

PERFORMANCE AGREEMENT

IN TERMS OF THE:

LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000), AS AMENDED

AND

LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO
MUNICIPAL MANAGERS, 2006

AND

LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS
OF EMPLOYMENT OF SENIOR MANAGERS, 2014

Entered into by and between

The CITY OF MATLOSANA herein represented by

THEETSI SOLOMON ROGER NKHUMISE

in his capacity as

Municipal Manager

(hereinafter referred to as the **Employer**)

And

NDABAITHETHWA MOSES GROND

As the

Director: Budget and Treasury (CFO)

(hereinafter referred to as the **Employee**)

For the Period

1 March 2020 to 30 June 2020

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **THEETSI SOLOMON ROGER NKHUMISE** (ID NR. 7212265390082) in his capacity as the **MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **NDABAITHETHWA MOSES GROND** (ID NR. 8309305886084) in his capacity as the **DIRECTOR: BUDGET AND TREASURY (CFO)** of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED 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, as amended ("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, as amended read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4a), 57(4b) and 57(5) of the Systems Act and Section 57(4c) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b), (4a), (4b) and (5) of the Systems Act, Section 57(4c) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 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 (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 MARCH 2020** and will remain in force until **30 JUNE 2020** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will include a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
 - 4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that needs to be done.
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
 - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Competencies respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the 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**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	11.1%
Municipal Institutional Development and Transformation	4.4%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	51.1%
Good Governance and Public Participation	33.3%
Total	100%

- 5.7 In the case of Senior Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The competencies will make up the other 20% of the **Employee's** assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	8.33%
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	8.33%

Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	8.33%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	8.33%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	8.33%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	8.33%
CORE COMPETENCIES		WEIGHTING
Moral Competence		8.33%
Planning and Organising		8.33%
Analysis and Innovation		8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
Results and Quality Focus		8.33%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

6.1.1 The standards and procedures for evaluating the **Employee's** performance; and

6.1.2 The intervals for the evaluation of the **Employee's** performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan (Annexure C) as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP as described in 6.6 below.

6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.

6.6 The annual performance appraisal will involve:

6.6.1 Assessment of the achievement of results as outlined in the Performance Plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.

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- (c) The **Employee** will submit his/her self – evaluation to the **Employer** prior to the final assessment.
- (d) 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.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.6.2 Assessment of the Competencies

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.6.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.7 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and Competencies:

Rating scale for KPA's

Level	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 PA and 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 PA and Performance Plan.

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 To the right of the oval, there are handwritten initials "mc" and "W".
 Below the oval, there are handwritten signatures, including one that appears to be "dub" and another that is partially obscured.

Level	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 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.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.

6.8 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established:

- 6.8.1 Executive Mayor;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the Mayoral Committee;
- 6.8.4 Mayor and/or Municipal Manager from another municipality; and
- 6.8.5 Member of a ward committee as nominated by the Executive Mayor.

6.9 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:

- 6.9.1 Municipal Manager;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Municipal Manager from another municipality.

6.10 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.8 and 6.9.

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 Below "cal", the initials "dul" and "mk" are written.
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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September 2019
Second quarter	:	October – December 2019
Third quarter	:	January – March 2020
Fourth quarter	:	April – June 2020

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure C). Such plan may be implemented and/or amended as the case may be after each assessment.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 A direct effect on the performance of any of the **Employee's** functions;
- 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 A substantial financial effect on the **Employer**.

- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

- 11.3 In the case of unacceptable performance, the **Employer** shall –

- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

- 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

- 12.1.2 Any other person appointed by the MEC.

- 12.1.3 In the case of Senior Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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

13. GENERAL

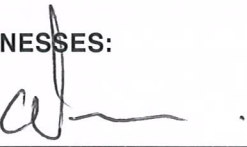
- 13.1 The contents of this agreement and the outcome of any review conducted in terms of (Annexure A) may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the **Employee** must be submitted to the municipal council by the **Employer** within fourteen (14) days after the conclusion of the assessment for information purposes.

14. PERFORMANCE APPRAISALS

- 14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2015 Performance Management System Framework document.

Thus **done** and **signed** at KLERKSDORP on this the 11 day of MARCH 2020.

AS WITNESSES:

1. 

2. 


EMPLOYEE

Thus **done** and **signed** at KLERKSDORP on this the 25 day of MARCH 2020.

AS WITNESSES:

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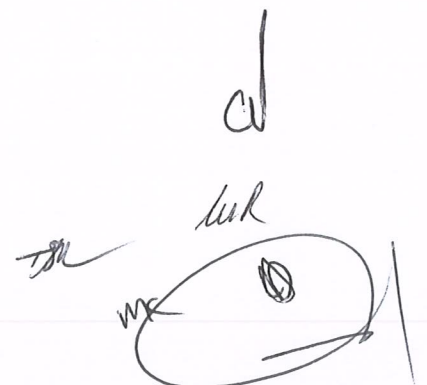
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EMPLOYER

