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MUNICIPAL MANAGER
MM MALULEKA
FOR
PERFORMANCE AGREEMENT
2015/2016



BELA-BELA LOCAL MUNICIPALITY

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BELA-BELA LOCAL MUNICIPALITY

AS REPRESENTED BY THE MAYOR

COUNCILLOR ML NHLAPO

(Herein and after referred to as the Employer)

AND

MUNICIPAL MANAGER

MM MALULEKA

(Herein and after referred to as the Employee)

FOR THE PERIOD

01 JULY 2015 TO 30 JUNE 2016

2015/2016 FINANCIAL YEAR

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 No. 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;
- 1.5 In this Agreement, the following terms will have the meaning ascribed thereto:
- 1.5.1 "Core competencies" - means competencies that cut across all levels of work in a municipality and enhance contextualized leadership that guarantees service delivery impact;
- 1.5.2 "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;
- 1.5.3 "this Agreement" - means the performance Agreement between the Employer and the Employee and the Annexures thereto;
- 1.5.4 "the Mayor" - means the Mayor of council appointed in terms of the Local Government: Municipal Structures Act No. 117 of 1998;
- 1.5.5 "the Employee" - means the **Municipal Manager** appointed in terms of Section 54 of the Local Government: Municipal Systems Act No. 32 of 2003;
- 1.5.6 "the Employer" - means Bela-Bela Municipal Council; and
- 1.5.7 "the Parties" means the Employer and the Employee

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2.1.8 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

2.1.9 Consign the fiduciary responsibilities of the Municipal Manager or Accounting Officer as outlined in Section (61) (62), (63), (64) & (65) of the Local Government Municipal Finance Management Act No 56 of 2003.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2015**, irrespective of the date on which it was signed by both Parties, and will remain in force until **30 June 2016** thereafter, a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the Parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The Parties agree to review the provisions of this agreement during **June** each year

3.5 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must, by mutual agreement between the Parties, immediately be revised;

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives,

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The Competencies comprising of the Leading Competencies and the Core Competencies

4.2 The performance objectives, and targets reflected in Performance Plan are set by the Employer in consultation with the Employee and based on the approved 2015/2016 Integrated Development Plan, approved 2015/2016 Service Delivery and Budget Implementation Plan (SDBIP) and the 2015/2016 approved Annual Budget of the Employer, and shall include:

4.2.1 Key objectives: that describes the main tasks that need to be done;

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

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: Leading- and Core Competencies shall be contained in the Performance Agreement.

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, Operational Performance in the form of key performance indicators (KPIs) under specific Key Performance Areas (KPA's) and Competencies: Leading- and Core Competencies, both of which government framework;

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

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**;

5.2 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;

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the municipality;

5 PERFORMANCE MANAGEMENT SYSTEM

4.5 Disclosure of Financial Interests (Annexure C) set out the financial interests of the employee

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.

4.3 The Personal Development Plan (Annexure B) sets out the **Employee's** personal development requirements in line with the objectives and targets of the **Employer**; and

4.2.4 Weightings: showing the relative importance of the key objectives to each other;

4.2.3 Target dates: that describes the time frame in which the targets must be achieved; and

show that a key objective has been achieved;

4.2.2 Key performance indicators: that provides the details of the evidence that must be provided to

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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.

6.1 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.

6. COMPETENCY FRAMEWORK¹

Key Performance Areas		Weighting
1	Basic Service and Infrastructure Development	20%
2	Municipal Institutional Development and Transformation	13%
3	Local Economic Development (LED)	6%
4	Municipal Financial Viability and Management	23%
5	Good Governance and Public Participation	27%
6	Spatial Rationale	8%
Total		100%

The KPA must constitute 100% and be converted to 80%

5.5.3 KPAs covering the main areas of work will account for 80% and Competencies: Leading – and Core 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 key performance indicator outputs / outcomes 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

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CRITICAL LEADING COMPETENCIES	
Six (6) Leading Competencies	Twenty (20) driving 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 • 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 Management	<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
SIX (6) CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

6.2 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.

6.3 The competency framework further involves **six core competencies** that act as drivers to ensure that the leading competencies are executed at an optimal level.

6.4 **Competency Framework Structure**

6.4.1 The competencies that appear in the competency framework are detailed below:

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7. PERFORMANCE ASSESSMENT

7.1 The Performance Plan (Annexure A) to this Agreement sets out:

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

7.1.2 The intervals for the evaluation of the Employee's performance;

7.2 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;

7.3 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;

7.4 The Employee's performance will be measured in terms of contributions to the strategic objectives and strategies set out in the Employer's IDP.

7.5 The Annual performance appraisal will involve:

7.5.1 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) Values are supplied for KPIs and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and

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

7.5.2 Assessment of the Leading Competencies and Core Competencies:

(a) There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.

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

(b) All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

(c) The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession and planning, and promotion.

7.5.3 Achievement Levels

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

7.5.3.2 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.

7.5.3.3 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.

Cluster	Leading Competencies	Competency Name	Competency	Definition
		Strategic Direction and Leadership ¹	15%	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 the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve objectives set Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole Demonstrate a basic understanding of key decision makers 	<ul style="list-style-type: none"> Give direction to a team in realising the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop actions plans to execute and guide strategy implementation in defining performance measures to monitor the progress and effectiveness of the institution Assist in implementing strategy and guide institutional performance management, but lacks the ability to integrate systems into a collective whole Define actions plans to execute and guide strategy implementation in defining performance measures to monitor the progress and effectiveness of the institution Actively define performance areas and goals across all functional areas Align strategy and goals across areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand institutional structures and consequences of political factors, and actions Empower others to follow strategic direction and deal with complex situations Provide guidance to all stakeholders in the 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self-accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty an innovation display a superior level of self-discipline and integrity in actions Integrate various systems into a collective whole to optimise institutional performance management Uses understanding of competing interests to manoeuvre successfully to a win/win outcome 		

