

PERFORMANCE AGREEMENT

**IN TERMS OF THE LOCAL GOVERNMENT:
MUNICIPAL SYSTEMS ACT,
2000 (32 OF 2000)**

AND

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

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

O.M. MOGALE

in his capacity as

Executive Mayor

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

And

S.G. MABUDA

As the

Acting Municipal Manager

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

For the Period

01 July 2011 To 01 January 2012 (Month to month)

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by Ohentse Moses Mogale (full name) in his capacity as Executive Mayor (hereinafter referred to as the **Employer**) and Sipho Gift Mabuda (full name) Employee of the Municipality (hereinafter referred to as the **Employee**).

Collectively referred to as the "Parties".

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 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude 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.

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 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, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

- 2.6 in the event of outstanding performance, to appropriately reward the employee; 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 01 July 2011 and will remain in force until 01 January 2012, subject to the provisions of clause 3.2.
- 3.2 This Agreement is subservient to the employment agreement of the Employee and will automatically terminate on the termination of the **Employee's** contract of employment for whatever reason.
- 3.3 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, as agreed between the Parties and in compliance with clause 10 of this agreement.
- 3.4 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 as agreed between the Parties and in compliance with clause 10 of this agreement.

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.
- 4.2 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 key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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**.

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- 5.2 The **Employee** accepts that the purpose of the performance management system which provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPs (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 (KPs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee**'s assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPs, 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
Basic Service Delivery	20%
Municipal Institutional Development and Transformation	20%
Local Economic Development (LED)	2%
Municipal Financial Viability and Management	43%
Good Governance and Public Participation	15%
Total	100%

- 5.7 In the case of 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 CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	10%
Programme and Project Management		
Financial Management	compulsory	15%

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	15%
Client Orientation and Customer Focus	compulsory	15%
Communication		
Honesty and Integrity	✓	10%
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks		
Knowledge of Performance Management and Reporting	✓	10%
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline	✓	15%
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	10%
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 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.
- 6.5 The performance appraisal will involve:
 - 6.5.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

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- (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) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

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

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

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
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.					

6.7 For purposes of evaluating the performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the Mayoral Committee;
- 6.7.4 Mayor and/or Municipal Manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the Performance of Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.4 Municipal Manager from another municipality.

6.9 The Manager responsible for Human Resources of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.7 and 6.8.

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 2011
Second quarter : October – December 2011

7.2 The **Employer** shall keep a record of all assessment meetings.

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure B).

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 remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1

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 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 21.3 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.

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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 5 of the 2011 Performance Management System Framework and Policy document.

Thus done and signed at KLIPPSDORF on this the 17th day of MAY 2011.

AS WITNESSES:

1. D. Mune


D. Mune
EMPLOYEE

2. Hansueli Pöhlberg

AS WITNESSES:

1. F. Orlis


F. Orlis
EMPLOYER

2. R. Schmid

Performance Plan

ACTING MUNICIPAL MANAGER S G Mabuda

CITY OF MATLOSANA
Period 01 July 2011 to 01 January 2012 (Month to month)

On 1st July 2011 S G Mabuda signed the Performance Plan.

