# MOQHAKA MUNICIPALITY

## PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE MOQHAKA MUNICIPALITY

HEREIN REPRESENTED BY THE MUNICIPAL MANAGER

SEITHATI JOYCE MONYAKI
(ID 7006091021089)

(herein and after referred to as Employer)

AND

MTHUNZI ERIC SHADOW MTHWALO
(ID 7103105317080)

DIRECTOR CORPORATE SERVICES

(herein and after referred to as Employee)

FOR THE FINANCIAL YEAR

Period 1 July 2020 to 30 June 2021

PERFORMANCE AGREEMENT: DIRECTOR CORPORATE SERVICES 2020/21

**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 as defined in the municipal Integrated Development Plan.

## 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. MES Mthwalo the Director Corporate Services of Moqhaka Local Municipality; |
| "Employer" | means the Moqhaka Local Municipality as represented by the Acting Municipal Manager, Ms S J Monyaki; |
| "MEC" | means the Member of the Free State Executive Council responsible for local government; |



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|---|---|
| "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 2020 and will remain in force until 30 June 2021 where after a new Performance Agreement together with its Performance Plan and Performance Development Plan 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.

4.5 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



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extent that the contents of this Agreement are no longer appropriate, the contents must immediately be revised.

4.6 Any significant amendments or deviations must take cognisance of the requirements of sections 34 and 42 of the Systems Act, and regulation 4(5) of the 2014 Regulations.

## 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.



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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.

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. | WEIGHT |
|---|---|---|
| Municipal Transformation and Organisational Development | 20 | 80% |
| Good Governance, Public Participation | 5 | 10% |
| Municipal Financial Viability and Management | 2 | 10% |
| **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.

| | LEADING COMPETENCIES | DRIVING COMPETENCIES | WEIGHT |
|---|---|---|---|
| 1. | Strategic Direction and Leadership | • Impact and Influence<br>• Institutional Performance Management<br>• Strategic Planning and Management<br>• Organisational Awareness | 8.35 |
| 2. | People Management | • Human Capital Planning and Development<br>• Diversity Management<br>• Employee Relations Management<br>• Negotiation and Dispute Management | 8.33 |
| 3. | Program and Project Management | • Program and Project Planning and Implementation<br>• Service Delivery Management<br>• Program and Project Monitoring and Evaluation | 8.33 |
| 4. | Financial Management | • Budget Planning and Execution<br>• Financial Strategy and Delivery<br>• Financial Reporting and Monitoring | 8.33 |
| 5. | Change Leadership | • Change Vision and Strategy<br>• Process Design and Improvement<br>• Change Impact Monitoring and Evaluation | 8.33 |
| 6. | Governance Leadership | • Policy Formulation<br>• Risk and Compliance Management<br>• Cooperative Governance | 8.33 |
| **CORE COMPETENCIES** | | | |
| 7. | Moral Competence | | 8.33 |
| 8. | Planning and Organising | | 8.35 |
| 9. | Analysis and Innovation | | 8.33 |
| 10. | Knowledge and Information Management | | 8.33 |
| 11. | Communication | | 8.33 |
| 12. | Results and Quality Focus | | 8.33 |
| **Total** | | | **100** |

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.



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## 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. |



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| Rating | Terminology | Description |
|---|---|---|
| 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. |
| 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 |

| Rating | Achievement level | Description |
|---|---|---|
| 4 | Advanced | Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in- depth analyses |
| 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

**7.3.3.1** An overall rating is calculated by combining the rating from 7.3.1 and 7.3.2 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 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 2020 | December 2020 (informal assessment by MM) |
| 2 | October – December 2020 | March 2021 (Mid-year Panel Assessment) |
| 3 | January – March 2021 | June 2021 (informal assessment by MM) |
| 4 | April – June 2021 | September 2021 (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 11.1 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.

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 employee's 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.

**14. GENERAL**

14.1 The contents of this agreement and the outcome of any review conducted in terms of **ANNEXURE A** must be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Municipal Systems Act 32 of 2000.