Performance Plan

**DIRECTOR: BUDGET AND
TREASURY (CFO)**
NM Grond

CITY OF MATLOSANA
Period 1 March 2020 to 30 June 2020

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ACTING DIRECTOR BUDGET AND TREASURY
MS TO SEKGALA

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

Service Delivery & Infrastructure Development (8) 17.8%

Municipal Institutional Development and Transformation (3) 6.7%

Local Economic Development (0) 0.0%

Municipal Financial Viability & Management (20) (19) 42.2%











Good Governance and Public Participation (20) (19) 33.3%

100%

Top Layer / Bottom Layer	Project ID	Budget Linkage	Item No	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
BL	Operational - Outcome 9 - ID Linkage	N/A	CE01	TO Sekgala	Municipal Institutional Development and Transformation	To ensure an effective external audit process (Exception report / communications)	Percentage of external audit queries answered within required time frame	Answering 100% of all the directorate's audit queries (exception report / communications) received from the Auditor-General within the required time frame by November 2019	R 0		150 answered	1	100% Nr. received / Nr. answered	😊	100% 1 Received / 1 answered				The only exception received related to outstanding documentation that was	Trading document Execution letters / notes
											100%	2	100% Nr. received / Nr. answered		100% 80 Received / 80 answered					
											100%	3								
											100%	4								
TL	Operational - Outcome 9 - Compliance	N/A	CE02	TO Sekgala	Financial Management	To ensure good governance by executing the mandate of council	Percentage of resolutions implemented within required timeframe	Implementing 87% of the directorate's resolutions received from the Auditor-General by June 2020	R 0	MM15/2020 dated 22/01/2020, EN17/2020 dated 23/11/2020, CC08/2020 dated 31/01/2020 - Mid-Year Assessment	64	4	87% Nr. received / Nr. implemented	😊	92% 13 Received / 12 Implemented					Resolutions register - Copy of resolutions - Execution letters - notes (supporting documents)
											100%	2	87% Nr. received / Nr. implemented		100% 13 received / 15 implemented					
											100%	3	87% Nr. received / Nr. implemented							
											100%	4	87% Nr. received / Nr. implemented							
RL	Operational - Outcome 9 - Compliance	N/A	CE03	TO Sekgala	Good Governance and Public Participation	To reduce risk areas and protect the municipality against legal actions	Percentage of all identified high + maximum + extreme risk mitigated by implementing corrective measures	Mitigating 50% of the directorate's identified high + maximum + extreme risk by implementing corrective measures by June 2020	R 0	MM15/2020 dated 22/01/2020, EN17/2020 dated 23/11/2020, CC08/2020 dated 31/01/2020 - Mid-Year Assessment	4 Received / 3 Mitigated	4	50% Nr. received / Nr. mitigated	😊	45% 11 Received / 5 mitigated					Director's risk register - Execution letters - notes
											75%	2	50% Nr. received / Nr. mitigated	😊	0% 0 received / 0 mitigated					
											75%	3	50% Nr. received / Nr. mitigated							
											75%	4	50% Nr. received / Nr. mitigated							
RL	Operational - Outcome 9 - Compliance	N/A	CE04	TO Sekgala	Good Governance and Public Participation	To ensure that the quality of the information is on an acceptable standard	Directorate's 2019/20 Annual Report input provided before tabling of the draft annual report	Providing the directorate's 2019/20 Annual Report input before the draft annual report is tabled by October 2019	R 0	MM15/2020 dated 22/01/2020, EN17/2020 dated 23/11/2020, CC08/2020 dated 31/01/2020 - Mid-Year Assessment	150 answered	4	Draft information submitted	😊	Draft information submitted on the 19th of December 2019					Sign-off of AR template and narrative
											150 answered	2	Credible 2019/20 Annual Report input provided	😊						
											150 answered	3								
											150 answered	4								
RL	Operational - Outcome 9 - Compliance	N/A	CE05	TO Sekgala	Good Governance and Public Participation	To ensure that the programme and projects of the directorate are incorporated	Directorate's IDP inputs provided before the 2020/21 IDP is tabled	Providing the directorate's IDP inputs before the 2020/21 IDP is tabled by 30 May 2020	R 0	MM15/2020 dated 22/01/2020, EN17/2020 dated 23/11/2020, CC08/2020 dated 31/01/2020 - Mid-Year Assessment	150 answered	4	100% Nr. received / Nr. implemented	😊	100% 13 Received / 12 Implemented					Sign-off of IDP needs and priority list
											150 answered	2	100% Nr. received / Nr. implemented		100% 80 Received / 80 answered					
											150 answered	3								
											150 answered	4								
RL	Operational - Outcome 9 - Compliance	N/A	CE06	TO Sekgala	Good Governance and Public Participation	To ensure that all the directorates KPIs are catered for	Directorate's SDBIP inputs provided before the draft 2020/21 SDBIP is tabled	Providing the directorate's SDBIP inputs before the draft 2020/21 SDBIP is submitted by 25 May 2020	R 0	MM15/2020 dated 22/01/2020, EN17/2020 dated 23/11/2020, CC08/2020 dated 31/01/2020 - Mid-Year Assessment	150 answered	4	100% Nr. received / Nr. implemented	😊	100% 13 Received / 12 Implemented					Sign-off of SDBIP planning template, Attendance Register
											150 answered	2	100% Nr. received / Nr. implemented		100% 80 Received / 80 answered					
											150 answered	3								
											150 answered	4								

