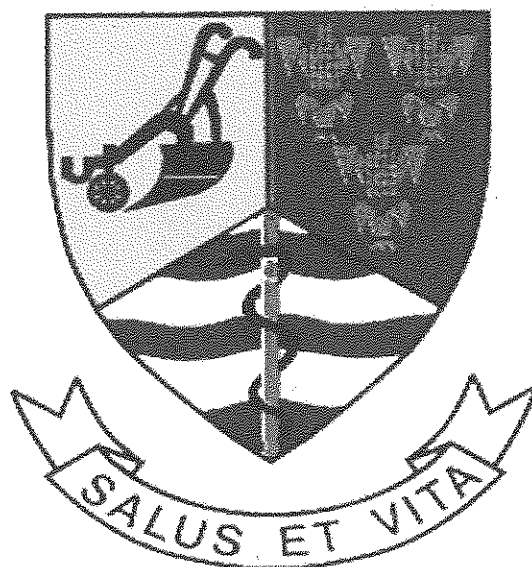


BELA-BELA LOCAL MUNICIPALITY



2022/2023

PERFORMANCE AGREEMENT

FOR

MA SEROTE

SENIOR MANAGER SOCIAL AND COMMUNITY SERVICES

VW JB MA 15

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BELA-BELA LOCAL MUNICIPALITY

AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER

JB SELAPYANE

(Herein and after referred to as the Employer)

AND

MA SEROTE

(Herein and after referred to as the Employee)

FOR THE PERIOD

01 JULY 2022 TO 30 JUNE 2023 FINANCIAL YEAR

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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 **Senior Manager Social and Community Services** appointed in terms of Section 56 (1) (a) (i) of the Local Government Municipal Systems Act No 32 of 2000
- “**the Employer**”- means Bela-Bela Municipal Council; and
- 1.5.6 “**the Parties**” means the Employer and the Employee.

1.5.7 Regulations

- 1.5.7.1 Local Government: Municipal Planning and Performance Management regulations, 2001
- 1.5.7.2 Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006
- 1.5.7.3 Local Government: Regulations on appointment and conditions of employment of senior managers. (17 January 2014)
- 1.5.7.4 Local Government: Municipal Regulations on minimum Competency Levels, 2007, issued in terms of the Municipal Finance Management Act, No. 56 of 2003, as published under Government Notice No. 493 in Government Gazette No. 29967 of 15 June 2007
- 1.5.8 “**Senior Manager**” – means a municipal manager or acting municipal manager, appointed in terms of section 54A of the Act, and includes a manager directly accountable to a municipal manager appointed in terms of section 56 of the Act.
- 1.5.9 “**Evaluation Panel**”- means the committee constituted for the purpose of evaluating performance of the Municipal Manager and Managers directly accountable to the Municipal Manager.

2. PURPOSE OF THE PERFORMANCE AGREEMENT

2.1 The purpose of this Agreement is to:

- 2.1.1 Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.1.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer’s expectations of the employee’s performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget implementation Plan (SDBIP) and the Budget of the municipality;
- 2.1.3 Give effect to the employer’s commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.
- 2.1.4 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement;
- 2.1.5 Monitor and measure performance against set targeted outputs;

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- 2.1.6 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.1.7 Reward the **Employee** appropriately, in the event of outstanding performance;
- 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.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2022**, irrespective of the date on which it was signed by both **Parties**, and will remain in force until **30 June 2023** 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, and targets that must be met by the employee
 - 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 2022/2023 Integrated Development Plan, Approved 2022/2023 Service Delivery and Budget Implementation Plan (SDBIP) and the Approved 2022/2023 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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4.2.2 Key performance indicators: that provides the details of the evidence that must be provided to show that a key objective has been achieved;

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

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

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

4.4 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.

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

5 PERFORMANCE MANAGEMENT SYSTEM

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

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required;

5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**;

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the (KPA's), including special projects relevant to the employee's responsibilities, within the local government framework;

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, 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 shall be contained in the Performance Agreement.

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

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

5.5.3 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

	Key Performance Areas	Weighting
1	Basic Service and Infrastructure Development	73%
2	Municipal Institutional Development and Transformation	10%
3	Local Economic Development (LED)	0%
4	Municipal Financial Viability and Management	5%
5	Good Governance and Public Participation	12%
6	Spatial Rationale	0%
	Total	100%
The KPA must constitute 100% and be converted to 80%		

5.7 In the case of managers directly accountable to the municipal manager, KPAs related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.

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6. COMPETENCY FRAMEWORK¹

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.

6.2 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:

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

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.

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CRITICAL LEADING COMPETENCIES	
Six (6) Leading Competencies	Twenty (20) driving competencies
	<ul style="list-style-type: none"> • 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	

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 KPI's 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

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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.
- (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.