MUNICIPAL MANAGER

IDP PROJECTS

Project ID.	Vote No.	Item Nr.	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
IDP - MIG Funding	203504013604	MM1	SK Masisi	P Mongati	Service Delivery & Infrastructure Development	IDP Grants spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP grants on Roads, Storm water and Landfill Site	Spending IDP MIG grants on Roads, Storm water and Landfill Site at a cost of R40,257,000 by June 2012		R 47,530,900	1	R 2,000,000								Priority roads / wards. Appointment letter. Certificates. Physical road paved. Proof of payment. Vote number.
IDP - MIG Funding	2035054013604	MM2	SK Masisi	W Viljoen							2	R 20,128,500								
IDP - MIG Funding	2035054013604	MM3	SK Masisi	J Pilusa							3	R 30,192,750								
IDP - MIG Funding	2035054013604	MM4	SK Masisi	G Sibonyani							4	R 40,257,000								
IDP - MIG Funding	2035054013604	MM5	SG Mabuda	AK Khuzwayo			Spending IDP grants on Sewer	Spending IDP MIG grants on Sewer at a cost of R24,852,000 by June 2012		R 10,000,000	1	R 2,000,000								Work breakdown schedule. Appointment of contractors. Invoices. Pumps & Motors. Physical construction. Vote number
IDP - MIG Funding	2035054013604	MM6	SK Masisi	P Mongati							2	R 9,750,000								
IDP - MIG Funding	2035054013604	MM7	SK Masisi	W Viljoen							3	R 14,625,000								
IDP - MIG Funding	2035054013604	MM8	SK Masisi	W Viljoen							4	R 19,500,000								
IDP - Council Funded		MM9	AG Strydom	A Marais	Service Delivery & Infrastructure Development	IDP Council Funded spent to ensure the upgrading and maintenance of infrastructure in the KOSH	Spending IDP council funds on Roads, Storm water and Landfill Site	Spending IDP council funds on Roads, Storm water and Landfill Site at a cost of R20,000,000 by June 2012		R 12,500,000	1	R 1,000,000								Appointment letter. Payment certificates Certificate of practical completion. Proof of payment. Vote number.
IDP - Council Funded		MM10	AG Strydom	A Marais							2	R 6,333,333								
IDP - Council Funded		MM11	AG Strydom	A Marais							3	R 12,666,667								
IDP - Council Funded											4	R 20,000,000								
IDP - Council Funded							Spending IDP council funds on Water	Spending IDP council funds on Water at a cost of R5,000,000 by June 2012		R 0	1	R 1,000,000								10 Shelters & Proof of Payment
IDP - Council Funded											2	R 2,000,000								
IDP - Council Funded											3	R 4,000,000								
IDP - Council Funded											4	R 5,000,000								
IDP - Council Funded							Spending IDP council funds on Electrical	Spending IDP council funds on Electrical at a cost of R16,800,000 by June 2012		R 3,500,000	1	R 1,000,000								Expenditure Vote
IDP - Council Funded											2	R 5,266,667								
IDP - Council Funded											3	R 10,533,333								
IDP - Council Funded											4	R 16,800,000								
IDP - Council Funded							Spending IDP council funds by Public Safety	Spending IDP council funds by Public Safety at a cost of R1,900,000 by June 2012		R 1,000,000	1	R 0								Expenditure Vote
IDP - Council Funded											2	R 900,000								
IDP - Council Funded											3	R 1,900,000								
IDP - Council Funded											4	-								
IDP - Council Funded							Spending IDP council funds by Corporate Governance	Spending IDP council funds by Corporate Governance at a cost of R4,500,000 by June 2012		R 0	1	R 0								Expenditure Vote
IDP - Council Funded											2	R 1,500,000								
IDP - Council Funded											3	R 3,000,000								
IDP - Council Funded											4	R 4,500,000								
IDP - Council Funded							Spending IDP council funds by Sports, Arts & Culture	Spending IDP council funds by Sports, Arts & Culture at a cost of R1,900,000 by June 2012		R 1,000,000	1	R 0								Expenditure Vote
IDP - Council Funded											2	R 900,000								
IDP - Council Funded											3	R 1,900,000								
IDP - Council Funded											4	-								

