MOQHAKA MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MOQHAKA MUNICIPALITY

HEREIN REPRESENTED BY THE ACTING MUNICIPAL MANAGER

MTHUNZI ERIC MTHWALO

(ID 7103105317080))

(herein and after referred to as Employer)

AND

Mr. THUSO RONALD MARUMO
(ID 8207185768085)

CHIEF FINANCIAL OFFICER

(herein and after referred to as Employee)

FOR THE FINANCIAL YEAR

Period 1 July 2019– 30 June 2020

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THE PARTIES HEREBY AGREE AS FOLLOWS:

1. INTRODUCTION

1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). 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.

2. INTERPRETATION AND DEFINITION

2.1 In this Agreement, unless the context indicates otherwise–

2.1.1 an expression, which denotes any gender, includes the other genders, a natural person includes a judicial person and vice versa, and the singular includes the plural and vice versa;

2.1.2 clause headings are for convenience only and will not be used in its interpretation, and the following expressions bear the meanings assigned to them and cognate expressions bear corresponding meanings–

"agreement"	means this Performance Agreement and all the Appendices hereto;
"Employee"	means Mr. TR Marumo the Chief Financial Officer of Moqhaka Local Municipality;
"Employer"	means the Moqhaka Local Municipality as represented by the Municipal Manager, Mr. M E Mthwalo;
"MEC"	means the Member of the Free State Executive Council responsible for local government;
"MFMA"	means the Local Government: Municipal Finance

	Management Act, 2003 (Act No. 56 of 2003);
"Municipality"	means the Moqhaka Local Municipality, established in terms of Structures Act;
"parties"	means the Municipality and the Employee;
"Regulations"	means the Local Government: Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, promulgated in the Government Gazette as Regulation Notice 805 on 1 August 2006 read together with the Local Government Regulations on Appointment and Conditions of Employment of Senior Managers, promulgated in the Government Gazette as Regulation Notice 37245 on 17 January 2014;
"Structures Act"	means the Local Government: Municipal Structures Act, 2000 (Act No.117 of 1998); and
"Systems Act"	means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), and the Regulations promulgated in terms of the Act;

2.1.3 words and expressions defined in any sub-clause, for the purpose of the clause of which that sub-clause forms part, bear the meaning assigned to such words and expressions in that sub-clause; and

2.1.4 this agreement is governed by and construed in accordance with the laws of the Republic of South Africa.

3. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to:

3.1 Comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act, and the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006) as amended by the Regulations on Appointment and Conditions of Employment of Senior Managers (2014), as well as the Contract of Employment entered into between the parties;

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

3.3 Specify accountabilities as set out in the Performance Plan which is appended to this agreement as ANNEXURE A;

3.4 Monitor and measure performance against set targeted outputs;

3.5 Use the Performance Agreement and Performance Plan as the basis to assess whether the Employee has met the performance expectations applicable to his job; and

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

4. COMMENCEMENT AND DURATION

4.1 This Agreement will commence on 1 July 2019 and will remain in force until 30 June 2020 where after a new Performance Agreement shall be concluded between the parties for the next financial year.

4.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces this Agreement by not later than the 31st July of each successive financial year or any portion thereof.

4.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

4.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

5. PERFORMANCE OBJECTIVES

5.1 The Performance Plan is attached as **ANNEXURE A**, and sets out:

5.1.1 The performance objectives and targets that must be met by the Employee; and

5.1.2 The time frames within which those performance objectives and targets must be met.

5.2 The performance objectives reflected in **ANNEXURE A** are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.

5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

6. PERFORMANCE MANAGEMENT SYSTEM

6.1 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.

6.2 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.

6.3 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.

6.4 The Employee undertakes to actively focus on the promotion and implementation of the KPA's (including special projects relevant to the Employee's responsibilities) within the local government framework

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6.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in this Performance Agreement.

6.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and Competencies respectively

6.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

6.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.

6.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) 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. The competencies will make up the other 20% of the Employee's assessment score.