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 Kuruman on this the 24 day of July 2020.

**AS WITNESSES:**

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2. _____

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**DIRECTOR CORPORATE SERVICES**

Thus done and signed at Kroonstad on this the 29 day of July 2020.

**AS WITNESSES:**

1 _____

2 _____

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**ACTING MUNICIPAL MANAGER**

**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 6.3.1.

| 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. |



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## 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 | TL 10 | To ensure continuous training and development of employees. | Municipal Financial Viability and Management. | % of a municipality's personnel budget actually spent on implementing its workplace skills plan. | R value spent on training divided by total personnel budget value of the municipality | All | Director Corporate Services | 0 | 1% | 0.25% | 0.25% | 0.25% | 0.25% |
| Organisational | TL 11 | Ensure that an effective and efficient ICT system master plan is developed | Municipal Transformation and Institutional Development | Review ICT policy and Strategy biennial (every two years) | Date ICT policy and Strategy approved by Director | All | Director Corporate Services | 1 | 1 | 0 | 1 | 0 | 0 |
| Corporate Services | TL 94 | To facilitate the optimal functioning of Council | Municipal Transformation and Institutional Development | Number of quarterly reports to Management on the tracking of council resolutions (submitted at the end of each quarter - Sept, Dec, Mar & Apr) | Number of reports submitted. | All | Director Corporate Services | 4 | 4 | 1 | 1 | 1 | 1 |
| Corporate Services | TL 95 | To ensure continuous training and development of employees. | Municipal Transformation and Institutional Development | WSP, annual training report(ATR) & PIVOTAL report compiled and submitted to LGSETA on 30 April each year. | Date annual training report and WSP submitted to the LGSETA | All | Director Corporate Services | 30 April | 30 April | 0 | 0 | 0 | 30 April |
| Corporate Services | TL 96 | To ensure continuous training and development of employees. | Municipal Transformation and Institutional Development | Apprenticeships /Learnerships implemented as per WSP. | Sum of Apprenticeships implemented | All | Director Corporate Services | 1 | 1 | 0 | 0 | 1 | 0 |
| Corporate Services | TL 97 | To ensure continuous training and development | Municipal Transformation and Institutional | Number of skills programmes implemented | Sum of skills programmes implemented | All | Director Corporate Services | 3 | 3 | 0 | 1 | 1 | 1 |



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| Directorate | TL KPI REF | Municipal Strategy | KPA | KPI | Calculation | Ward | KPI Owner | Baseline | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | of employees. | Development | | | | | | | | | | |
| Corporate Services | TL 98 | To ensure continuous training and development of employees. | Municipal Transformation and Institutional Development | Number of Senior & Finance officials trained on MFMP competency levels | Sum of students enrolled | All | Director Corporate Services | 11 | 10 | 0 | 10 | 0 | 0 |
| Corporate Services | TL 99 | To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent. | Municipal Transformation and Institutional Development | Approved Macro and Micro Organisational Structure to Management | Date condoned by Management by October 2019 | All | Director Corporate Services | 0 | 30 June | 0 | 0 | 0 | 30 June |
| Corporate Services | TL 100 | To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent. | Municipal Transformation and Institutional Development | Number of employees undergoing medical tests annually as required by OHSA | Sum of employees undergoing medical tests | All | Director Corporate Services | 350 | 400 | 0 | 200 | 0 | 200 |
| Corporate Services | TL 101 | To ensure that the HR function responsibly forecast the future | Municipal Transformation and Institutional Development | Number of EE Reports submitted to DoL by 15 January each year [EEA2 and EEA4] | Sum of reports submitted | All | Director Corporate Services | 15 Jan | 15 Jan | 0 | 0 | 15 Jan | 0 |