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CAPITAL PROJECTS																				
Project ID.	Vote No.	Item Nr	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
New Capital		MM12	SK Masisi	D Rannona	Service Delivery & Infrastructure Development	To purchase vehicles and plant to better service delivery	Number of vehicles and motor cycles purchased	Purchasing of vehicles and plant for the council at a cost of R15,255 by March 2012		R 13,120,000	1	Tender process							Register & Proof of Payment / Expenditure Vote	
											2	Appointment of service provider								
											3	Vehicles & plant purchased								
											4	-								
OPERATIONAL																				
Project ID.	Vote No.	Item Nr	Supervisor	Responsible Person	Key Performance Area (KPA)	Objectives	Key Performance Indicators (KPI)	Annual Target	Revised Target	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
Compliance		MM13	Municipal Manager	Municipal Manager	Municipal Institutional Transformation	To conducted quarterly reviews to comply with legislation	Conducting 4 quarterly reviews with section 57 employees by June 2011	Conducting 4 quarterly reviews with section 57 employees by June 2012			1	1							Notice / Attendance Register / Minutes	
											2	1								
											3	1								
											4	1								
Compliance		MM14	ML Makhetha	OC Powrie	Municipal Institutional Transformation	To sign the Performance Agreements to comply with legislation	2012/13 Performance Agreements with section 57 employees signed	Signing 2012/13 performance agreements with section 57 employees by June 2012			1	-							Signed Agreements	
											2	-								
											3	-								
											4	2012/13 Performance Agreements signed								
Compliance		MM15	ML Makhetha	OC Powrie	Municipal Institutional Transformation	To approve the Annual Performance Report to comply with section 46 of the MSA	2010/11 Annual Performance Report approved by Municipal Manager	Approving an 2010/11 Annual Performance Report by Municipal Manager by August 2011			1	2010/11 Annual Performance Report approved							MM Resolution	
											2	-								
											3	-								
											4	-								
Compliance		MM16	ML Makhetha	OC Powrie	Municipal Institutional Transformation	To table the Annual Report to comply with section 121 of MFMA	2010/11 Annual Report tabled before Council	Tabling the 2010/11 Annual Report before Council by 31 January 2012			1	-							Council Resolution	
											2	-								
											3	2010/11 Annual Report tabled								
											4	-								
Compliance		MM17	ML Makhetha	S Ouwendcamp	Good Governance and Public Participation	To approve the final IDP to comply with legislation	Final 2012/13 IDP approved by Council	Approving final 2012/13 IDP by Council by May 2012			1	-							Council Resolution	
											2	-								
											3	-								
											4	2012/13 IDP approved								
NKP Indicator		MM18	Assistant Director LED AK Khuzwayo	J Danxa	Local Economic Development	Jobs created (National Key Performance Indicator)	Number of permanent and jobs exceeding 3 months jobs created	Creating 1,100 permanent and jobs exceeding 3 months through the Municipality's local economic development initiatives including capital projects by June 2012			1	275							Register	
											2	550								
											3	775								
											4	1,100								
Outcome 9		MM19	RT Makgale	D Rossouw	Municipal Financial Viability & Management	To control expenditure management to ensure financial sustainability	Quarterly operational expenditure as a percentage of planned expenditure	Quarterly operational expenditure as a percentage of planned expenditure (R1,831,544) by June 2012			1	R440,848 24,07%							Printout from Main Ledger Account	
											2	R889,888 48,59%								
											3	R1,344,415 73,41%								
											4	R1,831,544 100%								
NKP - Indicator Outcome 9		MM20	RT Makgale	D Rossouw		Quarterly capital expenditure as a % of planned capital expenditure	Quarterly capital expenditure as a % of planned capital expenditure (R206,159,000) by June 2012				1	R52,609,000 25,52%						Printout from Main Ledger Account		
										2	R89,867,000 43,59%									
										3	R113,528,000 54,96%									
										4	R206,159,000 100%									
Outcome 9		MM21	RT Makgale	D Rossouw		% of operational budget spent on repairs and maintenance	4% of operational budget spent on repairs and maintenance at a cost of R66,816,000 by June 2012				1	R16,704,000 25%						Printout from Main Ledger Account		
										2	R33,408,000 50%									
										3	R50,112,000 75%									
										4	R66,816,000 100%									

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Personal Development Plan (PDP)

ACTING MUNICIPAL MANAGER
S G Mabuda

CITY OF MATLOSANA

Period 01 July 2011 to 01 January 2012 (Month to month)

Mr. S G Mabuda
Acting Municipal Manager

Compiled on (Date): 01 July 2011

Competency area	Competencies required	Knowledge and Skills	Employee		Supervisor		HR Skills gap identified
			Yes	No	Yes	No	
1. Strategic leadership and management	The ability to lead service delivery systems of a complex nature and to manage the achievement of municipal strategies and goals.	<ul style="list-style-type: none"> Providing visible, supportive & effective leadership across a municipality. Motivating and empowering staff to deliver on municipal strategies and goals. Fostering a positive and creative management culture. Aligning municipal strategies and goals with national and provincial policies and within the district. Managing and overseeing implementation of an effective performance management system across the municipality. Utilising strategic planning methods and tools Ensuring that the municipality's service delivery is based on <i>Batho Pele</i> principles of government 					
	The ability to formulate and influence short, medium and long-term service delivery plans to deliver on	<ul style="list-style-type: none"> Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget 					