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		<p>through complex and ambiguous concern</p> <ul style="list-style-type: none"> Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 	<p>achievement of the strategic mandate</p> <ul style="list-style-type: none"> Understand the aim and objectives of the institution and relate it to own work 	
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Cluster	Leading Competencies	Competency Name	Competency Definition	Weight
		People Management ²	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives	10%
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> Participate in team goal setting 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 and consistent goal-setting and problem solving Effectively identify capacity requirements to fulfil the strategic mandate 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions and reward effective behaviour and desired 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 feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams 	<ul style="list-style-type: none"> Recognise and 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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		across divisions to achieve institutional objectives		
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Cluster	Leading Competencies	Competency Name	Competency	Definition	Weight
		Program and Project Management	5%	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 clarity around expectations in projects in relation to the institution's strategic objectives and 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 between project and the quality of deliverables Identify appropriate resources to project 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 and relevant stakeholders in seeking project buy-in Identify and apply contemporary project management methodology and influence project 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 into workable action plans Ensure that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed 		

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Cluster	Competency	Competency Name	Competency	Weight
Leading Competencies	Financial Management ⁴	15%		
	<p>Competency Able to compile, 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</p>		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 reports based on specified formats • Understand the importance of financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury • 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 budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Consider and understand the financial implications of decisions and suggestions that delegation and instructions as required by National Treasury • Put systems and processes in place to enhance the quality and integrity of financial management practices on Advise on policies and procedures • 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 on Advise on policies and procedures • Develop planning tools to assist in evaluating and monitoring 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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	<ul style="list-style-type: none"> • guidelines are reviewed and updated and implemented properly monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> • regarding asset control and National Treasury's regulatory framework for Financial Management 		
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Cluster	Leading Competencies	Competency Name	Competency	Definition	Weight
		Change Leadership ⁵	10%	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 in participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within 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 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 remedial interventions in place to facilitate effective transformation 	<ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effect of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiatives 		

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		<ul style="list-style-type: none">• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation		
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Cluster	Leading Competencies	Competency Name	Competency	Definition
		Governance Leadership ⁶	10%	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, create valid risk forecast, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of objectives within institutional framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on governance level to enhance the effectiveness of Local Government • Able to shape, direct and drive the formulation of policies on a macro level 		

7.5.5 Competency Description: CORE COMPETENCIES

Cluster	Competency Name	Competency Definition
Core Competencies	Moral Competence ¹	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence
ACHIEVEMENT LEVELS		
BASIC	COMPETENT	<ul style="list-style-type: none"> Realise the impact of acting with integrity, but requires guidance and development in implementing principles Follow basic rules and regulations of the institution Able to identify basic moral situations, but requires guidance from others when unable to deliver Actively report fraudulent and activity of corruption within local government Understand and honour the confidential nature of matters without seeking personal gain Able to deal with situations of conflict of interest promptly and in the best interest of local government
ADVANCED	COMPETENT	<ul style="list-style-type: none"> Conduct self in alignment with values of Local Government and the institution Able to gain trust and respect through aligning actions with commitments Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders Present values, beliefs and ideas that are congruent with the institution's rules and regulations Take an active stance against corruption and dishonesty when noted Actively promote the value of the institution to internal and external stakeholders Able to work in unity with a team and not seek personal gain Apply universal moral principles consistently to achieve moral decisions
SUPERIOR	COMPETENT	<ul style="list-style-type: none"> Create an environment conducive of moral practices Actively develop and implement measures to combat fraud and corruption Set integrity standards and shared accountability measures across the institution to support the objectives of local government Take responsibility for own actions and decisions, even if the consequences are unfavourable

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Cluster	Core Competencies	Competency Name	Competency	Definition
		Analysis and Innovation ³	5%	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 of analysis, but lack detail and thoroughness Able to balance independent analysis with assistance from others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally challenges the status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches and provide rationale for recommendation Demonstrate objectivity, insight, and thoroughness when analysing problems Able to break down complex problems into manageable parts and identify solutions Consult internal and external stakeholders on opportunities to improve processes and delivery Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders Identify and analyse opportunities to enhance internal processes Identify and propose remedial intervention 	<ul style="list-style-type: none"> Coaches members on analytical and innovative approaches and techniques Engage with appropriate individuals in analysing and resolving complex problems Identify solutions on various areas in the institution Formulate and implement new ideas throughout the institution Able to gain approval and buy in for proposed interventions from relevant stakeholders Identify trends and best practices in process and service delivery and propose institutional application Continuously engage in research to identify client needs 	<ul style="list-style-type: none"> Demonstrate complex analytical and problem solving approaches and techniques Create an environment conducive to analytical and fact-based problem-solving Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence Create an environment that fosters innovative thinking and follows a learning organisation approach Be a thought leader on innovative customer service delivery, and process optimisation Plan an active role in sharing best practice solutions and engage in national and international government seminars and conferences 	

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Cluster	Core Competencies	Competency Name	Competency	Definition
		Knowledge and Information Management ⁴	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	
			5%	
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 use various sources and 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 resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage institutional knowledge and information Share and promote best-practice knowledge across management various institutions Establish accurate measures and monitoring systems for knowledge and information management and influence decisions and Actively create mechanisms and structures for sharing of information Use external 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 across management various institutions Establish accurate measures and monitoring systems for knowledge and information management and influence decisions and Actively create mechanisms and structures for sharing of information Use external resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<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 	

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Cluster	Core Competencies	Competency Name	Competency	Definition		
ACHIEVEMENT LEVELS	5%	Communication	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			
					BASIC	<ul style="list-style-type: none"> • Demonstrate an understanding for communication levels and tools appropriate for the audience, but requires guidance in utilizing 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
					COMPETENT	<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 to • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapts 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-structures written documents
					ADVANCED	<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 • Views points 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 eternal 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
SUPERIOR			<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and the representing 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 conversations • Able to coordinate negotiations at different levels within local and government externally 			

Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS
Core Competencies	Results and Quality Focus ⁶	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	BASIC
			COMPETENT
			ADVANCED
			SUPERIOR
Weight	5%		

<ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters Show a basic commitment to price in achieving the correct results achieving correct results Produce the minimum level of results required in the role Produce outcomes that is of a good standards Focus on the quantity of output but requires incorporating the quality of work Produce 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 activities Display firm commitment and price in achieving the correct results Set quality standards and design processes and tasks around achieving set standards Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards Follow task and projects through to completion Set challenging goals and objectives to self and team and display commitment to achieving expectations Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning work, 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 results Develop and results challenging, client-focused goals and sets high standards for personal performance Implement remedial interventions when required Work with team to set ambitious and challenging team goals, long-and short term expectations Take appropriate risks to accomplish goals Overcome setbacks and adjust action plans to realise goals Focus people on critical activities that yield a high impact
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Level	Rating	Terminology	Description
	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 Performance Agreements and Performance Plan.
2		Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the Performance Agreements 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 Performance Agreements 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.

8. The assessment of the performance of the Employee will be based on the following rating scale for KPIs and Leading Competencies and Core Competencies:

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- 9.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;
- 9.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 9.4 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;
- 9.5 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.

Quarter	Review Period	Anticipated Review Dates
1	July 2015 – September 2015	30 October 2015
2	October 2015 – December 2015	30 January 2016
3	January 2015 – March 2016	30 April 2016
4	April 2015 – June 2016	30 July 2016

9.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that reviews in the third quarter may be verbal if performance is satisfactory:

9. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1.1 Executive Mayor or Mayor
- 8.1.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 8.1.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality; another member of Council.
- 8.1.4 Mayor/ Municipal Manager from another municipality; and
- 8.1.5 Member of a Ward Committee as nominated by the Executive Mayor or Mayor.
- 8.1.6 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.
- 8.1 For purpose of evaluating the performance of the **Employee** for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

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10. DEVELOPMENTAL REQUIREMENTS

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

11. OBLIGATIONS OF THE EMPLOYER

11.1 The Employer shall:

11.1.1 Create an enabling environment to facilitate effective performance by the Employee;

11.1.2 Provide access to skills development and capacity building opportunities;

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

11.1.4 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

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

12. CONSULTATION

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

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

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

12.1.3 A substantial financial effect on the Employer

12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

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12.3 MANAGEMENT OF EVALUATION OUTCOMES

12.3.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.3.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
12.3.3 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%;
and

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

12.3.5 In the case of unacceptable performance, the **Employer** shall:

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

12.3.7 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.

12.3.2 DISPUTE RESOLUTION

i. Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement must be mediated by-

a) In the case of the case the Municipal Manager the MEC for local government in the province within 30 (Thirty) days of receipt of a formal dispute from the **Employee**, or any person designated by the MEC;

ii. Any disputes about the outcome of the **Employee's** performance evaluation must be mediated by-

b) In the case of the case the Municipal Manager the MEC for local government in the province within 30 (Thirty) days of receipt of a formal dispute from the **Employee**, or any person designated by the MEC;

c) Whose decision shall be final and binding on both **Parties**.

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 Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

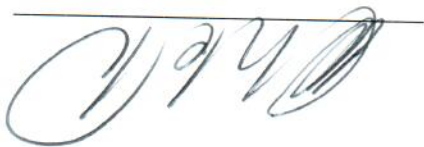
Thus done and signed at Bele-Bels on this the 03 day of July 2015

AS WITNESSES:

1. 

2. 

MUNICIPAL MANAGER



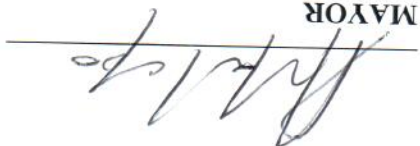
Thus done and signed at Bele-Bels on this the 02 day of July 2015

AS WITNESSES:

1. 

2. 

MAYOR



2015/2016 PERFORMANCE PLAN



NAME MM MALULEKA
POSITION MUNICIPAL MANAGER
SUPERVISOR MAYOR
INSTITUTION BELA-BELA LOCAL MUNICIPALITY
PERIOD 01 JULY 2015 TO 30 JUNE 2016

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COMPONENTS OF THE PERFORMANCE PLAN

1. Purpose
2. Key Performance Areas
3. Strategic Intent
4. Key Performance Indicators
5. Assessment Rating Scales
6. Performance Assessment Process
7. Approval of the Performance Plan

1. PURPOSE

The performance plan outlines the Council's performance expectations of the employee and the is a strategic intent to ensure that the development priorities and objectives as set in the Municipal Approved 2015/2016 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal Approved 2015/2016 Service Delivery and Budget Implementation Plan (SDBIP) are achieved through operational initiatives.

2. KEY PERFORMANCE AREAS

The strategic Objectives of the Municipality are informed by the following Key Performance Areas as outlined in the local Government: Municipal Planning and Performance Management Regulations (2001)

2.1 Basic Service Delivery and Infrastructure Development

2.2 Local Economic Development

2.3 Municipal Financial Viability

2.4 Municipal Institutional Development & Transformation

2.5 Good Governance and Public Participation

2.6 Spatial Rationale (Added)

3. STRATEGIC INTENT

Vision:

"We are the prime agricultural hub and eco-tourism destination of choice"

Mission:

Our mission is to constantly strive towards the achievement of:

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Bela-Bela municipality commits itself to adhere to the municipal core policies and values which are:

Values:

- An effective and efficient service delivery underpinned by
- Stakeholder driven economic development and growth that fosters
- Sustainable job creation opportunities of communities within
- A safe, healthy and prosperous environment.