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BL	Operational	N/A	CFO7	TO Sekgalala	Municipal Institutional Development and Transformation	Institutional Capacity	2.22%	To attend to all LLF meetings to ensure industrial harmony	Number of LLF meetings attended	Attending 11 LLF meetings by June 2020	R/O			11 LLF meetings attended	1	3 Meetings attended			3 Meetings attended										The ACFO delegated officials on two occasions as there was an urgent Bid Adjudication (all directors attended) and an urgent meeting with the AG	Noices, Agenda, Attendance register, Minutes
FH	Compliance	N/A	CFO8	TO Sekgalala	Good Governance and Public Participation	Good Governance	2.60%	To ensure that the mandate of Audit Committee is executed	Percentage of Audit Committee resolutions implemented within required timeframe	Implementing 90% of all directorate's Audit Committee resolutions by June 2020-	R/G	MM15/2020 dated 22/01/2020. EM11/2020 dated 23/1/20. CC8/2020 dated 31/01/2020 - Mid-Year Assessment	60% 15 Resolved 9 Implemented	4 90% Not resolved / Not implemented- 2 90% Not resolved / Not implemented- 3 90% Not resolved / Not implemented- 4 90% Not resolved / Not implemented-	1 2 3 4	3 Meetings attended 2 Meetings attended 3 Meetings attended 3 Meetings attended						0.00%	No sufficient capacity to be allocated to the Data Cleansing project.	Appointment of staff at billing Section					The external debt collectors and internal staff are urgently assisting the municipality with the Resolution-register-Copy-of-resolutions-Execution-latters-notes-(supporting-document)	
BL	Compliance	N/A	CFO9	TO Sekgalala	Good Governance and Public Participation	Good Governance	2.22%	To ensure that the set goals of council are achieved	Number of SDBIP meetings with senior personnel in own directorate conducted	Conducting 12 SDBIP meetings with senior personnel in own directorate by June 2020	R/O		7 SDBIP meetings conducted	1 2 3 4	3 Meetings conducted 3 Meetings conducted 3 Meetings conducted 3 Meetings conducted						3 Meetings conducted 2 Meetings conducted	Due to various AG challenges were not able to hold additional meetings	The holdings of meetings will be prioritised					Noices, Agenda, Attendance Register, Minutes.		
TL	Compliance	N/A	CFO10	TO Sekgalala	Good Governance and Public Participation	Financial Management	2.22%	To submit the 2018/19 Financial Statements on time to comply with legislation	2018/19 Financial statements submitted to the Auditor-General	Submitting the 2018/19 financial statements to the Auditor-General by 31 August 2018	R/O		2017/18 Financial Statements submitted on 28 September 2018	1 2 3 4	2018/19 Financial Statements submitted - -						The annual financial statements was submitted on 16/09/2019	N/A	External factor that is IT related. An item was submitted to the MM for the upgrade of the server and related systems.	Non-recurring issue that should be preventable y the server upgrade.				Letter to Auditor - General		
TL	NKP - Indicator	N/A	CFO11	TO Sekgalala	Municipal Financial Viability & Management	Financial Management	2.22%	Financial Viability expressed (National Key Performance Indicators)	Ratio for Cost coverage for 2019/20	Cost coverage ratio for 2019/20 by June 2020 Where: A=(B+C)/D "A" represents cost coverage "B" represents all available cash at a particular time "C" represents investments "D" represents monthly fixed operating expenditure.	R/O		12.14	1 2 3 4	2.1 2.1 2.1 2.1						0.25:1 0.23:1	Cash was utilised on payables Cash was utilised on payables	Debt recovery, funded budget and cost containment will help margin while we try to manage Debt recovery, funded budget and cost containment will help margin while we try to manage	This ratio fluctuates with a high margin while we try to manage This ratio fluctuates with a high margin while we try to manage				Cost Coverage Print		
TL	NKP - Indicator	N/A	CFO12	TO Sekgalala	Municipal Financial Viability & Management	Financial Management	2.22%	Financial Viability expressed (National Key Performance Indicators)	Ratio for Debt coverage for 2019/20	Outstanding Service Debtors to Revenue ratio for 2019/20 by June 2020 Where: A=(B/C)/D "A" represents debt coverage "B" represents total operating revenue received "C" represents operating grants payments (i.e. interest +	R/O		112.88%	1 2 3 4	80.1 80.1 80.1 80.1						222:1 286:1	The repayment commitment reduced due to the servicing of the loans The repayment commitment reduced due to the servicing of the loans	N/A N/A	Higher ratio only means we have less repayments on the loans to be made Higher ratio only means we have less repayments on the loans to be made				Debt Coverage Print		
TL	NKP - Indicator	N/A	CFO13	TO Sekgalala	Municipal Financial Viability & Management	Financial Management	2.22%	Financial Viability expressed (National Key Performance Indicators)	Percentage of Outstanding Service Debtors to Revenue ratio for 2019/20	Outstanding Service Debtors to Revenue ratio for 2019/20 by June 2020 Where: A=B/C "A" represents outstanding service debtors to revenue "B" represents total outstanding service debtors "C" represents annual revenue actually received for services	R/O		1.89	1 2 3 4	150% 150% 150% 150%						169% 169%	Non-payment and the subsequent impairment of the debt needs to be written off after review. Failure to regularly do the write-offs will result in a higher ratio. Non-payment and the subsequent impairment of the debt needs to be written off after review. Failure to regularly do the write-offs will result in a higher ratio.	Write-offs to be submitted to council where appropriate Write-offs to be submitted to council where appropriate	Management will focus on the debtors book to ensure that it is maintained Management will focus on the debtors book to ensure that it is maintained				Outstanding Service Print & Calculations		