Key Performance Area	No	%
Municipal Transformation and Organisational Development	3	10.00
Municipal Financial Viability and Management	29	80.00
Good Governance, Public Participation	5	10.00
Total		100%

6.7 The competency framework as set out in the Regulations on Appointment and Conditions of Employment of Senior Managers (17 January 2014) consists of six leading competencies which comprise twenty driving competencies that communicate what is expected for effective performance in local government, and six core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

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LEADING COMPETENCIES	DRIVING COMPETENCIES	
1. Strategic Direction and Leadership.	• Impact and Influence • Institutional Performance Management • Strategic Planning Management • Organisational Awareness	8
2. People Management.	• Human Capital Planning and Development • Diversity management. • Employee Relations Management • Negotiations and Dispute Management	8
3. Programme and Project Management.	• Program and Project Planning and Implementation. • Service Delivery Management. • Program and Project Monitoring and Evaluation.	8
4. Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	8
5. Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact and Monitoring and Evaluation	8
6. Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	10
CORE COMPETENCIES		
1. Moral Competence		8.33
2. Planning and Organising		8.33
3. Analysis and Innovation		8.33
4. Knowledge and Information Management		8.33
5. Communication		8.33
6. Results and Quality Focus		8.33

6.8 There is no hierarchical connotation to the competencies and all are essential to the role of a senior manager to influence high performance. All competencies will therefore be considered as measurable and critical in assessing the level of the Employees performance.

7. PERFORMANCE ASSESSMENT

7.1 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP)

7.2 The Employee will submit his self-assessment to the Employer prior to the formal assessment;

7.3 Performance assessments will entail:

7.3.1 Assessment of the achievement of results as outlined in the performance plan **(ANNEXURE A)**:

7.3.1.1 Each KPI shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI.

7.3.1.2 The assessment of the performance of the Employee will be based on the following rating scale for KPI's:

Rating	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	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 Performance Plan.
2	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 appraisal indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Plan.

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Rating	Terminology	Description
1	Unacceptable performance	Performance does not meet the standard expected for the job. The appraisal indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 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.

7.3.1.3 The rating will then be multiplied by the weighting to calculate the final score;

7.3.1.4 An overall rating will be calculated based on the total of the individual ratings calculated above.

7.3.1.5 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

7.3.2 Assessment of competencies

7.3.2.1 Each competency shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;

7.3.2.2 The assessment of the performance of the Employee will be based on the following rating scale for Competencies:

Rating	Achievement level	Description
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in- depth analyses

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5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

7.3.2.3 The rating will then be multiplied by the weighting to calculate the final score. Each competency shall carry an equal weighting;

7.3.2.4 A full description of achievement levels per competency is attached as **ANNEXURE B**.

7.3.3 Overall rating

An overall rating is calculated by combining the rating from 6.5.1 and 6.5.2 above. Such overall rating represents the outcome of the performance appraisal.

7.4 For purposes of appraising the performance of the Employee, an evaluation panel constituted of the following persons will be established, as mutually agreed upon:

7.4.1 Municipal Manager;

7.4.2 Chairperson of the Performance Audit Committee or the Audit Committee in the absence of an Performance Audit Committee;

7.4.3 Municipal Manager from another municipality; and

7.4.4 Member of the Mayoral Committee (Portfolio Chairperson).

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his performance agreement shall be reviewed on the following dates:

Quarter	Review Period	Review to be completed by
1	July – September 2019	December 2019 (informal assessment by MM)
2	October – December 2019	March 2020 (Mid-year Panel Assessment)
3	January – March 2020	June 2020 (20informal assessment by MM)
4	April – June 2020	September 2020 (Year-end Panel Assessment)

8.2 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;

8.3 Performance reviews in the first and third quarter may be verbal if performance is deemed to be satisfactory by the Municipal Manager. In the event of unsatisfactory performance a panel evaluation shall be convened.

8.4 The Employer shall keep a record of the mid-year, year-end and any other assessment meetings where a panel evaluation is convened;

8.5 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

8.6 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; and

8.7 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.

9. DEVELOPMENTAL REQUIREMENTS

9.1 Personal growth and development needs identified during any performance appraisal 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;

9.2 The Personal Development Plan (PDP) for addressing developmental gaps must be developed, if deemed necessary in individual cases in consultation with the employee, the Portfolio Councillor and the Municipal Manager.