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	municipal strategies and goals.	<ul style="list-style-type: none"> • Implementation plan (SDBIP). • Aligning municipal strategies and goals across the functional areas of the municipality. • Assessing the financial and non financial implications of plans and municipal strategies and goals. • Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes. Implementing plans within the local government legal framework. • Identifying and managing risk in plans. • Based on the past and current performance and financial position of the municipality, advise on municipal plans and strategies and goals. 	
	The ability to provide supportive leadership to the municipal council and senior management team.	<ul style="list-style-type: none"> • Working closely in conjunction with the senior management team to support the mayor and/or executive mayoral committee and/or municipal council. • In conjunction with the senior management, contributing and advising on policy objectives to ensure clear purpose and direction. • Evaluating and reporting to the mayor and/or executive mayoral committee and/or the municipal council on the alignment and 	

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	<ul style="list-style-type: none"> achievement of strategies and goals in respect of activities, service delivery and performance. Formulating, in conjunction with the municipal council and senior management team, a clear vision, mission and strategies and goals. Establishing a culture of learning within the municipality. 		
	<p>The ability to develop and maintain strategic alliances with various stakeholders.</p> <ul style="list-style-type: none"> Developing and maintaining strategic alliances within the cooperative governance framework. For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government. Communicating the municipality's mission and vision to various stakeholders 		
2. Strategic financial management	<p>The ability to guide the management of an effective, economic and efficient finance function, supported by effective financial management policies and practices.</p>	<ul style="list-style-type: none"> Knowledge of and understanding public sector financial management Knowledge and practical use of information technology and software, including PowerPoint, Excel and Word to support the financial management function Good verbal and written communication and presentation skills, excellent interpersonal relation and human resource management 	

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	<p>skills, negotiation skills and the ability to share knowledge and promote a learning environment</p> <ul style="list-style-type: none"> Formulating and implementing finance strategies, which enhance good financial management and decision-making practices across the municipality. Developing and implementing financial policies and systems to ensure efficient and effective financial administration and control. Developing, implementing and maintaining financial management guidelines, financial instructions, credit control procedures, debt collection and related financial policies. Managing the control of assets according to policies and procedures. Managing and overseeing implementation of an effective performance management system within the finance function. Overseeing the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced service agreements. 	
The ability to forecast revenue and expenditure and	<ul style="list-style-type: none"> Preparing multi-year revenue and expenditure forecasts aligned with the strategic plans 	

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assessing the impact thereof on a municipality's financial position and performance.	<p>The ability to guide the commissioning and operation of financial systems.</p> <p>3. Operational financial management</p>	<p>and budget and advising the impact thereof on service delivery, performance and financial position.</p> <ul style="list-style-type: none"> • Developing sustainable strategies to address revenue shortfalls in alignment with strategic plans. <p>• Formulating specifications, commissioning and overseeing the maintenance of appropriate and accurate financial operating systems, including the areas of debt, cash, investment-, asset and liability management, revenue management expenditure management, audit- and analytical requirements and statutory deductions.</p> <p>• Generating, regular reporting, measuring and monitoring of financial information to ensure financial control and to measure and monitor performance.</p> <p>• Ensuring adequate control of financial operating systems.</p> <p>• Through the use of financial operating systems, analyse, evaluate and report on the financial position, borrowings and performance of the municipality and how that impacts on the implementation of the budget and service delivery and budget implementation plan (SDBIP).</p> <p>• Determining requirements for</p>

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	<p>in-house or outsourced or shared service agreements for the operation of financial systems.</p> <ul style="list-style-type: none"> • Regular review of the efficiency and effectiveness of financial operating systems to align with the changing needs of the municipality. 		
	<p>The ability to maintain sufficient working capital (cash flow/short-term liquidity) to meet the needs of the municipality.</p>	<ul style="list-style-type: none"> • Monitoring the effects of changes, including legislation, inflation and resource allocations, on the working capital. • Prioritising working capital to align with strategies and goals. • Monitoring and reporting on working capital, including how that affects investment options, revenue and debt collection. • Monitoring and reporting, through analysis, the implications of borrowing and the significance thereof to service delivery programmes and possible influences on the financial markets. • Applying 'best practice' risk management practices to the management of working capital 	
	<p>The ability to guide and oversee the budget preparation and implementation process</p>	<ul style="list-style-type: none"> • In the case of a municipality: <ul style="list-style-type: none"> ◦ Advising the mayor on the time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of 	