TL	BUD1	MSCOA	D Rossouw	Municipal Financial Viability & Management	Financial Management	2.22%	To control expenditure management to ensure financial sustainability	Ratio of capital expenditure as a percentage of planned capital	Spending at least 85% of planned capital expenditure by June 2020	85% of R168 074 560 - R189 375 000	CC17/2020 dated 28/02/2020 - Adjustment Budget	70.69% R176 029 683	1 2 3 4	5% R8 403 727 30% R50 422 365 65% R408 248 468 - R123 083 750 85% R468 074 560 - R160 968 750		7.74% #VALUE!	R 12 705 220 R 38 891 026	Escalated expenditure on multi-year grand funded projects.	Pinpoint from Main Ledger Account	
TL	BUD2	232060200000000000	D Rossouw	Municipal Financial Viability & Management	Financial Management	2.22%	To control expenditure management to ensure financial sustainability	Percentage of operational budget spent on repairs and maintenance	Spending at least 3% of operational budget on repairs and maintenance by June 2020	R144 854 691 - R67 478 983 - R141 834 338	Special Adjustment Budget CC13/2019 dated 05/12/2019, CC17/2020 dated 28/02/2020 - Adjustment Budget	2.91% R92 597 460	1 2 3 4	R 38 284 887 R67 427 346 - R33 589 492 R76 566 794 R60 384 237 R108 375 753 R144 854 691 R67 478 983 R141 834 338		0.60%	R 19 542 086	No transacting in month 01 due to delay with 2018/19 year end closure and the server crash on 29 August 2019	Processes is currently unbidding to upgrade to Venus solar that will assist in year end delays and new bigger servers was installed.	Pinpoint from Main Ledger Account
TL	BUD3	125101000000000000	D Rossouw	Municipal Financial Viability & Management	Financial Management	2.22%	To control expenditure management to ensure financial sustainability	Ratio of MIG expenditure as a percentage of the annual allocation	Spending at least 90% of the annual MIG expenditure allocation by June 2020	90% of R114 414 550 (R63 114 550 R31 300 000 (Roll-Overs))	NT MIG roll-over approval CC13/2019 dated 26/11/2019	74% R88 381 075	1 2 3 4	5% R4 155 727 30% R24 924 365 - R34 324 365 60% R48 968 730 - R68 648 730 90% - R74 802 095 - R114 414 550		17% 43%	R 13 972 811 R 36 128 445	Escalated expenditure on multi-year grand funded projects.	Pinpoint from Main Ledger Account	
TL	BUD4	N/A	D Rossouw	Good Governance and Public Participation	Good Governance	2.22%	To approve the budget in order to comply with legislation	Number of 2020/21 Budget planning process time tables tabled	Tabling the 2020/21 budget planning process time table by 31 August 2019	R 0	2019/20 Budget Process Plan tabled CC 96/2019 dated 20/18/08/28	2019/20 Budget Process Plan tabled CC 96/2019 dated 20/18/08/28	1 2 3 4	2020/21 Budget Process Plan tabled CC96/2019 dated 27/08/2019		2020/21 Budget Process Plan tabled, CC96/2019 dated 27/08/2019	Time Table, Council resolution	Council Resolution		
BL	BUD5	N/A	D Rossouw	Good Governance and Public Participation	Good Governance	2.22%	To approve the budget in order to comply with legislation	Number of 2020/21 Draft budgets approved	Approving the 2020/21 draft budget by 31 March 2020	R 0	2019/20 Draft budget approved CC33/2019 dated 20/18/08/28	2019/20 Draft budget approved CC33/2019 dated 20/18/08/28	1 2 3 4	2020/21 Draft budget approved				Council Resolution	Council Resolution	
TL	BUD6	N/A	D Rossouw	Good Governance and Public Participation	Good Governance	2.22%	To approve the budget in order to comply with legislation	Number of final 2020/21 budgets approved	Approving the final 2020/21 budget by 31 May 2020	R 0	Final 2019/20 Budget approved CC47/2019 dated 20/18/08/28	Final 2019/20 Budget approved CC47/2019 dated 20/18/08/28	1 2 3 4	2020/21 Budget approved				Council Resolution	Council Resolution	
TL	BUD7	N/A	D Rossouw	Good Governance and Public Participation	Good Governance	2.22%	To approve the budget in order to comply with legislation	2020/21 Budget related policies approved	Approving the final 2020/21 budget related policies and tariffs by 31 May 2020	R 0	Final 2019/20 Budget approved CC47/2019 dated 20/18/08/28	Final 2019/20 Budget approved CC47/2019 dated 20/18/08/28	1 2 3 4	2020/21 Budget policies & tariffs approved				Council Resolution	Council Resolution	
TL	BUD8	N/A	D Rossouw	Good Governance and Public Participation	Good Governance	2.22%	To approve the adjustment budget to comply with legislation	Number of 2019/20 adjustment budgets approved	Approving the 2019/20 adjustment budget by 28 February 2020	R 0	2018/19 Adjustment Budget approved CC47/2019 dated 20/18/08/28	2018/19 Adjustment Budget approved CC47/2019 dated 20/18/08/28	1 2 3 4	2018/19 Adjustment Budget approved				Council Resolution	Council Resolution	
BL	BUD9	1140000000000000000000	D Rossouw	Municipal Financial Viability & Management	Management	2.22%	To identify the grants received as revenue to better service delivery	Grants as a percentage of revenue received	Receiving 100% of grants as revenue received per DORA by March 2020	R 589 853 000	100% R638 147 000 received	2018/19 Adjustment Budget approved CC47/2019 dated 20/18/08/28	1 2 3 4	27% R159 260 310 70% R412 897 100 100% R589 853 000		37.84% 56.00%	R 223 254 000 R 330 659 000	Prints & Calculations on Financial Indicators	Prints & Calculations on Financial Indicators	
TL	BUD10	N/A	D Rossouw	Municipal Financial Viability & Management	Good Governance	2.22%	To submit sec 71 reports to NT in order to comply with legislation	Number of section 71 report submitted to NT	Submitting 12 electronic version of the section 71 report to the NT database by June 2020	R 0	12 Electronic version of the section 71 report submitted	12 Electronic version of the section 71 report submitted	1 2 3 4	3 Electronic version submitted 3 Electronic version submitted 3 Electronic version submitted 3 Electronic version submitted		3 Electronic version submitted 3 Electronic version submitted	Outstanding Services Print & Calculations	Outstanding Services Print & Calculations		