10. OBLIGATIONS OF THE EMPLOYER

10.1 The Employer shall-

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

10.1.2 Provide access to skills development and capacity building opportunities;

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

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

10.1.5 Make available to the Employee such resources as the Employee may reasonable require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

11. CONSULTATION

11.1 The Employer agrees to consult the Employee timeously where the exercising of powers will have amongst others-

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

11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

11.1.3 A substantial financial effect on the Employer.

11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 10.1 as soon as is practical to enable the Employee to take any necessary action.

12. MANAGEMENT OF ASSESSMENT OUTCOMES

12.1 Where the employer is, at any time during the employee's employment, not satisfied with the manager's performance in respect of any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting

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12.2 The employee will have the opportunity at the meeting to satisfy the employer in respect of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures.

12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolve the dispute or difference.

12.4 In the case of unacceptable performance, the employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 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 duties

13. DISPUTE RESOLUTION

13.1 Any disputes about the nature of the employees performance agreement, whether it relates to key responsibilities, priorities, methods of assessment must be mediated by the Executive Mayor within 30 days of receipt of a formal dispute from the employee. The Executive Mayors decision shall be final and binding on both parties.

13.2 Any disputes about the outcomes of the employee's performance evaluation must be mediated by a member of the Municipal Council provided that such member was not part of the evaluation panel within 30 days of receipt of a formal dispute from the employee. The Executive Mayors decision shall be final and binding on both parties.

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14. GENERAL

14.1 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.

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

Thus done and signed at Kroonstad on this the 17 day of July 2019.

AS WITNESSES:

1. _____

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CHIEF FINANCIAL OFFICER

2. _____

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Thus done and signed at Kroonstad on this the 19th day of July 2019.

AS WITNESSES:

1 _____

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ACTING MUNICIPAL MANAGER

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ANNEXURE A: PERFORMANCE PLAN

i. The Performance Plan sets out the performance objectives and targets which are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and includes key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.

ii. The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

iii. The performance management system automatically rates performance in terms of the key performance indicators as follows which correlates with the rating referred to in 6.5.1.

Category	Rating	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.
KPI's Almost Met / Not fully effective	2	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
KPI's Extremely Well Met / Outstanding Performance	5	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.

KEY PERFORMANCE INDICATORS AND TARGETS

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
Organisational	1	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.		Financial Viability: Cost coverage (Reg 796)	"Where - ""A"" represents cost coverage ""B"" represents all available cash at a particular time ""C"" represents investments ""D"" represents monthly fixed operating expenditure A=(B+C)/D "	All	Chief Financial Officer	≥1	≥1	≥1	≥1	≥1	≥1
Organisational	2	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.		Financial Viability: Debt coverage (Reg 796)	"Where - "A"represents debt coverage "B" represents total operating revenue received "C" represents operating grants "D"represents debt service payments (i.e. interest + redemption) due within the financial year; A=(B-C)/D	All	Chief Financial Officer	≤45%	≤45%	≤45%	≤45%	≤45%	≤45%
Organisational	3	To ensure that the municipal budget and financial reporting		Financial Viability: Service debtors to revenue (Reg 796)	Where - "A" represents outstanding service debtors to revenue "B" represents	All	Chief Financial Officer	90%	95%	20%	45%	75%	95%

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
		process are compliant with applicable legislation			total outstanding service debtors "C" represents annual revenue actually received for services; A=(B/C)								
Organisational	TL 4	To implement an effective and efficient system of expenditure and supply chain management.		% of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (MFMA Circular 71)	Actual Capital Expenditure / Budget Capital Expenditure x 100	All	Chief Financial Officer	95%	95%	10%	45%	70%	95%
Organisational	TL 6	To implement an effective and efficient system of expenditure and supply chain management.		Number of formal households connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) at 30 June	Number of households which are billed for electricity or have pre- paid meters (Excluding Eskom areas) at 30 June	All	Chief Financial Officer	23 107	23 950	23 400	223 600	23 800	23 950
Organisational	TL 7	To implement an effective and efficient system of expenditure		Number of households which are billed for water or have pre-paid meters.	Sum of households which are billed for water or have pre- paid meters.	All	Chief Financial Officer	30836 per month	32 500	31 300	31 700	32 000	32 500