- Accountability
- Fairness
- Effectiveness
- Commitment
- Honesty and sincerity

4. KEY PERFORMANCE INDICATORS AND SERVICE DELIVERY TARGETS: ANNEXURE A

Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Key Performance Areas: Local Economic Development												
Promote and encourage sustainable economic environment	Local Economic Development	Number of LED Strategies developed/ reviewed by 30 June 2016	KPI 1	#	3%	Current LED Strategy approved in 2012	1 X LED Comprehensive Strategy reviewed and Approved	Not applicable	Not applicable	Not applicable	1 X LED Comprehensive Strategy reviewed and Approved	Approved LED Strategy accompanied by Council Resolution
Promote and encourage sustainable economic environment	Local Economic Development	Number of LED Stakeholder Forum launched and held by 30 June 2016	KPI 2	#	3%	0	1 X LED Forum established & Quarterly Meetings held	1 X LED Forum Meeting Held	1 X LED Forum Meeting Held	1 X LED Forum Meeting Held	1 X LED Forum Meeting Held	A Set of 4 LED Forum Minutes
Key Performance Areas: Municipal Financial Viability												
Improve Financial Viability	Budget and Reporting	2016/17 Budget approved by 30 May 2016	KPI 3	#	3%	2015/16 Approved Budget	2016/17 approved Budget	Not applicable	Not applicable	2016/17 Draft Budget adopted by Council by 30 March 2016	2016/17 Final Budget approved by Council	Copy of the 2016/2017 Draft Adopted Budget and the 2016/2017 Final Approved Budget with Council Resolutions
Improve Financial Viability	Accounting Services	Number of Budget related policies reviewed/developed by 30 June 2016	KPI 4	#	1%	16 Policies and 4 By-Laws reviewed	16 Policies and 4 By-Laws	Not applicable	Not applicable	16 draft Policies and 4 draft By-Laws tabled	16 Policies and 4 By-Laws approved	Approved Policies with Council Resolutions

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Accounting Services	Number of MFMA Section 71 Reports submitted to the Mayor and Provincial Treasury by no later than 10 days after the end of each month	KPI 5	#	2%	and approved 12 Monthly Section 71 Reports for 2013/14 FY	12 Monthly Financial Reports	3 Monthly Financial Reports	3 Monthly Financial Reports	3 Monthly Financial Reports	3 Monthly Financial Reports	Section 71 Reports, Council Resolutions and Submission letters to the Provincial Treasury
Improve Financial Viability	Accounting Services	Number of MFMA Section 72(1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report tabled to Council, National & Provincial Treasury by 25 January 2016	KPI 6	#	2%	Approved 2014/2015 Section MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report	1 MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report	Not applicable	Not applicable	1 MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report	Not applicable	Council Approved Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report with Council Resolution and Submission letters to National and Provincial Treasury
Improve Financial Viability	Accounting Services	Percentage Maintenance of monthly Cost coverage above 100% (R-value all cash at a particular time plus R-value investments, divided by R-value monthly operating	KPI 7	%	2%	130%	135%	131%	132%	133%	135%	Monthly Reports

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve Financial Viability	Accounting Services	Percentage Maintenance of Debt coverage ratio above 20:1 (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)	KPI 8	% Ratio	2%	20:1	24:1	21:1	22:1	23:1	24:1	Monthly Reports
			Revenue Management	KPI 9	%	2%	48%	45%	48%	47%	46%	45%
Improve Financial Viability	Revenue Management	Reduce of Total Service debtors to revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for services)	KPI 10	R-value	2%	R105 Million	R100 Million	R104 Million	R103 Million	R102 Million	R100 Million	Monthly Reports
			Revenue Management	KPI 11	R-Value	1%	4100	4000	3500	4000	4000	4000

Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
		for free basic services										
Improve Financial Viability	Expenditure Management	Percentage capital budget actually spent on budgeted capital projects identified for 2015/2016 financial year i.t.o. IDP	KPI 12	%	2%	52%	100%	25%	50%	75%	100%	Monthly Reports
Improve Financial Viability	Expenditure Management	Percentage MIG spent on MIG grants approved projects by 30 June 2016	KPI 13	%	2%	87%	100%	25%	50%	75%	100%	Monthly Reports
Improve Financial Viability	Asset Management	Percentage Maintenance of Liquidity ratio of above 150% (R-value assets / R-value liabilities as %)	KPI 14	%	2%	189%	160%	150%	154%	150%	160%	Monthly Reports
Resource Management of infrastructure and services	Water	Number of Water Master Plan reviewed and approved by Council by 30 June 2016	KPI 15	#	2%	2011 Water Master Plan	1x Water Master Plan reviewed	Not applicable	Not applicable	Not applicable	1x Water Master Plan reviewed	Copy of the Master Plan
Resource Management of infrastructure and services	Water	Percentage households with access to basic level of water (communal taps within 200m)	KPI 16	%	2%	100%	100%	100%	100%	100%	100%	Reports

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
		from households)										
Resource Management of infrastructure and services	Water	Percentage households with access to yard connections by 30 June 2016	KPI 17	%	2%	100% (18 062 HH)	100% (18 062 HH)	100% (18 062 HH)	100% (18 062 HH)	100% (18 062 HH)	100% (18 062 HH)	Reports
Resource Management of infrastructure and services	Water	Municipal blue drop quality rating by 30 June 2016	KPI 18	%	2%	71-20%	75%	Not applicable	Not applicable	Not applicable	75%	Reports
Resource Management of infrastructure and services	Sanitation	Number of Sanitation Master Plan developed/reviewed by 30 June 2016	KPI 19	#	2%	Approved Sanitation Master Plan d/reviewed	Revised Sanitation Master Plan APPROVED	Not applicable	Not applicable	Not applicable	Revised Sanitation Master Plan APPROVED	Copy of Revised Sanitation Master Plan and Council Resolution
Resource Management of infrastructure and services	Sanitation	Percentage households with access to basic level of sanitation	KPI 20	%	1%	93% (17 895H)	93.5%	Not applicable	Not applicable	Not applicable	0.5%	Reports
Resource Management of infrastructure and services	Sanitation	Municipal green drop quality rating by 30 June 2016	KPI 21	%	1%	17.2%	50%	Not applicable	Not applicable	Not applicable	50%	4 Quarterly Reports
Resource Management of infrastructure and services	Electricity	Number of Electrification Master Plan reviewed and approved by Council by 30 June 2016	KPI 22	#	1%	1	IX Electrification Master Plan	Not applicable	Not applicable	Not applicable	IX Electrification Master Plan reviewed	Council Approved Electrical Master Plan with Council Resolution
Resource Management of infrastructure and services	Electricity	% reduction in electricity backlog by 30 June 2016	KPI 23	%	1%	5%	Reduce current Backlog to less than 5%	Not applicable	Reduce current Backlog to less than 5%	Not applicable	Reduce current Backlog to less than 5%	Biannual Reports on reduction of Electricity Backlogs