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TL	Compliance	N/A	BUD11	D Rossouw	Municipal Financial Viability & Management	Good Governance	2.22%	Ensure that all applicable budget related documents are published on the municipal website as required by the MFMA	Number of budget related documents published	Publishing 9 approved budget related documents on the municipal website by June 2020	R 0	5	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Budget process plan submitted 2019/09/04	Submitted to IT mut not on website	PMS - Cann	Outstanding Service Print & Calculations	
												Received / 5 published	100%								
BL	Compliance	N/A	ASS1	J Muller	Municipal Financial Viability & Management	Financial Management	2.22%	To ensure that all municipal assets are accounted for	2019/20 Asset count completed and reported	Completing the 2019/20 asset count and submitting report to municipal manager by June 2020	R 0	2018/19 Asset count completed and report to municipal manager	100%	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		Asset count report from Ducharme. Report from MM	
TL	Compliance	N/A	ASS2	J Muller	Municipal Financial Viability & Management	Financial Management	2.22%	To enhance a clean audit	2018/19 Asset register 100% reconciled	Reconciling the 2018/19 asset register 100% to the financial statements by August 2019	R 0	2018/19 Asset Register 100% reconciled	100%	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		2018/19 Asset Register	
BL	Compliance	N/A	ASS3	J Muller	Municipal Financial Viability & Management	Financial Management	2.22%	To comply with GRAP17	Percentage of all identified assets on register	Ensuring that 100% of all identified assets are registered in the asset register (2018/19) by August 2019	R 0	2017/18 Asset Register 100% reconciled	100%	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		GIS Print out	
TL	Operational - Outcome 9 - Output 6	N/A	REV1	K Weitz	Municipal Financial Viability & Management	Financial Management	2.22%	To control debt management to ensure financial sustainability	Percentage of debtors outstanding as of own revenue	Having at the most 50% of debtors outstanding of own revenue by June 2020	50% of outstanding debtors	55% outstanding	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		The quarterly projected target will have to be revised	Reconciliation calculations	
TL	Operational - Outcome 9 - Output 6	N/A	REV2	K Weitz	Municipal Financial Viability & Management	Financial Management	2.22%	To control debt management to ensure financial sustainability	Percentage of debt collected as a percentage of money owed to the municipality	Collecting at least 25% of debt of money owed to the municipality by June 2020	% of outstanding debtors owing to Council at end of Quarter	40% outstanding	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		Debt collected is dependant on reactions from consumers	Reconciliation calculations	
TL	Operational - Outcome 9 - Output 6	N/A	REV3	K Weitz	Municipal Financial Viability & Management	Financial Management	2.22%	To increase Payments Received vs. Monthly Levies (Collection rate of billings)	Percentage increase in annual debtors collection rate	Increasing 11% (64% to 75%) in annual service debtors collection rate by June 2020	R 0	8% increase (from previous 64% to 75%)	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website			Prints & Calculations on Financial Indicators	
TL	Operational - Indicator NKP - Indicator	45051324020E0CF84ZZWM, 55051321160E0CF81ZZWM, 70051322030E0CF83ZZHO &	REV4	K Weitz	Service Delivery & Infrastructure	Infrastructure Services	2.22%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Rend value spend on free basic services	Spending on free basic services by June 2020 - (Account Holders)	R212942225- R177102640 + R45212400 + R34615200	Special Adjustment Budget CC143/2019 dated 05/12/2019, CC17/2020 dated R1659706669, 2802/2020 - Adjustment Budget	15, 10%	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		Section is currently capturing approved applications across on new applications, which Overtime being worked to catch up with backlog received	GO40.
BL	Operational	N/A	REV5	K Weitz	Service Delivery & Infrastructure	Infrastructure Services	2.22%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Number of approved households with free basic services (indigents) by June 2020	Approving at least 20 000 households with free basic services (indigents) by June 2020	R 0	15 159 Approved households with free basic services	1 Quarterly (sec 11 & 52) Reports	2 Adjustment Budget Quarterly (sec 11 & 52) Reports	3 Draft Budget Budget policies Final Budget Quarterly (sec 11 & 52) Reports	4	Submitted to IT mut not on website		Target over achieved due to two year rol over period of approval	Indigent register.	