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
		and supply chain management.											
Organisational	TL 8	To implement an effective and efficient system of expenditure and supply chain management.		Number of households which are billed for refuse removal.	Sum of households which are billed for refuse removal.	All	Chief Financial Officer	30836 per month	31 500	30 900	31 100	31 300	31 500
Organisational	TL 9	To implement an effective and efficient system of expenditure and supply chain management.		Number of households which are billed for sewerage.	Sum of households which are billed for sewerage.	All	Chief Financial Officer	30836 per month	32 100	31 150	31 500	31 850	32 100
Organisational	TL 12	To implement an effective and efficient system of expenditure and supply chain management.		% of registered indigent Households that receive free basic services	No of households registered as indigent/Total No of HH X100	All	Chief Financial Officer	43%	≤45%	≤45%	≤45%	≤45%	≤45%
Organisational	TL 13	To implement an effective and efficient system of expenditure and supply		Rand value of free basic services to indigent households as a % of the equitable share	Rand value of free basic services/by the equitable share X 100	All	Chief Financial Officer	27%	33%	≤33%	≤33%	33%	≤33%

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
		chain management											
Organisational	TL 14	an effective and efficient system of expenditure and supply chain management		Rand value of free basic services to indigent households	Sum of value of free basic services to indigent households	All	Chief Financial Officer	R45 968 179	≤61.5m	≤R15.25 m	≤R15.2 5m	≤R15.2 5m	≤R15.2 5m
Financial Services	TL 65	To ensure the effective, efficient and economical management of municipal assets.	Municipal Financial Viability and Management	Fixed Asset Register (FAR) compiled and updated annually on or before 31 Aug in line with GRAP requirements	Fixed Asset Register (FAR)	All	Chief Financial Officer	1	1 per annum	1	0	0	0
Financial Services	TL 66	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Number of monthly budget statements (s71 of MFMA) are compiled and submitted to the Executive Mayor, National and Provincial Treasury by no later than 10 working days after the end of the month.	Sum of Sec 71 reports submitted	All	Chief Financial Officer	12 per annum	12 per annum	3	3	3	3
Financial Services	TL 67	To ensure that the municipal budget and financial reporting	Municipal Financial Viability and Manage	Mid-year budget assessment and budget adjustments report submitted on or before 25	Date Mid-year assessment submitted	All	Chief Financial Officer	25 Jan	25 Jan	0	0	25 Jan	0

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
		process are compliant with applicable legislation.	ment	January each year (s72 of MFMA)									
Financial Services	TL 68	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	No of quarterly National Treasury returns submitted on time	Sum of returns submitted	All	Chief Financial Officer	NEW KPI	4 per annum	1	1	1	1
Financial Services	TL 69	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	% reduction of outstanding consumer debtors at the financial year. (monitored quarterly)	Gross Debtors (Quarter-opening balance less quarter closing balance)	All	Chief Financial Officer	NEW KPI	10%	2.5%	2.5%	2.5%	2.5%
Financial Services	TL 70	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Expenditure Budget Implementation Indicator	Actual Operating Expenditure / Budgeted Operating Expenditure x 100	All	Chief Financial Officer	95%	95%	15%	40%	70%	90%

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
Financial Services	[illegible]71	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	% of Operating Revenue Budget Implementation Indicator	Actual Operating Revenue[excl Capital Grant Revenue] / Budgeted Operating Revenue x 100	All	Chief Financial Officer	95%	95%	20%	45%	70%	95%
Financial Services	[illegible]72	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	All	Chief Financial Officer	95%	95%	15%	40%	70%	95%
Financial Services	[illegible]73	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Service Charges and Property Rates Revenue Budget Implementation Indicator	Actual Service Charges and Property Rates Revenue / Budgeted Service Charges and Property Rates Revenue x 100	All	Chief Financial Officer	95%	95%	20%	45%	70%	95%
Financial Services	[illegible]74	To ensure that the municipal budget and financial reporting process are compliant	Municipal Financial Viability and Management	Compliant annual budget (MTREF) compiled and approved by end of May each year	Actual date budget approved	All	Chief Financial Officer	30 June each year	30 June each year	0	0	0	30 June