| Directorate | TL KPI REF | Municipal Strategy | KPA | KPI | Calculation | Ward | KPI Owner | Baseline | Annual Target | Q1 | Q2` | Q3 | Q4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | staffing needs and create plans for recruiting, hiring and retaining top talent. | | | | | | | | | | | |
| Corporate Services | TL 102 | To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent. | Municipal Transformation and Institutional Development | Review of EE Plan and numerical goals and targets annually | Revised EE Plan and Council Resolution | All | Director Corporate Services | 0 | Annual Review | Annual Review | 0 | 0 | 0 |
| Corporate Services | TL 103 | To ensure that the HR function responsibly forecast the future staffing needs and create plans for recruiting, hiring and retaining top talent. | Municipal Transformation and Institutional Development | Submit quarterly reports to the Management regarding activities carried out | Sum of reports submitted | All | Director Corporate Services | 4 | 4 | 1 | 1 | 1 | 1 |
| Corporate Services | TL 104 | To ensure that the HR functions responsibly, focused the future staffing needs and create plans for | Municipal Transformation and Institutional Development | Number of Wellness awareness programmes undertaken. | Sum of wellness awareness programmes undertaken. | All | Director Corporate Services | 8 | 8 | 2 | 2 | 2 | 2 |

| Directorate | TL KPI REF | Municipal Strategy | KPA | KPI | Calculation | Ward | KPI Owner | Baseline | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | recruiting, hiring and retaining top talent. | | | | | | | | | | | |
| Corporate Services | TL 105 | To ensure the effective functioning of the LLF | Municipal Transformation and Institutional Development | Number of LLF meetings held per annum | Sum of LLF meetings held per year | All | Director Corporate Services | 10 | 10 | 3 | 1 | 3 | 3 |
| Corporate Services | TL 106 | To ensure the effective functioning of the LLF | Municipal Transformation and Institutional Development | % implementation of LLF resolutions taken (including monitoring of SALGBC collective agreements) | Number of resolutions implemented/Number of resolutions taken | All | Director Corporate Services | 85% | 85% | 85% | 85% | 85% | 85% |
| Corporate Services | TL 107 | To provide efficient and effective legal services | Municipal Transformation and Institutional Development | Number of by-laws developed and approved as per priority functional area | Number of by-laws developed | All | Director Corporate Services | 8 | 1 | 0 | 0 | 0 | 1 |
| Corporate Services | TL 108 | To facilitate the optimal functioning of Council. | Municipal Transformation and Institutional Development | % of agendas for scheduled meetings distributed to Councillors and officials at least 48 hours before the meeting | Number of agendas distributed 48 hours before the meeting divided by the total Number of agendas distributed | All | Director Corporate Services | 98% | 98% | 98% | 98% | 98% | 98% |
| Corporate Services | TL 109 | To facilitate the optimal functioning of Council. | Municipal Transformation and Institutional Development | % of Council Minutes submitted to management within 7 working days after each meeting | Number of council minutes submitted to management within 7 days after each council meeting divided by Number of council meetings | All | Director Corporate Services | 98% | 98% | 98% | 98% | 98% | 98% |



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| Directorate | TL KPI REF | Municipal Strategy | KPA | KPI | Calculation | Ward | KPI Owner | Baseline | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Corporate Services | TL 110 | To facilitate the optimal functioning of Council. | Good Governance and Public Participation | Annual council schedule compiled and approved by end of June each year | Annual Schedule provided on or before due date | All | Director Corporate Services | 1 | 1 | 0 | 0 | 0 | 1 |
| Corporate Services | TL 111 | Effective management and supervision of the SDBIP on the KPI's of the Directorate (Top Layer and Departmental KPIs. | Good Governance and Public Participation | 75% of the KPI's have been met. | Number of KPI's met divided the total number of KPI'S | All | Director Corporate Services | 75% | 75% | 75% | 75% | 75% | 75% |
| Corporate Services | TL 112 | Evaluate the performance of all service providers with contracts of 12 months or longer. | Municipal Financial Viability and Management | Number of performance evaluations for services providers. | Number of assessments conducted on service providers annually. | All | Director Corporate Services | 2 | 4 | 1 | 1 | 1 | 1 |
| Corporate Services | TL 113 | Promote Sound risk management practices within the Directorate | Good Governance and Public Participation | Compiling and ensure compliance with the directorate action plan to address the residual risk. | Signed Action Plan | All | Director Corporate Services | 1 | 1 | 1 | 0 | 0 | 0 |
| Corporate Services | TL 114 | Promote Sound risk management practices within the Directorate | Good Governance and Public Participation | Submission of complete and signed reports on status of implementation of action plan to address risks to the risk officer | Signed Quarterly Reports. | All | Director Corporate Services | 4 | 4 | 1 | 1 | 1 | 1 |