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	<p>the IDP, budget related policies and related consultative processes.</p> <ul style="list-style-type: none"> ○ In conjunction with the mayor ensuring that the budget process aligns the budget and related budget policies to the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality ● In the case of a municipal entity: <ul style="list-style-type: none"> ○ Advising and supporting the board or directors on the budget process and annual review of related policies and related consultative processes with the parent municipality. This includes the alignment of the entity's budget with its strategic plan and the service delivery agreement (SDA) and the integrated development plan (IDP) of its parent municipality. ○ Ensuring the proposed budget is submitted to the parent municipality 	<p style="text-align: right;">of July 2017 am</p>

		<p>and that any recommendations of the council of the parent municipality are considered by the board of directors prior to approval of the budget.</p> <ul style="list-style-type: none"> • Overseeing the preparation, adoption and implementation of the budget and providing support to the mayor or board of directors throughout the budget process • Ensuring compliance to the legislative framework governing budgets and formats. • Knowledge of financial planning, taxation, budgeting and forecasting and the interrelation thereof. 	

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collective knowledge, capacity and skills of officials and councillors or directors	<ul style="list-style-type: none"> Establish and oversee the formulation of codes of conduct for all role players within the municipality, which shall as a minimum include financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act. Establish and oversee the implementation of systems to encourage and enforce good governance, ethics and the codes of conduct. These systems could include mechanisms to report misconduct, fraud, corruption, favouritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service. Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players throughout a municipality. Leading by example and 	<p style="text-align: right;"><i>duik my self Cirri</i></p>

		<p>promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.</p>
5. Financial and performance reporting	The ability to guide and manage the financial reporting process of the municipality.	<ul style="list-style-type: none"> • Knowledge and understanding of the legislative framework governing financial reporting in local government, including generally recognised accounting practice (GRAP). • Guide and manage the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report and in-year reports (e.g. in the case of a municipality monthly (section 71), mid-year (section 72), withdrawals from bank accounts (section 11(4)) etc) • Guide the preparation and publication of the council's oversight report (section 129). • Ensure that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual

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Audit Committee

		<p>budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies.</p>
	<p>The ability to guide and manage the performance reporting process of the municipality.</p>	<ul style="list-style-type: none"> • Knowledge and understanding of the local government legislative framework governing performance reporting. • Establishing, implementing and maintaining a performance management system. In the case of a municipal entity also regularly monitoring, measuring, reviewing and reporting its performance to its parent municipality. • Guide and manage the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) of the MFMA), mid year performance reporting (section 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA) • Ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.

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<ul style="list-style-type: none"> • Analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. • Analyse and evaluate the performance of: <ul style="list-style-type: none"> ◦ service delivery mechanisms (internal and external) and outsourced service agreements against performance targets, and ◦ in the case of a municipality, of each of its municipal entities against the service level agreement and performance targets for that entity, • Ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of all senior managers and officials. • Ensure the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the 		

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		<p>municipality against the performance targets for a specific period.</p> <ul style="list-style-type: none"> • Regularly benchmark the performance of the municipality against the performance of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.
6. Risk and change management	The ability to understand risk and guide the management of risk for the municipality.	<ul style="list-style-type: none"> • Guiding and ensuring the establishment and maintenance of effective, efficient and transparent systems of financial and risk management and internal control • Guide and oversee the implementation of a risk management- and fraud prevention plan • Overseeing regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk • Managing the mitigation of risks for the municipality or municipal entity as a whole in accordance with the prioritisation of risk • Ensuring that the management of risk (including the possible transfer of risk) includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also

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<p>consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government</p> <ul style="list-style-type: none"> Ensuring that the internal audit activities are prioritised according to the risk expos considering risk and risk management. Analysing the reports of the internal audit unit and the audit committee when considering risk and risk management. 	<ul style="list-style-type: none"> Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/municipal entity and recognising when this necessitates change Guide and oversee the implementation of change management The ability to be proactive and find creative and innovative solutions to change Consultation with and management of various stakeholders particular to the change Managing and resolving any resistance to change 	