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
		with applicable legislation.											
Financial Services	75	To ensure that the municipal budget and financial reporting process are compliant with applicable legislation.	Municipal Financial Viability and Management	Compiled Annual Financial Statement submitted to the Auditor-General by the end of August each year.	Date annual financial statements submitted to the AG	All	Chief Financial Officer	31 Aug	31 Aug	31 Aug	0	0	0
Financial Services	76	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	Number of SCM reports submitted to council	Sum of reports submitted	All	Chief Financial Officer	4 reports per annum	4 reports per annum	1	1	1	1
Financial Services	77	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	% actual expenditure on repairs and maintenance as a percentage of the approved/adjusted budget	Total Repairs and Maintenance Expenditure /Total amount budgeted for repairs and maintenance x 100	All	Chief Financial Officer	84%	95%	15%	40%	70%	95%
Financial Services	78	To implement an effective and efficient system of expenditure	Municipal Financial Viability and Manage	Creditors Payment period (Creditors are paid within 30 days as per Sec 65(2)(e) of the	Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	All	Chief Financial Officer	321 days	200 days	280 days	270 days	260 days	250 days

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
		and supply chain management.	ment	MFMA									
Financial Services	79	To implement an effective and efficient system of expenditure and supply chain management.	Municipal Financial Viability and Management	% of tenders awarded within 90 days of tender closing date	Number of tenders awarded/Tenders awarded within 90 days	All	Chief Financial Officer	95%	95%	95%	95%	95%	95%
Financial Services	80	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	% of consumer debtors revenue collected (actual total collections as a percentage of total levies/billings)	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	All	Chief Financial Officer	≥95% per annum	95%	88%	90%	92%	95%
Financial Services	81	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	Net Operating Surplus Margin (MFMA Circular 71)	(Total Operating Revenue – Total Operating Expenditure)/ Total Operating Revenue x 100%	All	Chief Financial Officer	2%	≥0%	≥0%	≥0%	≥0%	≥0%

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
Financial Services	82	To ensure the effective and efficient management of municipal revenue and cash-flow according to national norms and standards.	Municipal Financial Viability and Management	% Own Source Revenue to Total Operating Revenue (MFMA Circular 71)	Own Source Revenue (Total Revenue - Government Grants and Subsidies – Public Contribution and Donations)/ Total Operating Revenue (Including Agency Services) x 100	All	Chief Financial Officer	84%	79%	76%	77%	78%	79%
Financial Services	TL 83	Evaluate the performance of all service providers with contracts of 12 months or longer.	Good Governance & Public Participation	Number of assessments conducted on service providers annually.	Sum of performance assessments conducted.	All	Chief Financial Officer	0	4	1	1	1	1
Financial Services	TL 84	Effective management and supervision of the SDBIP on the KPI's of the(Top layer and Departmental KPIs>	Good Governance & Public Participation	80% of the KPIs have been met.	Number of KPIs met/by the total number of KPIs set.	All	Chief Financial Officer	75%	80%	80%	80%	80%	80%
Financial Services	TL 85	Promote Sound risk management practices which the Directorate	Good Governance & Public Participation	Compiling and ensure compliance with the directorate action plan to address the residual risk.	Signed Action Plan	All	Chief Financial Officer	1	1	1	0	0	0

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2`	Q3	Q4
Financial Services	TL 86	Promote Sound risk management practices which the Directorate	Good Governance & Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.	Signed Quarterly Reports.	All	Chief Financial Officer	2	4	1	1	1	1
Financial Services	TL 87	Promote Sound risk management practices which the Directorate	Good Governance & Public Participation	Attend and support risk committee meetings.	Quarterly attendance Registers.	All	Chief Financial Officer	2	4	1	1	1	1
Financial Services	TL 88	To facilitate the optimal functioning of management.	Municipal Transformation & Institutional Development	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 30 June annually	All	Chief Financial Officer	1	1	0	0	0	1
Financial Services	TL 89	To facilitate the optimal functioning of management.	Municipal Transformation & Institutional Development	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Chief Financial Officer	10	10	3	1	3	3
Financial Services	TL 90	To facilitate the optimal functioning of management.	Municipal Transformation & Institutional Development	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	All	Chief Financial Officer	16	20	5	5	5	5