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| Directorate | TL KPI REF | Municipal Strategy | KPA | KPI | Calculation | Ward | KPI Owner | Baseline | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Corporate Services | TL 115 | Promote Sound risk management practices within the Directorate | Good Governance and Public Participation | Attend and support risk committee meetings. | Quarterly attendance Registers. | All | Director Corporate Services | 2 | 4 | 1 | 1 | 1 | 1 |
| Corporate Services | TL 116 | To facilitate the optimal functioning of management . | Municipal Transformation and 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 | Director Corporate Services | 1 | 1 | 1 | 0 | 0 | 0 |
| Corporate Services | TL 117 | To facilitate the optimal functioning of management . | Municipal Transformation and Institutional Development. | Number of monthly directorate meetings held. | Sum of directorate meetings held. | All | Director Corporate Services | 9 | 10 | 3 | 1 | 3 | 3 |
| Corporate Services | TL 118 | To facilitate the optimal functioning of management . | Municipal Transformation and Institutional Development. | Number of quarterly reports submitted to Council. | Sum of reports submitted to Council. | All | Director Corporate Services | New KPI | 4 | 1 | 1 | 1 | 1 |



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## 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<br>• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy<br>• Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole<br>• Demonstrate a basic understanding of key decision- makers | • Give direction to a team in realising the institution's strategic mandate and set objectives<br>• Has a positive impact and influence on the morale, engagement and participation of team members<br>• Develop actions plans to execute and guide strategy implementation<br>• Assist in defining performance measures to monitor the progress and effectiveness of the institution<br>• Displays an awareness of institutional structures and political factors<br>• Effectively communicate barriers to execution to relevant parties<br>• Provide guidance to all stakeholders in the achievement of the strategic mandate<br>• 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<br>• Display in-depth knowledge and understanding of strategic planning<br>• Align strategy and goals across all functional areas<br>• Actively define performance measures to monitor the progress and effectiveness of the institution<br>• Consistently challenge strategic plans to ensure relevance<br>• Understand institutional structures and political factors, and the consequences of actions<br>• Empower others to follow strategic direction and deal with complex situations<br>• Guide the institution through complex and ambiguous concern<br>• 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<br>• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework<br>• Hold self- accountable for strategy execution and results<br>• Provide impact and influence through building and maintaining strategic relationships<br>• Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions<br>• Integrate various systems into a collective whole to optimise institutional performance management<br>• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome |



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| **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<br>• Interact and collaborate with people of diverse backgrounds<br>• Aware of guidelines for employee development, but requires support in implementing development initiatives | • Seek opportunities to increase team contribution and responsibility<br>• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach<br>• Effectively delegate tasks and empower others to increase contribution and execute functions optimally<br>• Apply relevant employee legislation fairly and consistently<br>• Facilitate team goal-setting and problem-solving<br>• Effectively identify capacity requirements to fulfil the strategic mandate | • Identify ineffective team and work processes and recommend remedial interventions<br>• Recognise and reward effective and desired behaviour<br>• Provide mentoring and guidance to others in order to increase personal effectiveness<br>• Identify development and learning needs within the team<br>• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism<br>• Inspire a culture of performance excellence by giving positive and constructive feedback to the team<br>• Achieve agreement or consensus in adversarial environments<br>• 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<br>• Foster a culture of discipline, responsibility and accountability<br>• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution<br>• Develop comprehensive integrated strategies and approaches to human capital development and management<br>• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management |