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TL		NKP - Indicator	N/A	REV6	K Weitz	Service Delivery & Infrastructure Development	Infrastructure Services	2.22%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Percentage of households registered earning less than R3 600 per month	Registering at least 18 % of households earning less than R3 600 per month by June 2020 - (vs. total active accounts).	R 0			16%	1	18%				16.7%			Registration of indigents delayed due to system errors, system offline and month end closing	Rectify system in October 2019 and process delayed registrations	Reconciliation calculations. Detailed billing list - front and last page
TL		Operational	55102307020ELMRCCZWM	REV7	K Weitz	Service Delivery & Infrastructure Development	Infrastructure Services	2.22%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Rand value spend on free basic alternative services	Spending on free basic alternative services by June 2020	R67 701 586 - R17 313 750	Special Adjustment Budget CC13/2019 dated 05/12/2019. CC17/2020 dated 28/02/2020 -	8657 Approved rural households with free basic	16%	1	25% R14 425 395	18%	1	25%	100%			Appointment of service provider not finalized	Appointment of service provider done, SLA reviewed and sent to legal for signing	GO40
BL		Operational	N/A	REV8	K Weitz	Service Delivery & Infrastructure Development	Infrastructure Services	2.22%	Indigent Subsidy for Free Basic Services allocations to comply with legislation	Number of households with free basic alternative energy (indigents) approved	Approving at least 8-500 9 600 households with free basic alternative energy (indigents) by June 2020	R 0	MM15/2020 dated 22/01/2020. EM1/2020 dated 23/1/2020. CC6/2020	8657 Approved rural households with free basic	16%	1	7 000	18%	1	7 000	8 965			Target achieved due to more rural indigents registering	Target will have to be revised	Indigent register
BL		Operational	Various vote numbers	REV9	K Weitz	Service Delivery & Infrastructure Development	Financial Management	2.22%	To effectively do revenue collection to ensure sound financial matters	Rand value income collected from electricity sales	Collecting income from electricity sales (conventional meters) by June 2020	R655 000-000 - R458 821 200 (leaves) R365 000 000 R200 000 000 (Outstanding income)	CC17/2020 dated 28/02/2020 - Special Adjustment Budget	8657 Approved rural households with free basic	16%	1	25% R141 250 000	18%	1	25%	27.0%			Electrical Division to be requested to do inspections for tampering on no-buying consumers	Electricity sales over this quarter	GO40
BL		Operational	55001321190000000000	REV10	K Weitz	Service Delivery & Infrastructure Development	Financial Management	2.22%	To effectively do revenue collection to ensure sound financial matters	Rand value income collected from pre-paid electricity sales	Collecting income from pre-paid electricity sales by June 2020	R 16 176 000	CC17/2020 dated 28/02/2020 - Special Adjustment Budget	R122 970 048 collected	16%	1	25% R8 085 000	18%	1	25%	41%			The sale of prepaid electricity depends on the demand of the consumers. Possible tampering may also affect sales	Target achieved, the sale of prepaid water depends on the demand of the consumers	GO40
BL		Operational	45001324020000000000	REV11	K Weitz	Service Delivery & Infrastructure Development	Financial Management	2.22%	To effectively do revenue collection to ensure sound financial matters	Rand value income collected from water sales	Collecting income from water sales (conventional meters) by June 2020	R429 662 274 - R461 140 000	CC17/2020 dated 28/02/2020 - Special Adjustment Budget	R257 100 558 collected	16%	1	25% R107 415 818	18%	1	25%	28%			Service Provider appointed starting Jan 2020 with water restrictions	Target achieved, the sale of prepaid water depends on the demand of the consumers	GO40
TL		Outcome 9 - Output 5	6500102000000000000000	RM1	N Kegakwe	Municipal Financial Viability & Management	Financial Management	2.22%	To collect revenue for property rates to comply with legislation (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004)	R value income collected from budgeted revenue for property rates	Collecting at least 81% of budgeted revenue for property rates by June 2020	81% of R400 686 494 - R354 683 710	Special Adjustment Budget CC13/2019 dated 05/12/2019.	R257 100 558 collected	16%	1	45% R180 376 286	18%	1	45%	48%			Receipts vs Levied/raised.	Levies rates report Receipts rates reports. (BP&P1)	
BL		Operational	N/A	RM2	N Kegakwe	Municipal Financial Viability & Management	Good Governance	2.22%	To update the current valuation roll to comply with legislation	Percentage of the existing valuation roll updated with supplementary entries	Updating at least 95% 100% of the existing valuation roll with supplementary entries (categories and tariffs) by June 2020	R 0	MM15/2020 dated 22/01/2020. EM1/2020 dated 23/1/2020. CC6/2020 dated 31/01/2020 - Mid-Year Assessment	R262 197 811 collected	16%	1	95% No received / No updated	18%	1	95%	100%			Recalculate vs Levied/raised. Quarterly over achievement due to governments debt	Updated valuation roll. GO40 Town proclamations, scheme changes, subdivisions, consolidations, special consents, occupational certificates. Supplementary valuation roll. Objections and	

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MUNICIPAL MANAGER

Local Government: Competency Framework in Senior Managers

**DIRECTOR: BUDGET AND
TREASURY (CFO)**
NM Grond

CITY OF MATLOSANA
Period 1 March 2020 to 30 June 2020

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LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

1. Definitions

In this framework –

“**core competencies**” are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and

“**leading competencies**” means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

2. Competency Framework

- 2.1 This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette* No. 29089 of 1 August 2006.
- 2.2 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:
- (a) Critical leading competencies that drive the strategic intent and direction of local government;
 - (b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
 - (c) The eight Batho Pele principles.
- 2.3 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
- 2.4 The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.
- 2.5 There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.
- 2.6 The competency framework is underscored by four (5) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

3. Competency Framework Structure

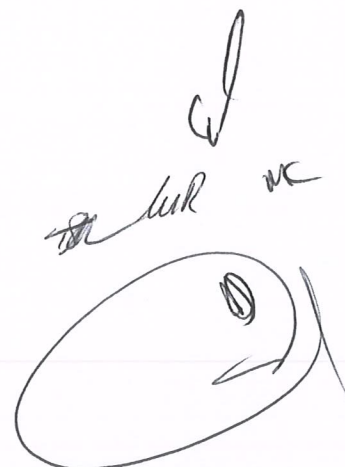
The competencies that appear in the competency framework are detailed below.