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Resource Management of infrastructure and services	Project Management	Completion rate as per the project plan of all capital projects identified through 2015/2016 IDP by 30 June 2016	KPI 24	%	1%	75%	100%	Not applicable	Not applicable	Not applicable	100%	Quarterly Progress Reports and Completion Certificates where Applicable
Resource Management of infrastructure and services	Roads & Stormwater	Number of Municipal Roads assets Master Plan developed/revied and approved by Council by 30 June 2016	KPI 25	#	2%	Approved Municipal Roads assets Master Plan	Revised Municipal Roads assets Master Plan approved	Not applicable	Not applicable	Not applicable	Revised Municipal Roads assets Master Plan approved	A copy of the Approved Municipal Roads Assets Master Plan and Council Resolution
Promote the welfare of the community	Waste Management and Cleansing	Number of Integrated Waste Management Plan recommendations implemented through establishment of Waste minimization initiative	KPI 26	#	1%	0	2	Not applicable	IX project initiative	Not applicable	IX project initiative	Registers Reports with Council Resolutions
Promote the welfare of the community	Waste Management and Cleansing	Number of households with access to basic level of solid waste removal (kerbside)	KPI 27	#	2%	16 000	16 000	16 000	16 000	16 000	16 000	Human Settlement Report and Council Approved Schedule of Collection

Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
		collection once a week)										
Key Performance Area: Spatial Rationale												
Plan for the future	Land Use Management	Number of Spatial Development Frameworks developed/ revised by 30 June 2016	KPI 28	#	3%	Spatial Development Framework approved in 2011	Revised Spatial Development Frameworks Approved	Not applicable	Not applicable	Revised Spatial Development Frameworks APPROVED	Not applicable	Copy of Revised SDF accompanied by Council Resolution
Plan for the future	Land Use Management	Number of Spatial Development Frameworks (SDF) and Land Use Management Skills (LUMS) revised and approved by 30 June 2016	KPI 29	#	3%	2008 LUMS & 2011 SDF	1x SDF & 1x LUMS revised and approved	Not applicable	1x SDF revised and approved	1x LUMS revised and approved	Not applicable	Revised SDF & LUMS with Council Resolutions
Plan for the future	Human Settlement	Number of informal Settlements formalised by 30 June 2016	KPI 30	#	1%	7	1	Not applicable	Not applicable	Not applicable	1	Report on the Formalization of Informal Settlement
Plan for the future	Human Settlement	Number of Paritions (in Hectors) of land required for Human Settlements developed by 30 June 2016	KPI 31	#	1%	1 at Ext 25 purchased by HDA	1 (Rodekuil Farm) purchased by COGSHTA for BBLM	Not applicable	Not applicable	Not applicable	1 (Rodekuil Farm) purchased by COGSHTA for BBLM	Copy of the Purchase Agreement

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Key Performance Area: Good Governance and Public Participation												
Improve administrative and governance capacity	Audit	Number of Unqualified Audit Outcome received from AG for the 2014/2015 FY	KPI 32	#	1%	2013/2014 Unqualified Audit Outcome	IX Unqualified Audit Opinion	Not applicable	IX Unqualified Audit Opinion	Not applicable	Not applicable	2013/2014 Auditor General Report
Improve administrative and governance capacity	Audit	% of Audit Queries satisfactorily addressed by 30 June 2016	KPI 33	%	1%	100% of Audit Queries from the 2013/14 Financial Year addressed	100% of the Audit Queries from the 2014/15 Financial Year fully addressed.	Not applicable	Not applicable	Not applicable	100% of the Audit Queries from the 2014/15 Financial Year fully addressed.	Approved Audit Action Plan reporting on progress on resolution of the Audit Queries
Improve administrative and governance capacity	Risk Management	Number of Risk Management Plan, Developed and approved by Council by 30 June 2016	KPI 34	#	1%	2015/16 Council Approved Risk Management Plan	IX 2016/2017 Risk Management Plan Developed by 30 June 2016	Not applicable	Not applicable	Not applicable	IX 2016/17 Risk Management Plan Developed	2016/2017 Approved Risk Management Plan with Council Resolution
Improve administrative and governance capacity	Risk Management	Number of Risk Management Committee (RMC) meetings held by 30 June 2016	KPI 35	#	1%	4 RMC meetings	4 RMC meetings	1 RMC Meeting	1 RMC Meeting	1 RMC Meeting	1 RMC Meeting	4 Set of Minutes and Signed Attendance Registers
Improve administrative and governance capacity	Risk Management	Number of Corruption and Anti-Corruption Strategy developed and approved by	KPI 36	#	1%	Approved Fraud and Anti-Corruption Strategy	IX Fraud and Anti-Corruption Strategy reviewed	Not applicable	Not applicable	Not applicable	IX Fraud and Anti-Corruption Strategy reviewed	A Copy of Approved Fraud and Anti-Corruption Strategy accompanied by