ANNEXURE B: COMPETENCY DESCRIPTIONS

COMPETENCY DESCRIPTIONS (ANNEXURE B)

1. Leading Competencies Cluster

Competency Name	**Strategic Direction and Leadership**		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision- makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self- accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

RT MI M.E

Competency Name	People Management		
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goal-setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem-solving • Effectively identify capacity requirements to fulfil the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

RT M.E

Competency Name	**Program and Project Management**		
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable actions plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

RT

Competency Name	**Financial Management**		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost- saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

RT

Competency Name	**Change Leadership**		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

RT

Competency Name	**Governance Leadership**		
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

2. Core Competencies Cluster

Competency Name	**Moral Competence**		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow the basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable

RT M.E

Competency Name	**Planning and Organising**		
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short- term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

RT

Competency Name	**Analysis and Innovation**		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand the basic operation problem solving of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate Logical techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy- in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

RT M.E

Competency Name	**Knowledge and Information Management**		
Competency Definition	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

RT

Competency Name	**Communication**		
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally

RT

Competency Name	**Results and Quality Focus**		
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high- priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact

ANNEXURE C: PERSONAL DEVELOPMENT PLAN (PDP)

Explanatory Notes to the Personal Development Plan

1. Introduction

1.1 A Municipality should be committed to –

(a) the continuous training and development of its employees to achieve its vision, mission and strategic objectives and empower employees; and

(b) managing training and development within the ambit of relevant national policies and legislation.

1.2 A Municipality should follow an integrated approach to Human Resource Development, that is:

(a) Human resource development should form an integral part of human resource planning and management.

(b) In order for a municipality's training and development strategy and plans to be successful it should be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the result of regular performance appraisals, career pathing, scarce skills an talent management and succession planning.

(c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System should provide for the Personal Development Plans of employees to be included in their annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.

(d) Career-pathing and succession planning ensures that employees are placed and developed in jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also requires appropriate training, education and development interventions.

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

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

2.2 The minimum competency requirements for senior managers as set out in the Regulations on Appointment and Conditions of Employment of Senior Managers (17 January 2014) provides comprehensive information to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.

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

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

(i) Organisational needs, which include the following:

- 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.

(ii) Individual training needs that are job / career related.

(b) Next, the **prioritisation of the training needs [1 to 5] in column 1 should also be determined** since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical/strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

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

(d) **An appropriate intervention** should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness. These interventions should be listed in **column 3 of the Appendix, entitled: Suggested training and / or development activity**. The training/development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the Training/Human Resource Development/Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome/skills gap identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable

assessment criteria to determine achieved competency. There is more detail on this in item 4 below.

(e) **Guidelines regarding the number of training days per employee and the nominations of employees:** An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions.

(f) **Column 4 of the Appendix: The suggested mode of delivery** refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training/development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him/her to read e.g. legislation]; internal or external training provision; coaching and/or mentoring and exchange programmes, etc.

(g) The **suggested time frames (column 5 of the Appendix)** enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

(h) **Work opportunity created to practice skill/development areas, in column 6 of the Appendix,** further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

(i) The final column, **column 7 of the Appendix**, provides the employee with a **support person** that could act as coach or mentor with regard to the area of learning.

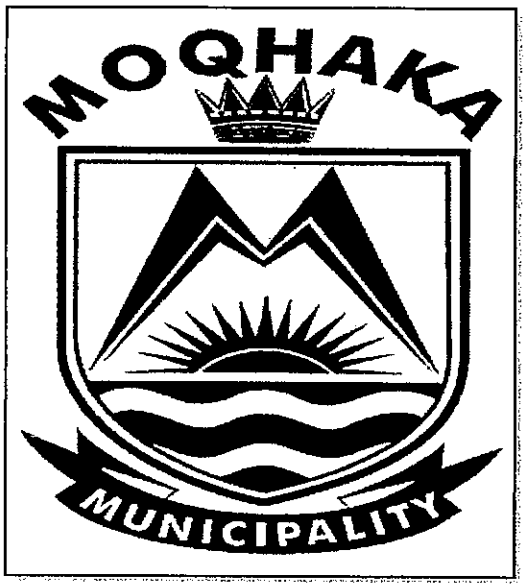
Personal Development Plan of: Mr THUSO RONALD MARUMO