LEADING COMPETENCIES	
Strategic Direction and Leadership	<ul style="list-style-type: none">• Impact and Influence• Institutional Performance Management• Strategic Planning and Management• Organisational Awareness
People Management	<ul style="list-style-type: none">• Human Capital Planning and Development• Diversity Management

	<ul style="list-style-type: none"> • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

4. Minimum Requirements

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in annexure B of the minimum competency requirements for Senior Managers, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.



5. Competency Descriptions

Cluster	Leading Competencies		
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
<ul style="list-style-type: none">Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandateDescribe how specific tasks link to institutional strategies but has limited influence in directing strategyHas a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective wholeDemonstrate a basic understanding of key decision- makers	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectivesHas a positive impact and influence on the morale, engagement and participation of team membersDevelop actions plans to execute and guide strategy implementationAssist in defining performance measures to monitor the progress and effectiveness of the institutionDisplays an awareness of institutional structures and political factorsEffectively communicate barriers to execution to relevant partiesProvide guidance to all stakeholders in the achievement of the strategic mandateUnderstand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intentDisplay in-depth knowledge and understanding of strategic planningAlign strategy and goals across all functional areasActively define performance measures to monitor the progress and effectiveness of the institutionConsistently challenge strategic plans to ensure relevanceUnderstand institutional structures and political factors, and the consequences of actionsEmpower others to follow strategic direction and deal with complex situationsGuide the institution through complex and ambiguous concernUse understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">Structure and position the institution to local government prioritiesActively use in-depth knowledge and understanding to develop and implement a comprehensive institutional frameworkHold self accountable for strategy execution and resultsProvide impact and influence through building and maintaining strategic relationshipsCreate an environmental that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actionsIntegrate various systems into a collective whole to optimise institutional performance managementUses understanding of competing interests to manoeuvre successfully to a win/win outcome

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Cluster	Leading Competencies		
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
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 fulfill the strategic mandate	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

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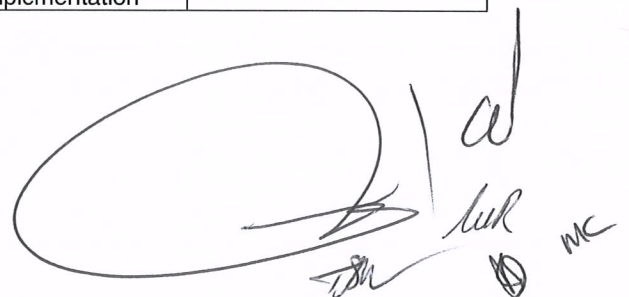
Cluster	Leading Competencies			
Competency Name	Program and Project Management			
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	

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Cluster	Leading Competencies		
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
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

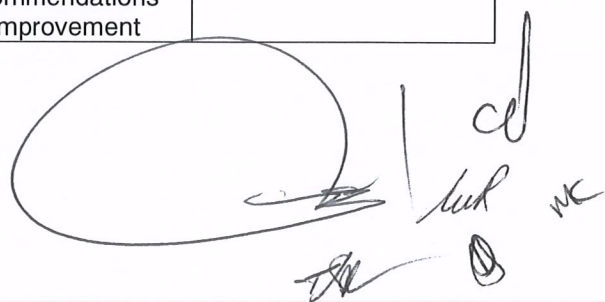
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Cluster	Leading Competencies		
Competency Name	Change Leadership		
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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



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Cluster	Leading Competencies			
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	
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	

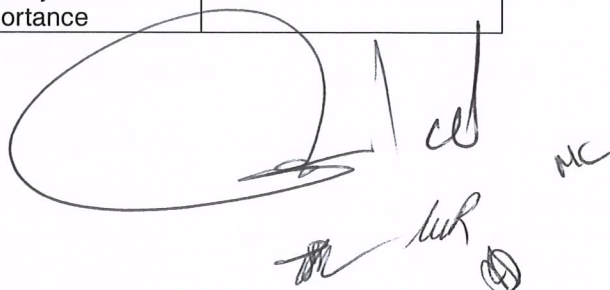


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Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principlesFollow the basic rules and regulations of the institutionAble to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	<ul style="list-style-type: none">Conduct self in alignment with the values of Local Government and the institutionAble to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliverActively report fraudulent activity and corruption within local governmentUnderstand and honour the confidential nature of matters without seeking personal gainAble to deal with situations of conflict of interest promptly and in the best interest of local government	<ul style="list-style-type: none">Identify, develop, and apply measures of self-correctionAble to gain trust and respect through aligning actions with commitmentsMake proposals and recommendations that are transparent and gain the approval of relevant stakeholdersPresent values, beliefs and ideas that are congruent with the institution's rules and regulationsTakes an active stance against corruption and dishonesty when notedActively promote the value of the institution to internal and external stakeholdersAble to work in unity with a team and not seek personal gainApply universal moral principles consistently to achieve moral decisions	<ul style="list-style-type: none">Create an environment conducive of moral practicesActively develop and implement measures to combat fraud and corruptionSet integrity standards and shared accountability measures across the institution to support the objectives of local governmentTake responsibility for own actions and decisions, even if the consequences are unfavourable

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Cluster	Core Competencies		
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
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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