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve administrative and governance capacity	Audit Committee	Council by 30 June 2016 Number of Audit (AC) Committee Meetings held by 30 June 2016	KPI 37	#	1%	4 AC meetings	4 AC meetings	1 AC meeting	1 AC meeting	1 AC meeting	1 AC meeting	Council Resolution 4 Set of Minutes and Signed Attendance Registers
Improve administrative and governance capacity	Performance Audit Committee	Number of Performance Audit (PAC) Committee meetings held by 30 June 2016	KPI 38	#	1%	2 PAC meetings	2 PAC meetings	1 PAC Meeting	Not applicable	1 PAC Meeting	Not applicable	2 Set of Minutes and Signed Attendance Registers
Improve administrative and governance capacity	Municipal Public Account Committee (MPAC)	Number of MPAC meetings held by 30 June 2016	KPI 39	#	1%	4 MPAC meetings	4 MPAC meetings	1 MPAC meeting	1 MPAC meeting	1 MPAC meeting	1 MPAC meeting	4 Set of Minutes and Signed Attendance Registers
Improve administrative and governance capacity	Accounting Services	Number of AFS compiled submitted to AG by 30 August 2016	KPI 40	#	1%	1x AFS (2013/2014)	1x AFS (2014/15)	1x AFS (2014/15)	Not applicable	Not applicable	Not applicable	AFS and Proof of Submission to AG
Improve administrative and governance capacity	Performance Management & Reporting	Number of Annual Performance Report compiled in terms of Section 46 of MSA and submitted to Auditor General by 30 August 2015	KPI 41	#	1%	1 (2013/14) Annual Performance Report	1 (2014/15) Annual Performance Report	1 (2014/15) Annual Performance Report	Not applicable	Not applicable	Not applicable	2014/2015 Audited Annual Performance Report with Council Resolution
Improve administrative and governance capacity	Performance Management & Reporting	Number of Annual Reports compiled in terms of Section 127 of the MFMA and	KPI 42	#	1%	1 (2013/2014) Annual Report	1 (2014/2015) Annual Report	2014/2015 First Draft Annual Report submitted to Auditor	Final Draft submitted to the Municipal Manager by 30	1 2014/2015 Annual Report tabled to Council by 30 January 2016	Not applicable	2014/2015 Annual Report with Council Resolution

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
		tabled to Council by 30 January 2016						General by 30 August 2015	November 2015			
Improve administrative and governance capacity	Performance Management & Reporting	Number of Oversight Report compiled in terms of Section 129 of the MFMA and tabled to Council by 30 March 2016	KPI 43	#	1%	1 (2013-2014) Oversight Report	1x (2014-2015) Oversight Report	Not applicable	Not applicable	1 (2014-2015) Oversight Report tabled to Council	Not applicable	2014/2015 Oversight Report with Council Resolution
Improve administrative and governance capacity	Service Delivery & Budget Implementation Plan (SDBIP)	Number of 2016/2017 SDBIP approved by the Mayor 28 days after the approval of the Budget	KPI 44	#	1%	1x 2015/16 Approved SDBIP	1x 2016/17 Approved SDBIP	Not applicable	Not applicable	Not applicable	1x 2016/17 Approved SDBIP	1x 2016/17 Approved SDBIP
Improve administrative and governance capacity	Performance Management & Reporting	Number of quarterly SDBIP performance reports compiled in terms of Section 52 (d) of the MFMA and tabled to Council by 30 June 2016	KPI 45	#	1%	4 Quarterly SDBIP Reports	4 Quarterly SDBIP Reports	4 th Quarterly SDBIP Report	1 st Quarterly SDBIP Report	2 nd Quarterly SDBIP Report	3 rd Quarterly SDBIP Report	Quarterly Reports with Council Resolutions
Improve administrative and governance capacity	Performance Management & Reporting	Number of Back to Basics Reports and the Action Plan compiled and submitted to	KPI 46	#	1%	8 Back to Basics Reports and the Action Plan	12 Back to Basics Reports and the Action Plan	3 Back to Basics Reports and the Action Plan submitted to CoGTA	3 Back to Basics Reports and the Action Plan	3 Back to Basics Reports and the Action Plan	3 Back to Basics Reports and the Action Plan	Reports and the Proof of Submission

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve administrative and governance capacity		CoGTA by 30 June 2016				submitted to CoGTA	submitted to CoGTA		submitted to CoGTA	submitted to CoGTA	submitted to CoGTA	
	Performance Management (PM)	Number of Performance Management Systems (PMS) Framework/Policy Developed/Reviewed and approved by Council by 30 June 2016	KPI 47	#	1%	Current Performance Management Systems (PMS) Framework/Policy	1x PMS Framework/Policy reviewed	Not applicable	Draft Framework in place	Advertise the Draft Framework for Comments	PMS Framework/Policy reviewed and tabled to Council for Approval	Council Approved PMS Framework/Policy with Council Resolution
Improve administrative and governance capacity		Number of Performance Agreements signed by the Municipal Manager and Senior Managers by 30 July 2016	KPI 48	#	1%	3	4	4	Not applicable	Not applicable	Not applicable	Copies of Signed Performance Agreements
	Performance Management	Number of individual performance reviews for Senior Managers conducted by 30 June 2016	KPI 49	#	1%	2	4	1	1	1	1	Reports of the Performance Reviews and Signed Attendance Registers
Improve administrative and governance capacity		Number of Organizational Structure reviewed and approved by Council by 30 May 2016	KPI 50	#	1%	2015/16 Approved Organizational Structure	1x 2016/17 Approved Organizational Structure	Not applicable	Not applicable	Not applicable	1x 2016/17 Approved Organizational Structure	1x 2016/17 Approved Organizational Structure with Council Resolution
	Reporting											

Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve administrative and governance capacity	Reporting	% implementation of Council Resolutions by 30 June 2016	KPI 51	%	1%	0	100%	100%	100%	100%	100%	Resolutions Register
Plan for the future	Integrated Development Planning	Number of 2016/2017 IDP, Budget & PMS Review Process Plan approved by 30 th May 2016	KPI 52	#	1%	Approved 2015/2016 IDP, Budget & PMS Process Plan	2016/2017 IDP, Budget & PMS review Process Plan approved	Not applicable	Not applicable	Not applicable	2016/2017 IDP, Budget & PMS review Process Plan approved	Copy of the Approved 2016/2017 IDP, Budget & PMS Process Plan
Plan for the future	Integrated Development Planning (IDP)	Number of 2016/2017 IDPs approved by 30 May 2016	KPI 53	#	1%	2015/2016 Council Approved IDP	IX 2016/2017 Council Approved IDP	Not applicable	Not applicable	IX Draft 2016/2017 tabled to Council for adoption	IX 2016/2017 Council Approved IDP	Copy of the Draft 2016/2017 with Council Approved Final 2016/2017 IDP with Council Resolution
Improve administrative and governance capacity	ICT	Number of ICT related policies, frameworks, standards and guidelines reviewed by 30 June 2016	KPI 54	#	1%	6	15	5	3	3	3	Approved ICT Policies with Council Resolutions
Improve administrative and governance capacity	Communications	Number of Communications Strategy developed/reviewed and approved by Council by 31 December 2015	KPI 55	#	1%	Approved Communication Strategy	IX Communication Strategy Reviewed	Not applicable	IX Communication Strategy Reviewed	Not applicable	Not applicable	Council Approved Communication Strategy with Council Resolution
Improve administrative and governance capacity	Integrated Development Planning (IDP)	Number of Community Satisfaction and Good Governance	KPI 56	#	1%	0	IX Customer Satisfaction Survey and IX	Not applicable	Not applicable	Not applicable	IX Customer Satisfaction Survey and IX Good Governance	Copies of customer satisfaction and Good Governance Survey reports

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
		Conducted by 30 June 2016					Good Governance Survey				Survey conducted and adopted by Council	with Council Resolution
Improve administrative and governance capacity	Intergovernmental Relations	Percentage of District IGR Forums attended (as per invitation) by 30 June 2016	KPI 57	%	1%	100%	100%	100%	100%	100%	100%	Invitations and Attendance Registers
Key Performance Area: Municipal Institutional Development and Transformation												
Improve, Attract, develop and retain human capital	Human Resources	Number of Senior Management posts filled by 30 June 2016	KPI 58	#	1%	4	2	Not applicable	Not applicable	Not applicable	2	Approved Organogram with Council Resolutions, Appointment Letters & Employment Contracts.
Improve, Attract, develop and retain human capital	Human Resources	% reduction in vacancy rate by 30 June 2016	KPI 59	%	1%	24%	18%	1%	2%	2%	1%	Report on the Vacancy Rate
Improve, Attract, develop and retain human capital	Human Resources	Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's	KPI 60	#	1%	28	5	Not applicable	Not applicable	Not applicable	5	4 X Quarterly Reports

Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
Improve, Attract, develop and retain human capital	Training and Development	approved employment equity plan by 30 April 2016	KPI 61	%	1%	100%	100%	100%	100%	100%	100%	Reports
Improve, Attract, develop and retain human capital	Training and Development	Percentage of municipality's (operating) budget actually spent on implementing its workplace skills plan by 30 June 2016	KPI 62	#	2%	1	1	Not applicable	Not applicable	Not applicable	1	Approved Workplace Skills Plan ; Proof of Submission to LGSETA
Improve, Attract, develop and retain human capital	Policies Review and Development	Number of Human Resources (HR) policies reviewed/developed by 30 June 2016	KPI 63	#	2%	8 x Human Resources (HR) policies reviewed/developed	6 (Training ; Recruitment & Selection; Long service Award; Leave Management and Employment Equity Plan Policies)	3 (Training Policy; Employment Equity Plan and Long Service Award Policy)	1 (Recruitment & Selection Policy)	1 (Leave Management Policy)	1 (Retention and Attraction Strategy developed/reviewed)	Council Approved Policies with Resolutions
Improve, Attract, develop and retain human capital	By-Laws	Number of By-Laws reviewed /developed and	KPI 64	#	1%	15	6 SPLUMA, Outdoor Advertising				6 SPLUMA, Outdoor Advertising , Street	Approved by Laws with Council Resolutions

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Strategic Goal	Programme	Indicator	KPI Code	Unit of Measure	Weight	Baseline	Annual Target 2015/16	1 st Quarter Target	2 nd Quarter Target	3 rd Quarter Target	4 th Quarter Target	Evidence Required
		gazetted by 30 June 2016					g. Street Trading, House/Spaza Shops, Building Control, Eradication of Informal Settlement, Alienation of Municipal Land and Electricity Supply By-Laws				Trading, House/Spaza Shops, Building Control, Eradication of Informal Settlement, Alienation of Municipal Land and Electricity Supply By-Laws	
Improve, Attract, develop and retain human capital	Legal Services	Number of Litigation Reports compiled and tabled to Council by 30 June 2016	KPI65	#	1%	1	4	1	1	1	1	Reports with Council Resolutions
Improve, Attract, develop and retain human capital	OHS Compliances	Percentage implementation of Occupational Health and Safety Policy by 30 June 2016	KPI66	%	1%	30%	100%	25%	50%	75%	100%	Quarterly Reports
Improve, Attract, develop and retain human capital	Local Labour Forum	Number of LLF meetings held by 30 June 2016	KPI67	#	1%	4 LLF Meetings held	4 LLF Meetings	1 LLF Meeting	1 LLF Meeting	1 LLF Meeting	1 LLF Meeting	4 sets of Minutes and Signed Attendance Registers

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5. ASSESSMENT RATING SCALE

5 Outstanding Performance	4 Performance Significantly Above Expectations	3 Fully Effective	2 Not Fully Effective	1 Unacceptable Performance
<p>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.</p>	<p>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.</p>	<p>Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreements and Performance Plan.</p>	<p>Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the Performance Agreements and Performance Plan.</p>	<p>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 Performance Agreements 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.</p>