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| **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<br>• Understand procedures of program and project management methodology, implications and stakeholder involvement<br>• Understand the rational of projects in relation to the institution's strategic objectives<br>• Document and communicate factors and risk associated with own work<br>• Use results and approaches of successful project implementation as guide | • Establish broad stakeholder involvement and communicate the project status and key milestones<br>• Define the roles and responsibilities of the project team and create clarity around expectations<br>• Find a balance between project deadline and the quality of deliverables<br>• Identify appropriate project resources to facilitate the effective completion of the deliverables<br>• Comply with statutory requirements and apply policies in a consistent manner<br>• 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<br>• Apply effective risk management strategies through impact assessment and resource requirements<br>• Modify project scope and budget when required without compromising the quality and objectives of the project<br>• Involve top-level authorities and relevant stakeholders in seeking project buy-in<br>• Identify and apply contemporary project management methodology<br>• Influence and motivate project team to deliver exceptional results<br>• Monitor policy implementation and apply procedures to manage risks | • Understand and conceptualise the long-term implications of desired project outcomes<br>• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives<br>• Consider and initiate projects that focus on achievement of the long-term objectives<br>• Influence people in positions of authority to implement outcomes of projects<br>• Lead and direct translation of policy into workable actions plans<br>• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed |



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| **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<br>• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems<br>• Understand the importance of financial accountability<br>• Understand the importance of asset control | • Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate<br>• Assess, identify and manage financial risks<br>• Assume a cost- saving approach to financial management<br>• Prepare financial reports based on specified formats<br>• Consider and understand the financial implications of decisions and suggestions<br>• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated<br>• 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<br>• Prepare budgets that are aligned to the strategic objectives of the institution<br>• Address complex budgeting and financial management concerns<br>• Put systems and processes in place to enhance the quality and integrity of financial management practices<br>• Advise on policies and procedures regarding asset control<br>• Promote National Treasury's regulatory framework for Financial Management | • Develop planning tools to assist in evaluating and monitoring future expenditure trends<br>• Set budget frameworks for the institution<br>• Set strategic direction for the institution on expenditure and other financial processes<br>• Build and nurture partnerships to improve financial management and achieve financial savings<br>• Actively identify and implement new methods to improve asset control<br>• Display professionalism in dealing with financial data and processes |



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| 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<br>• Able to identify basic needs for change<br>• Identify gaps between the current and desired state<br>• Identify potential risk and challenges to transformation, including resistance to change factors<br>• Participate in change programs and piloting change interventions<br>• 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<br>• Maintain calm and focus during change<br>• Able to assist team members during change and keep them focused on the deliverables<br>• Volunteer to lead change efforts outside of own work team<br>• Able to gain buy-in and approval for change from relevant stakeholders<br>• Identify change readiness levels and assist in resolving resistance to change factors<br>• 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<br>• Secure buy-in and sponsorship for change initiatives<br>• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness<br>• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change<br>• Take the lead in impactful change programs<br>• Benchmark change interventions against best change practices<br>• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation<br>• 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<br>• Actively adapt current structures and processes to incorporate the change interventions<br>• Mentor and guide team members on the effects of change, resistance factors and how to integrate change<br>• Motivate and inspire others around change initiatives |



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| **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<br>• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders<br>• Provide input into policy formulation | • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these<br>• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution<br>• Actively drive policy formulation within the institution to ensure the achievement of objectives | • Able to link risk initiatives into key institutional objectives and drivers<br>• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles<br>• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives<br>• Demonstrate a thorough understanding of risk retention plans<br>• Identify and implement comprehensive risk management systems and processes<br>• 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<br>• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework<br>• Able to advise Local Government on risk management strategies, best practice interventions and compliance management<br>• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government<br>• Able to shape, direct and drive the formulation of policies on a macro level |