Compiled on (Date): 3 July 2019

1. Skills / Performance Gap[1]	2. Outcomes Expected[2]	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
1. Executive Development Programme.	The EDP will assist delegate: To build greater insights to the business leadership role and increase personal effectiveness. To increase knowledge of the main functional areas of a business and the environment in which it operates.	The course contains theoretical and practical application in a workplace.	External Provider Example delete if not necessary.	February 2020	Provision of strategic advice and support to the Organisation.	Senior Manager Training.

[1] In order of priority

[2] Measurable Indicators for e.g. quantity, quality and time frames etc.



FINANCIAL DISCLOSURE FORM

2019/20 FINANCIAL YEAR

Mr. THUSO RONALD MARUMO
(ID 8207185768085)

CHIEF FINANCIAL OFFICER

RT

I, the undersigned (surname and initials)

Mamma TR

(Postal address)

40 rule Street, Suidrand, Kroonstad, 9500

(Residential address)

(Position held)

Chief Financial Officer

In Moqhaka Local Municipality

Tel: 0562169141 Fax: _____

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

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

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

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2. **Directorships and partnerships**

See information sheet: note (2)

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

3. **Remunerated work outside the Municipality**

See information sheet: note (3)

Name of Employer	Type of Work	Amount of remuneration/ Income
	N/A	

Council: _____

Signature by Council: _____ Date: _____

4. **Consultancies and retainerships**

See information sheet: note (4)

Name of Client	Nature	Type of business activity	Value of any benefits received
	N/A		

5. **Sponsorships**

See information sheet: note (5)

Source of assistance/ sponsorship	Description of assistance/ Sponsorship	Value of assistance/ sponsorship
N/A		

6. **Gifts and hospitality from a source other than a family member**

See information sheet: note (6)

Description	Value	Source
N/A		

7. Land and property

See information sheet: note (7)

Description	Extent	Area	Value
House (Residential)	40 rule Sts	1388	R560 000

Signature of Employee

Date: 17 July 19

RT

OATH/ AFFIRMATION

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

   (a) Do you know and understand the contents of the declaration?
   Answer Yes

   (b) Do you have any objection to taking the prescribed oath or affirmation?
   Answer No

   (c) Do you consider the prescribed oath or affirmation to be binding on your conscience?
   Answer Yes

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

RJ

SGT I MOCHILI

Commissioner of Oath/ Justice of the Peace

Full first names and surname: IMLE SIDNEY MOCHILI

(Block letters)

Designation (rank) SERGEANT

Ex Officio Republic of South Africa

Street address of institution 64 MURRAY STR KROONSTAD 9499

2019 -07- 17

CONTENTS NOTED: MUNICIPAL MANAGER

DATE: 19/7/19

RT

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

The following notes is a guide to assist with completing the attached Financial Disclosure form (Appendix C):

NOTE 1

Shares and other financial interests

Designated employees are required to disclose the following details with regard to shares and other financial interests held in any private or public company or any other corporate entity recognized by law:

- The number, nature and nominal value of shares of any type;
- The nature and value of any other financial interests held in any private or public company or any other corporate entity; and
- The name of that entity.

NOTE 2

Directorships and partnerships

Designated employees are required to disclose the following details with regard to directorships and partnerships:

- The name and type of business activity of the corporate entity or partnership/s; and
- The amount of any remuneration received for such directorship or partnership/s.

Directorship includes any occupied position of director or alternative director, or by whatever name the position is designated.

Partnership is a legal relationship arising out of a contract between two or more persons with the object of making and sharing profits.

NOTE 3

Remunerated work outside the public service (All remunerated employment must be sanctioned prior to the work being done.)

Designated employees are required to disclose the following details with regard to remunerated work outside the public service.

- The type of work;
- The name and type of business activity of the employer; and

RT

- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind.

Work means rendering a service for which the person receives remuneration.