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Cluster	Core Competencies		
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
<ul style="list-style-type: none">Understand the basic operation problem solving of analysis, but lack detail and thoroughnessAble to balance independent analysis with requesting assistance from othersRecommend new ways to perform tasks within own functionPropose simple remedial interventions that marginally challenges the status quoListen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">Demonstrate Logical techniques and approaches and provide rationale for recommendationsDemonstrate objectivity, insight, and thoroughness when analysing problemsAble to break down complex problems into manageable parts and identify solutionsConsult internal and external stakeholders on opportunities to improve processes and service deliveryClearly communicate the benefits of new opportunities and innovative solutions to stakeholdersContinuously identify opportunities to enhance internal processesIdentify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniquesEngage with appropriate individuals in analysing and resolving complex problemsIdentify solutions on various areas in the institutionFormulate and implement new ideas throughout the institutionAble to gain approval and buy-in for proposed interventions from relevant stakeholdersIdentify trends and best practices in process and service delivery and propose institutional applicationContinuously engage in research to identify client needs	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniquesCreate an environment conducive to analytical and fact-based problem-solvingAnalyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrenceCreate an environment that fosters innovative thinking and follows a learning organisation approachBe a thought leader on innovative customer service delivery, and process optimisationPlay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies		
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
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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

Cluster	Core Competencies			
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	
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	

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Cluster	Core Competencies		
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
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important mattersShow a basic commitment to achieving the correct resultsProduce the minimum level of results required in the roleProduce outcomes that is of a good standardFocus on the quantity of output but requires development in incorporating the quality of workProduce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activitiesDisplay firm commitment and pride in achieving the correct resultsSet quality standards and design processes and tasks around achieving set standardsProduce output of high qualityAble to balance the quantity and quality of results in order to achieve objectivesMonitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality outputFocus on the end result and avoids being distractedDemonstrate a determined and committed approach to achieving results and quality standardsFollow task and projects through to completionSet challenging goals and objectives to self and team and display commitment to achieving expectationsMaintain a focus on quality outputs when placed under pressureEstablishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and resultsDevelop challenging, client-focused goals and sets high standards for personal performanceCommit to exceed the results and quality standards, monitor own performance and implement remedial interventions when requiredWork with team to set ambitious and challenging team goals, communicating long-and short-term expectationsTake appropriate risks to accomplish goalsOvercome setbacks and adjust action plans to realise goalsFocus people on critical activities that yield a high impact

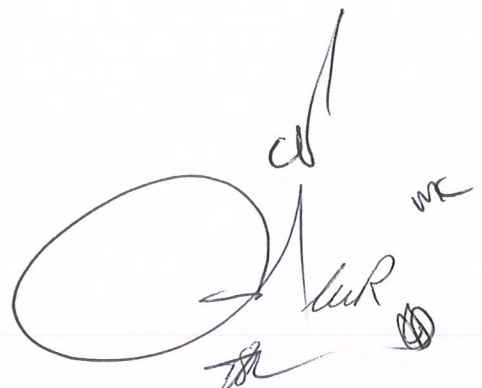
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6. Achievement Levels

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

- 6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- 6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

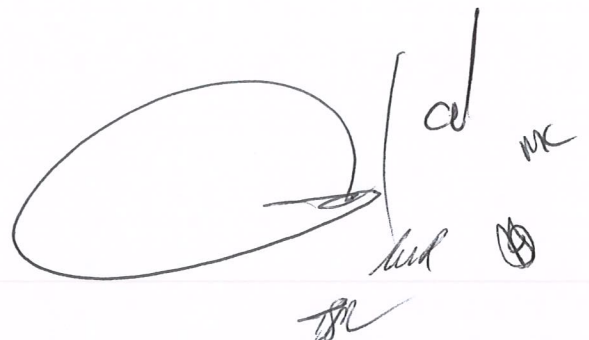
Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.

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Personal Development Plan (PDP)

**DIRECTOR: BUDGET AND
TREASURY (CFO)**
NM Grond

CITY OF MATLOSANA
Period 1 March 2020 to 30 June 2020

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Personal Development Plan of: Mr NM Grond

Compiled on: _____

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1.						
2.						
3.						
4.						

Director's signature: _____

Municipal Manager's signature: 





ANNEXURE "D"

DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)

CROHO NM

Postal Address _____

Residential Address

38 Hugo Street, Monument Heights, Kimberley 8301

Position Held

CHIEF FINANCIAL OFFICER

Name of Municipality

CITY OF MATLOSANA

Tel:

018 487 8017

Fax: _____

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

1. Shares, securities and other financial interests (Not bank accounts with financial institutions.)

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

2. Interest in a trust

Name of trust	Amount of Remuneration/ Income
N/A	

3. Membership, directorships and partnerships

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

4. Remunerated work outside the Municipality (Must be sanctioned by Council.)

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

Confidential
Signature by Mayor or Designate: _____
Date: _____

5. Consultancies, Retainer ships and Relationship

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

6. Subsidies, grants and sponsorships by any organisation

Source of assistance	Descriptions of assistance	Value of assistance
	N/A	

7. Gifts and Hospitality from a source rather than a family member

Description	Value	Member
	N/A	

8. Land and Property

Description	Extent	Area	Value
1. Bontfontein house	350m ²	Kimberley	R3 000 000

SIGNATURE OF SENIOR MANAGER

DATE: 25/03/2020 PLACE: Klerksdorp

al
MR
MC

OATH/AFFIRMATION

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

(i) Do you know and understand the contents of the declaration?

Answer YES

(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer NO

(iii) 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/he 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.

Commissioner of Oath /Justice of the Peace

Full first names and surname: ANDREW CHRISTO POUWER
(Block letters)

Designation (rank) PARIS MANAGER Ex Officio Republic of South Africa

Street address of institution BEAUX FISCAL
KLERKSDORP 2570

Date 11 March 2020 Place KLERKSDORP

T.M. 10
CONTENTS NOTED: Municipal Manager

25 March 2020
DATE