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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.

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7.5.4 COMPETENCY DESCRIPTION: LEADING COMPETENCIES

Cluster	Leading Competencies			Weight
Competency Name	Strategic Direction and Leadership ¹			
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	10
<ul style="list-style-type: none"> Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate 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 Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays and awareness of institutional structures and political factors Effectively communicate barriers to 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of the institution Consistently challenge strategic plans to ensure relevance Understand institutional structures and political factors, and the consequences of actions Empower others to follow strategic direction and deal with complex situations 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self-accountable for strategy execution and results Provide impact and influence through building and maintaining strategic relationships Create an environment that facilitates loyalty 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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Cluster	Leading Competencies			Weight
Competency Name	Strategic Direction and Leadership ¹			
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	10
	<ul style="list-style-type: none"> execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work 	<ul style="list-style-type: none"> • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances 		

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Cluster	Leading Competencies			Weight
Competency Name	People Management ²			
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	10
<ul style="list-style-type: none"> Participate in team goal setting and problem solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant employee legislation fairly and consistently Facilitate team goal-setting and problem solving Effectively identify capacity requirements to fulfil the strategic mandate 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions Recognise and reward effective and desired behaviour Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving positive and constructive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive integrated strategies and approaches to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified transition and performance management 	

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Cluster	Leading Competencies			Weight
Competency Name	People Management ²			
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	10
		across divisions to achieve institutional objectives		

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Cluster	Leading Competencies			Weight
Competency Name	Program and Project Management ³			
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	10
<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 rationale of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide 	<ul style="list-style-type: none"> • Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation 	<ul style="list-style-type: none"> • Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks 	<ul style="list-style-type: none"> • Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed 	

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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS	Weight
BASIC	COMPETENT	ADVANCED	SUPERIOR	<ul style="list-style-type: none"> • Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of formats and management objectives of the institution • Prepare financial reports based on specified formats and management objectives of the institution • 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 • Put systems in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures 	20
				<ul style="list-style-type: none"> • Exhibit general financial concepts, planning, budgeting, and forecast • Prepare 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 	
				<ul style="list-style-type: none"> • Take active ownership of planning, budgeting, and forecast • 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 	
<p>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>					

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Cluster	Leading Competencies	Competency Name	Competency Definition
	Financial Management		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
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
	<ul style="list-style-type: none"> reviewed an updated and Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> regarding asset control Promote National Treasury's regulatory framework for Financial Management 	20
			Weight

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Cluster	Leading Competencies	Weight
Competency Name	Change Leadership ⁵	
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	
ACHIEVEMENT LEVELS		
BASIC	COMPETENT	ADVANCED
	strategic objectives and goals	<ul style="list-style-type: none"> place to facilitate effective transformation Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation
		SUPERIOR
		10

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Cluster	Leading Competencies	Competency Name	Competency	Definition			
10	SUPERIOR	ADVANCED	<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 institutional objectives • Demonstrate a thorough understanding of risk retention plans and identify comprehensive risk management systems and processes • Implement and monitor formulation of policies, identify and analyse constraints and challenges with implementations and provide recommendations for improvement 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on governance level to enhance effectiveness of Local Government • Able to shape, direct and drive the formulation of policies on a macro level 			
					COMPETENT	<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 achievement of objectives 	<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 to understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation
					BASIC	<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 to 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 basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements to understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation
	Weight						

7.5.5 COMPETENCY DESCRIPTION: CORE COMPETENCIES

Weight	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	ADVANCED
			SUPERIOR
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- Realise the impact of acting with integrity, but guidance and development in implementing principles and regulations of the institution
- Able to identify moral situations, but requires guidance and development in understanding and reasoning with moral intent.
- Conduct self in alignment with values of Local Government and the institution
- Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver
- Actively report fraudulent 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
- Identify, develop, and apply measures of self-correction
- 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

• Create an environment of conducive of moral practices and develop and implement measures to combat fraud and corruption and 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
5	SUPERIOR	ADVANCED	<ul style="list-style-type: none"> • Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation
			<ul style="list-style-type: none"> • Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals • Incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measure progress and monitor performance results
			<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance
			<ul style="list-style-type: none"> • Focus on broad strategies and initiatives when developing plans and actions • Able to project and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objective
ACHIEVEMENT LEVELS			
		Planning and Organising ²	<ul style="list-style-type: none"> • Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk
Weight			