NOTE 4

Consultancies and retainerships

Designated employees are required to disclose the following details with regard to consultancies and retainerships:

- The nature of the consultancy or retainership of any kind;
- The name and type of business activity, of the client concerned; and
- The value of any benefits received for such consultancy or retainerships.

NOTE 5

Sponsorships

Designated employees are required to disclose the following details with regard to sponsorships:

- The source and description of direct financial sponsorship or assistance; and
- The value of the sponsorship or assistance.

NOTE 6

Gifts and hospitality from a source other than a family member

Designated employees are required to disclose the following details with regard to gifts and hospitality:

- A description and the value and source of a gift with a value in excess of R350;
- A description and the value of gifts from a single source which cumulatively exceed the value of R350 in the relevant 12 month period; and
- Hospitality intended as a gift in kind.

Designated employees must disclose any material advantage that they received from any source e.g. any discount prices or rates that are not available to the general public.

All personal gifts within the family and hospitality of a traditional or cultural nature need not be disclosed.

NOTE 7

Land and Property

Designated employees are required to disclose the following details with regard to their ownership and other interests in land and property (residential or otherwise both inside and outside the Republic):

- A description and extent of the land or property;
- The area in which it is situated; and
- The value of the interest.

SCHEDULE 2

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT, 2000

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

Definitions

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

General conduct

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

Commitment to serving the public interest

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

(a) implement the provisions of section 50(2); (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and „targets; (c) promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution; (d) obtain copies of or information about the municipality's integrated development plan, and as far as possible within the ambit of the staff member's job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator; (e) participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents. . Personal gain

4. (1) A staff member of a municipality may not— (a) use the position or privileges of a staff member or confidential information obtained as a staff member for private gain or to improperly benefit another person: or (b) take a decision on behalf of the municipality concerning a matter in which that staff member or that staff member's spouse partner or business associate, has a direct or indirect personal or private business interest. (2) Except with the prior consent of the council of a municipality a staff member of the municipality may not— (a) be a party to a contract for— (i) the provision of goods or services to the municipality; or (ii) the performance of any work for the municipality otherwise than as a staff member; (b) obtain a financial interest in any business of the municipality; or (c) be engaged in any business, trade or profession other than the work of the municipality.

Disclosure of benefits

5. (1) A staff member of" a municipality who, or whose spouse, partner, business associate or close family member, acquired or stands to acquire any direct benefit from a contract concluded with the municipality, must disclose in writing full particulars of the benefit to the council. (2) This item does not apply to a benefit which a staff member, or a spouse, partner business associate or close family member, has or acquires in common with all other residents of the municipality.

Unauthorised disclosure of information

6. (1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person. (2) For the purpose of this item "privileged or confidential information" includes any information— (a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential; (b) discussed in closed session by the council or a committee of the council; (c) disclosure of which would violate a person"s right to privacy; or (d) declared to be privileged, confidential or secret in terms of any law. (3) This item does not derogate from a person"s right of access to information in terms of national legislation. . Undue influence

7. A staff member of a municipality may not- (a) unduly influence or attempt to influence the council of the municipality or a structure or functionary of the council, or a council, with a view to obtaining any appointment, promotion, privilege, advantage or benefit or for a family member, friend or associate; (b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter: or (c) be involved in a business venture with a councilor without the prior written consent of the council of the municipality.

Rewards, gifts and favours

8. (I) A staff member of a municipality may not request, solicit or accept any reward gift or favour for- (a) persuading the council of the municipality or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty; (b) making a representation to the council, or any structure or functionary of the council; (c) disclosing any privileged or confidential information: or (d) doing or not doing anything within that staff member"s powers or duties (2) A staff member must without delay report to o superior official or to the speaker or the council any offer which, if accepted by the staff member will constitute a breach of sub-item (1).

Council property

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

Payment of arrears

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

Participation in elections

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

Sexual harassment

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

Reporting duty of staff members

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

Breaches of Code

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

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T R MARUMO
CHIEF FINANCIAL OFFICER

16 July 2019

DATE

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M E MTWHALO
ACTING MUNICIPAL MANAGER

17 July 2019.

DATE