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## 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<br>• Follow the basic rules and regulations of the institution<br>• 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<br>• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver<br>• Actively report fraudulent activity and corruption within local government<br>• Understand and honour the confidential nature of matters without seeking personal gain<br>• 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<br>• Able to gain trust and respect through aligning actions with commitments<br>• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders<br>• Present values, beliefs and ideas that are congruent with the institution's rules and regulations<br>• Takes an active stance against corruption and dishonesty when noted<br>• Actively promote the value of the institution to internal and external stakeholders<br>• Able to work in unity with a team and not seek personal gain<br>• Apply universal moral principles consistently to achieve moral decisions | • Create an environment conducive of moral practices<br>• Actively develop and implement measures to combat fraud and corruption<br>• Set integrity standards and shared accountability measures across the institution to support the objectives of local government<br>• Take responsibility for own actions and decisions, even if the consequences are unfavourable |

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| **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<br>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans<br>• Able to follow existing plans and ensure that objectives are met<br>• Focus on short- term objectives in developing plans and actions<br>• 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<br>• Recognise the urgency and importance of tasks<br>• Balance short and long-term plans and goals and incorporate into the team's performance objectives<br>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources<br>• 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<br>• Identify in advance required stages and actions to complete tasks and projects<br>• Schedule realistic timelines, objectives and milestones for tasks and projects<br>• Produce clear, detailed and comprehensive plans to achieve institutional objectives<br>• Identify possible risk factors and design and implement appropriate contingency plans<br>• Adapt plans in light of changing circumstances<br>• Prioritise tasks and projects according to their relevant urgency and importance | • Focus on broad strategies and initiatives when developing plans and actions<br>• Able to project and forecast short, medium and long term requirements of the institution and local government<br>• Translate policy into relevant projects to facilitate the achievement of institutional objectives |



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| **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<br>• Able to balance independent analysis with requesting assistance from others<br>• Recommend new ways to perform tasks within own function<br>• Propose simple remedial interventions that marginally challenges the status quo<br>• 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<br>• Demonstrate objectivity, insight, and thoroughness when analysing problems<br>• Able to break down complex problems into manageable parts and identify solutions<br>• Consult internal and external stakeholders on opportunities to improve processes and service delivery<br>• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders<br>• Continuously identify opportunities to enhance internal processes<br>• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention | • Coaches team members on analytical and innovative approaches and techniques<br>• Engage with appropriate individuals in analysing and resolving complex problems<br>• Identify solutions on various areas in the institution<br>• Formulate and implement new ideas throughout the institution<br>• Able to gain approval and buy- in for proposed interventions from relevant stakeholders<br>• Identify trends and best practices in process and service delivery and propose institutional application<br>• Continuously engage in research to identify client needs | • Demonstrate complex analytical and problem solving approaches and techniques<br>• Create an environment conducive to analytical and fact-based problem-solving<br>• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence<br>• Create an environment that fosters innovative thinking and follows a learning organisation approach<br>• Be a thought leader on innovative customer service delivery, and process optimisation<br>• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences |



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| **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<br>• Analyse and interpret information to draw conclusions<br>• Seek new sources of information to increase the knowledge base<br>• Regularly share information and knowledge with internal stakeholders and team members | • Use appropriate information systems and technology to manage institutional knowledge and information sharing<br>• Evaluate data from various sources and use information effectively to influence decisions and provide solutions<br>• Actively create mechanisms and structures for sharing of information<br>• 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<br>• Develop standards and processes to meet future knowledge management needs<br>• Share and promote best-practice knowledge management across various institutions<br>• Establish accurate measures and monitoring systems for knowledge and information management<br>• Create a culture conducive of learning and knowledge sharing<br>• 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<br>• Establish partnerships across local government to facilitate knowledge management<br>• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach<br>• Recognise and exploit knowledge points in interactions with internal and external stakeholders |