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		<ul style="list-style-type: none"> Aligning strategies and goals with the need for change
7. Project management	The ability to provide strategic direction and guide overall project management for the municipality	<ul style="list-style-type: none"> Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships) and the legal framework governing the various services <ul style="list-style-type: none"> Knowledge and basic understanding of the operation and technical workings of local government services and facilities Analysing, evaluating and selecting project proposals. This includes aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP) Ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard Oversee and manage the

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establishment of project- and contract management capacity within the municipality. This includes building capacity through appropriate training and the allocation of resources.	<ul style="list-style-type: none"> Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts, within the various service areas, including to the accounting officer and to the council or the board of directors Ensuring regular reporting by external mechanisms and all contractors and service providers including the availability of adequate information for the municipality to meet its statutory reporting obligations Establishing and maintaining a contract register Establishing a contract management process to ensure that, prior to their commencement, contracts and amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration Oversee the implementation of project plans across the municipality Contributing to the resolution of 	<p style="text-align: right; transform: rotate(-15deg);"><i>of say but m Cm</i></p>

		<ul style="list-style-type: none"> problems and disputes as and when required Supporting the municipal council and mayor of the municipality or the board of directors of a municipal entity in consulting and securing stakeholder and community support for and involvement in projects where relevant.
8. Legislation, policy and implementation	The ability to guide, support and contribute to the formulation of policy, and in the case of a municipality also By-laws	<ul style="list-style-type: none"> Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies Excellent verbal communication and writing skills and an ability to research and analyse complex information Guiding and supporting the municipal council with the process of adopting policies and making By-laws. This includes advising council on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity guiding and supporting the board of directors with the process of adopting policies including advising on the financial and non-financial impact of proposed policies

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	<ul style="list-style-type: none"> • Overseeing and managing the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. • Conceptualising, formulating and drafting policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints. 	
	<p>The ability to implement, manage and oversee the implementation of legislation and policy</p>	<ul style="list-style-type: none"> • Implementing and overseeing the implementation and enforcement of policies and By-laws • Establishing and maintaining a register of non-compliance with legislative requirements and regularly reporting these to the municipal council and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury • Regularly monitor and report to the municipal council on the implementation of policies and

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	compliance with legislative requirements	
	<ul style="list-style-type: none"> • Regularly reviewing and, where necessary, proposing to the municipal council amendment of policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals • Monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance, within the municipality's area of jurisdiction • Regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies 	
9. Stakeholder relations	The ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> • Basic knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. • Establishing, guiding the establishment of and maintaining effective and relevant external stakeholder relations. This would include relations with the community,

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	<p>local businesses, public benefit organisations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, etc and, in the case of a municipality, Public-Private Partnerships (PPPs).</p> <ul style="list-style-type: none"> • Establishing, directing the establishment of and maintaining clear roles and responsibilities, service levels, reporting lines and communications for all its departments and across the municipality and in the case of a municipality also its municipal entities, to ensure effective and relevant internal stakeholder relations. • Establishing and maintaining good internal relations with the mayor or executive committee and the municipal council to support the municipal council's oversight role as it relates to the administration and day-to-day operational activities of the municipality. This would include regular reporting to and communication with the municipal council. • Ensuring stakeholder consultation (internal and external) and guiding the municipal council on stakeholder consultation as

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		envisioned and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.
10. Supply Chain Management	The ability to establish a fair, equitable, transparent, competitive and cost effective supply chain management function	<ul style="list-style-type: none"> • Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, the Preferential Procurement Policy Framework Act, 2000, etc) <ul style="list-style-type: none"> • Preparing and submitting to the municipal council or the board of directors of the municipal entity a supply chain management policy in accordance with the Municipal Supply Chain Management Regulations. This includes: <ul style="list-style-type: none"> ◦ aligning the supply chain management policy of the municipal entity with the parent municipality's policy annually reviewing the supply chain management policy and practices and proposing amendments to the municipal council or the board of directors, where appropriate • Promptly reporting any deviation of the supply chain management policy from the guideline standard to the municipal council, National