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6. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and complaint performance assessment process is adhered to:

1. Performance Assessments
 - 1.1 Formal assessments between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets.
 - 1.2 Progress against the targets will be captured in preparation for the assessments.
 - 1.3 Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4 Key Performance Indicators (KPI's) and targets are audited and copied to the performance plan before the assessment date.
 - 1.5 The employer must keep records of the assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the panel on request.
3. The process determining employee rating is as follows:
 - 3.1 The employee to motivate for a higher rating where applicable
 - 3.2 The panel to rate the achievements for the KPI are on a 5 point scale. Decimal places can be used.
 - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.4 The panel scores are averaged to arrive at a total score per KPI / CCR. Overall scores are calculated by taking weights into account where applicable.
 - 3.5 The final KPA's rating will account for 80% of the final assessment total. The CCR are to account for 20% of the final assessment total.


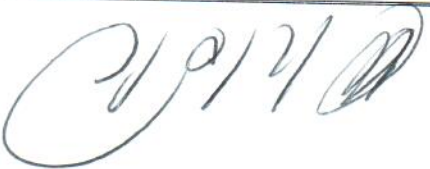
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating	1	2	3	4	5
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5. The assessment rating calculator is used to calculate the overall % for performance.
6. The personal development plan can be (PDP) can be reviewed after the performance assessments had been finalised in case where more clarity has been established on what the essential development needs for the relevant employee will be.

7. APPROVAL OF THE PERFORMANCE PLAN

This serves as a commitment between the employer and the employee that they will work together and support each other while struggling to achieve the goals of the Municipality as well as the personnel growth and development of the employee.

<p>Undertaking by the Employer/ Supervisor</p>	<p>Undertaking of the Employee</p>
<p>On behalf of the Municipality, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will be assisted to clearly understand what is expected of them, and herewith approve this performance plan.</p>	<p>I herewith conform that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated at least twice per annum. As such I therefore commit to do my utmost to work up to these expectations. I hereby accept this plan.</p>
<p>Signed and accepted by the Supervisor on behalf of Council:</p>	<p>Signed and accepted by the employee:</p>
	
<p>Date: 02/07/2015</p>	<p>Date: 02/07/2015</p>


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8. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Delivery Mode	Suggested Time Frames	Support Person
Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

Municipal Manager


 Date 02/07/2015

Mayor


 Date 02/07/2015

DISCLOSURE OF FINANCIAL INTERESTS FORM: ANNEXURE C

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

Telephone Number 017 7368002 Fax Number _____

Name of Municipality Bela-Bela Local Municipality

Position held Municipal Manager

2017

Residential Address P O Box 82615, Doornpoort

Postal Address 1249 Zambesi Country Estate,
Bloubaan, 20017

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

FINANCIAL DISCLOSURE FORM

CONFIDENTIAL



BELA-BELA LOCAL MUNICIPALITY

PLACE: Belg-Belg
 DATE: 07/01/2015
 SIGNATURE OF EMPLOYEE: (Signature)

Description	Extent	Area	Value
Sg. Nienhans lüne	1000m ²	Belg-Belg	2.700.000
2. Weddelbary	950m ²	Belg-Belg	2.600.000

8. Land and Property
 See information sheet: note (8)

Description	Value	Source

7. Gifts and hospitality from a source other than a family member
 See information sheet: note (7)

Source of assistance/sponsorship	Description of assistance/sponsorship	Value of assistance/sponsorship

6. Sponsorships
 See information sheet: note (6)

Name of client	Nature	Type of business activity	Value of any benefits received

5. Consultancies and retainerships
 See information sheet: note (5)

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 annexed to the declaration in my presence.

TP SGLANG
Commissioner of Oath/Justice of the Peace
SUP-TRAFFIC
80009817

Full first names and surname:

Tawana PHLUP SGLANG
(Block letters)

Designation (rank) 500-500-TRAFFIC
Ex Officio Republic of South Africa

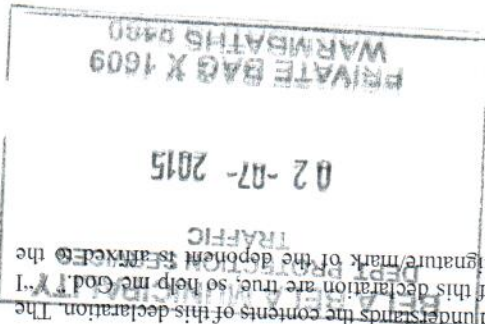
Street address of institution

49 VA DER MERWE STREET

500-500-TRAFFIC

0480

Date 02-07-2015 Place 500-500-TRAFFIC



CONTENTS NOTED: MM MALULEKA

MUNICIPAL MANAGER

DATE: 02/07/2015

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

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

NOTE 1

SHARES AND OTHER FINANCIAL INTERESTS

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

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

NOTE 2

DIRECTORSHIPS AND PARTNERSHIPS

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

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

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

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

NOTE 3

REMUNERATED WORK OUTSIDE THE PUBLIC SERVICE (ALL REMUNERATED EMPLOYMENT MUST BE SANCTIONED PRIOR TO THE WORK BEING DONE.)

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

- The type of work;
- The name and type of business activity of the employer; and
- The amount of the remuneration received for such work.

Remuneration means the receipt of benefits in cash or kind.

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

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NOTE 4

CONSULTANCIES AND RETAINERSHIPS

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

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

NOTE 5

SPONSORSHIPS

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

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

NOTE 6

GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

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

- A description and the value and source of a gift with a value in excess of R350;
 - A description and the value of gifts from a single source which cumulatively exceed the value of R350 in the relevant 12 month period; and
 - Hospitality intended as a gift in kind.
- Designated employees must disclose any material advantage that they received from any source e.g. any discount prices or rates that are not available to the general public.

NOTE 7

LAND AND PROPERTY

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

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