| 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<br>• Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration<br>• 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<br>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs<br>• Adapt communication content and style to suit the audience and facilitate optimal information transfer<br>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders<br>• Compile clear, focused, concise and well-structured written documents | • Effectively communicate high-risk and sensitive matters to relevant stakeholders<br>• Develop a well-defined communication strategy<br>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues<br>• Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles<br>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution<br>• Able to communicate with the media with high levels of moral competence and discipline | • Regarded as a specialist in negotiations and representing the institution<br>• Able to inspire and motivate others through positive communication that is impactful and relevant<br>• Creates an environment conducive to transparent and productive communication and critical and appreciative conversations<br>• Able to coordinate negotiations at different levels within local government and externally |



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| **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<br>• Show a basic commitment to achieving the correct results<br>• Produce the minimum level of results required in the role<br>• Produce outcomes that is of a good standard<br>• Focus on the quantity of output but requires development in incorporating the quality of work<br>• Produce quality work in general circumstances, but falls to meet expectation when under pressure | • Focus on high- priority actions and does not become distracted by lower-priority activities<br>• Display firm commitment and pride in achieving the correct results<br>• Set quality standards and design processes and tasks around achieving set standards<br>• Produce output of high quality<br>• Able to balance the quantity and quality of results in order to achieve objectives<br>• 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<br>• Focus on the end result and avoids being distracted<br>• Demonstrate a determined and committed approach to achieving results and quality standards<br>• Follow task and projects through to completion<br>• Set challenging goals and objectives to self and team and display commitment to achieving expectations<br>• Maintain a focus on quality outputs when placed under pressure<br>• 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<br>• Develop challenging, client-focused goals and sets high standards for personal performance<br>• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required<br>• Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations<br>• Take appropriate risks to accomplish goals<br>• Overcome setbacks and adjust action plans to realise goals<br>• Focus people on critical activities that yield a high impact |



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## ANNEXURE C: PERSONAL DEVELOPMENT PLAN: Mr. MES MTHWALO

### Explanatory Notes to the Personal Development Plan

Background

This Personal Development Plan (PDP) is drafted in terms of Section 8 of the Performance Agreement entered into annually between the Moqhaka Municipality (Employer) and the Director: Corporate Services (Employee: MES Mthwalo).

The aim of the compilation of this Personal Development Plan is to identify, prioritise and implement training needs.

The Local Government: Municipal Systems Act: Guidelines: Generic Senior Management Competency Framework and Occupational Competency Profiles provide comprehensive information on the relevance of the PDP process.

Application

This is the PDP for the financial year 01 July 2020 to 30 June 2021.

Agreement

The Employer acknowledges and agrees that the Employee is fully qualified and skilled to perform the current requirements of employment. But in the spirit of continuous learning and building experiences the Employer will support the Employee in the following endeavours during this period:



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**Personal Development Plan of:** MTHUNZI ERIC MTHWALO

**Compiled on (Date):** 29 July 2020

| 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 |
|---|---|---|---|---|---|---|
| *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 eR 6 000* | *March 20...* | *Appraisal of managers reporting to him / her* | *Senior Manager: Training* |
| Executive Management Leadership Programme. | Improve my management and leadership skills | Contains theoretical and practical application in the workplace | External | March 2021 | Current Position | Municipal Manager |
| Advanced Human Resource Management Programme | Improve Human Resource Management skills. | Contains theoretical and practical application in the workplace | External | Nov 2020 | Current Position | Municipal Manager. |

[1] In order of priority

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

## 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**

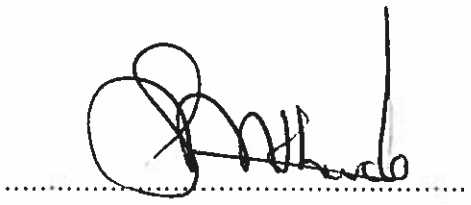
12. A staff member of a municipality may not embark on any action amounting to sexual harassment.