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	Treasury and the relevant provincial treasury • Oversees and manage the establishment of supply chain management capacity, a Supply Chain Management Unit and a committee system (minimum bid specification-, bid evaluation- and bid adjudication committee). This includes building capacity through appropriate training and the allocation of resources. • In the case of a municipality, monitoring and guiding council to uphold the barring of councillor involvement in municipal tender committees (section 117 MFMA) • Delegating and monitoring delegations for supply chain management powers and duties in accordance with the Municipal Supply Chain Management Regulations. This includes establishing clear lines for regular reporting		
	The ability to guide and oversee the supply chain management function	<ul style="list-style-type: none"> • Implementing and overseeing the implementation and enforcement of the supply chain management policy throughout the municipality to ensure supply chain management that is fair, transparent, competitive and cost effective • Establishing and maintaining registers to support the supply chain management function, 	<p style="text-align: right;"><i>On deck to Cem</i></p>

	<p>including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc. This includes disclosure and reporting thereof (website, annual financial statements, etc.)</p> <ul style="list-style-type: none"> Ensuring and providing support for the resolution of supply chain management related disputes, objections, complaints and queries Ensuring unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations Establishing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices 	
11. Audit and Assurance	<p>The ability to guide and oversee the establishment of an effective internal audit unit and audit committee</p> <ul style="list-style-type: none"> Ensure an efficient and effective internal audit unit is established for the municipality or municipal entity in accordance with MFMA requirements. This includes building internal audit capacity through appropriate training and the allocation of resources Overseeing the management of the internal audit unit including preparation of a risk based 	

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	<p>audit plan and an internal audit programme for each financial year. This includes ensuring that the levels of service required from the internal audit unit complies with section 165(2) of the MFMA and the Municipal Systems Act.</p> <ul style="list-style-type: none"> • Advise and provide administrative support to council for the establishment of an audit committee for the municipality and any of its municipal entities and the appointment of members for such committee(s), in accordance with MFMA requirements. This includes advising council or the board of directors on the role of the audit committee in terms of section 166(2) of the MFMA. • Providing administrative support and resources for the effective functioning of the audit committee. This includes ensuring access to the financial records and other relevant information of the municipality or municipal entity • Analysing the reports and advice of the internal audit unit and the audit committee and taking appropriate action 		
	<p>The ability to support the audit process, in order to obtain the optimum level of assurance from the</p> <ul style="list-style-type: none"> • Through consistent and sound financial management, timely prepare and submit accurate annual financial statements for auditing and the annual 		

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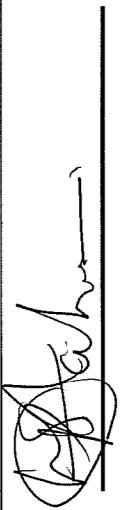
Auditor-General	<p>report(s) for the municipality and/or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole / effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities.</p> <ul style="list-style-type: none"> • Providing appropriate administrative support to the Auditor-General and access to all relevant information required to conduct the audit. • Overseeing the management of communication with and access of the Auditor-General to the internal audit unit, audit committee and their reports. This is to ensure coordination between internal and external audit and to prevent a duplication of work • Ensuring and managing appropriate communication with the Office of the Auditor-General • During the audit, timeously responding to and managing the responses of various departments to audit queries and requests for additional information • Analysing the audit report and advice of the Auditor-General and taking appropriate action • Coordinating and ensuring the distribution, analysis and management response to the
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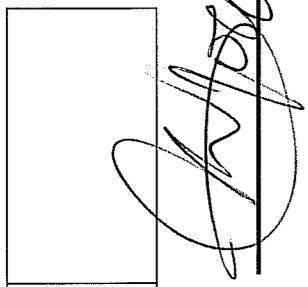
	<p>reports and advice of the internal audit unit, audit committee and external auditors, across the municipality or municipal entity</p> <ul style="list-style-type: none"> • In the case of a municipality, for purposes of the oversight report (refer MFMA section 129), attending council and council committee meetings where the annual report(s) of the municipality and its municipal entities are discussed to respond to questions concerning the report. This includes submitting copies of the minutes of these meetings to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province. 	
	<ul style="list-style-type: none"> • In the case of a municipality, publishing the oversight report, containing council's comment on the annual report(s) of the municipality and any of its municipal entities, within seven days of its adoption (section 129(3) of the MFMA) • The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be placed on finances of the municipality and/or entity. The accounting officer should consistently ensure improvement of financial management practices of the 	

	municipality and/or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.
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