidential hotline		Monthly

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What?

Employee's Signature:

James Smith

Date:

16/07/2018

Mayor's Signature:

[Signature]

Date:

16/07/2018

**PERSONAL DEVELOPMENT PLAN
(PDP)**

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

["the Employer"]

AND

M.I.MOAKAMELA

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

(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.

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.

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Column 6: Work Opportunity Created to Practice Skills / Development Area						
1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measura ble indicators : quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportu nity created to practice skill/dev elopmen t area	7. Support Person
<p>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).</p>						
Column 7: Support Person						
1. Skills/Per formance Gap (in order of priority)	2. Outcomes Expected (measurab le indicators: quantity, quality and time frames)	3. Suggested Training and/or developm ent activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunit y created to practice skill/develop ment area	7. Support Person
<p>This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.</p>						

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

["the Employer"]

AND

M.I.MOAKAMELA

MUNICIPAL MANAGER

["the Employee"]

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 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:

Immanuel

Date:

16/07/2016

Mayor's Signature:

[Signature]

Date:

16/07/2016

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 management POPI	Ethical Conduct	Ethics Training [External]	External	30 June 2019		
Leadership		Leadership	External	30 June 2019		
Strategic		Strategic	External	30 June 2019		

Employee's Signature:

Timothy Alexander

Mayor's Signature:

[Signature]

Date:

16/08/18

Date:

16/08/2018

Annexure C

CORE COMPETENCY FRAMEWORK

ENTERED INTO BY AND BETWEEN:

BAPHALABORWA MUNICIPALITY

AS REPRESENTED BY THE MAYOR

CLLR PJ SHAYI

["the Employer"]

AND

M.I.MOAKAMELA

MUNICIPAL MANAGER

["the Employee"]

2017/11/14

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

AS
System

Employee's Signature:

James Lamore

Date:

16/07/18

Mayor's Signature:

JBR

Date:

16/07/2018

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