**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**

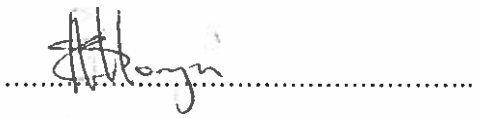
14. Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67(l)(h) of this Act



24/7/20

**M E MTHWALO**
**DIRECTOR CORPORATE SUPPORT SERVICES**

**DATE**



29/7/2020

**S J MONYAKI**
**ACTING MUNICIPAL MANAGER**

**DATE**

# FINANCIAL DISCLOSURE FORM

## 2020/21 FINANCIAL YEAR

**MTHUNZI ERIC SHADOW MTHWALO**

**(ID 7103105317080)**

**DIRECTOR CORPORATE AND SUPPORT SERVICES**

I, the undersigned (surname and initials)
M. E Mthwalo

(Postal address)
Unit 6, Una Duplex
Fowler Street Kroonstad

(Residential address)
Unit 6, Una Duplex
Fowler Street Kroonstad

(Position held)
Director Corporate Support Servic

**In Moqhaka Local Municipality**

Tel: 061 234 0853 Fax: 086 216 9105

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 | | |
| | | | |
| | | | |
| | | | |

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)*

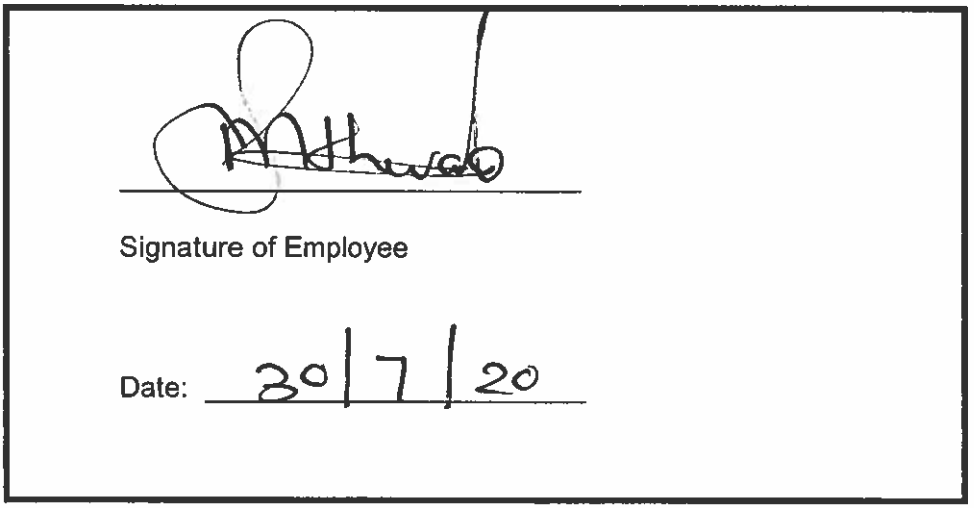
| Description | Value | Source |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

N/A

## 7. Land and property

*See information sheet: note (7)*

| Description | Extent | Area | Value |
|---|---|---|---|
| Town House | | Kroonstad | R470 000-00 |
| Open stand | | Kroonstad | R20 000-00 |
| | | | |
| | | | |



Signature of Employee

Date: 30/7/20

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.

SUID-AFRIKAANSE POLISIEDIENS
MENSLIKE HULPBRON BESTUUR
30 JUL 2020
HUMAN RESOURCE MANAGEMENT
KROONSTAD
SOUTH AFRICAN POLICE SERVICE

[redacted] 7884433 - 1 SCOT

Commissioner of Oath/ Justice of the Peace

Full first names and surname: LEKHAOLA [illegible]

MOFOKENG (Block letters)

Designation (rank) CONSTABLE Ex Officio Republic of South Africa

Street address of institution 64 MURRAY STREET

KROONSTAD

**CONTENTS NOTED: MUNICIPAL MANAGER**

**DATE:** 30 | 07 | 2020

## 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

- 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.