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Cluster	Core Competencies	Competency Name	Competency Definition	Achievement Levels	Weight	
BASIC	COMPETENT	ANALYSIS AND INNOVATION	Understand the basic operation of analysis, but lack detail and thoroughness	<ul style="list-style-type: none"> • Demonstrate logical problem solving techniques and approaches for provide rationale for recommendation • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions and internal and external stakeholders to consult internal and external stakeholders to on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders and continuously identify opportunities to enhance internal processes • Identify and analyse opportunities to conduct innovative approaches and propose remedial intervention 	<ul style="list-style-type: none"> • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking • Propose simple remedial interventions that marginally challenges the status quo • Identify and analyse opportunities to enhance internal processes 	
			Recommend new ways to perform tasks within own function	<ul style="list-style-type: none"> • Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution and implement new ideas throughout the institution • Able to gain approval and buy in for proposed interventions from relevant stakeholders • Formulate and the institution on opportunities to enhance internal and external stakeholders to consult internal and external stakeholders to on opportunities to improve processes and service delivery • 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 in solutions and engage in national and international government seminars and conferences 	<ul style="list-style-type: none"> • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Identify and analyse opportunities to enhance internal processes • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders and continuously identify opportunities to enhance internal processes • Identify and analyse opportunities to conduct innovative approaches and propose remedial intervention 	
			Identify and analyse opportunities to enhance internal processes	<ul style="list-style-type: none"> • Demonstrate logical problem solving techniques and approaches for provide rationale for recommendation • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions and internal and external stakeholders to consult internal and external stakeholders to on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders and continuously identify opportunities to enhance internal processes • Identify and analyse opportunities to conduct innovative approaches and propose remedial intervention 	<ul style="list-style-type: none"> • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking • Propose simple remedial interventions that marginally challenges the status quo • Identify and analyse opportunities to enhance internal processes • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders and continuously identify opportunities to enhance internal processes • Identify and analyse opportunities to conduct innovative approaches and propose remedial intervention 	
SUPERIOR	5					

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Cluster	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
Core Competencies	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	BASIC	COMPETENT	ADVANCED	SUPERIOR
			<ul style="list-style-type: none"> Collect, categorise and track relevant information Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage institutional knowledge and information Analyse and interpret information to draw conclusions from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge sessions to elicit new ideas and information sharing mechanisms Actively create and structures for sharing of information Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> 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
Weight						5

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Cluster	Core Competencies	Competency Name	Competency Definition	Achievement Levels	Weight
BASIC	COMPETENT	ADVANCED	SUPERIOR	5	
<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 and disseminate and convey information and knowledge adequately 	<ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating 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 	<ul style="list-style-type: none"> • Effectively communicate high-risk and sensitive matters to relevant stakeholders and develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to 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 	<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution and able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical conversations and appreciative • Able to coordinate negotiations at different levels within local government and externally 	5	

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

Level	Rating	Terminology	Description
5	12345	Outstanding	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. 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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case, the Employee will be fully consulted before any such change or plan is made.
 B. Such Plan may be implemented and/or amended as the case may be after each assessment. In that
 10.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure

10. DEVELOPMENTAL REQUIREMENTS

Employee will be fully consulted before any such change is made.
 management system is adopted, implemented and / or amended as the case may be. In that case the

9.5 The Employer may amend the provisions of Annexure A whenever the performance

any such change is made;

Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before

9.4 The Employer will be entitled to review and make reasonable changes to the provisions of

performance;

9.3 Performance feedback shall be based on the Employer's assessment of the Employee's

9.2 The Employer shall keep a record of the mid-year review and annual assessment meetings;

Quarter	Review Period	Anticipated Review Dates
1	01 July 2022 – 30 September 2022	31 October 2022
2	01 October 2022 – 31 December 2022	31 January 2023
3	01 January 2023 – 31 March 2023	30 April 2023
4	01 April 2023 – 30 June 2023	31 July 2023

performance is satisfactory;

on the following dates with the understanding that reviews in the third quarter may be verbal if

9.1 The performance of the Employee in relation to his performance agreement shall be reviewed

9. SCHEDULE FOR PERFORMANCE REVIEWS

to the evaluation panels.

8.5 The manager responsible for human resources of the municipality must provide secretariat services

8.4 Municipal Manager from another municipality; and

another member of Council.

8.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality,

absence of a performance audit committee

8.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the

8.1 Municipal Manager

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12.3.3 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and be paid to the Employee in recognition of outstanding performance to be constituted as follows:
12.3.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may
12.3.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

12.3 MANAGEMENT OF EVALUATION OUTCOMES

any necessary action without delay.
12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take
12.1.3 A substantial financial effect on the Employer
12.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer

12.1.1 A direct effect on the performance of any of the Employee's functions
will have amongst others:
12.1 The Employer agrees to consult the Employee timeously where the exercising of the powers

12. CONSULTATION

this Agreement.
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 Agreement; and
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
11.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
11.1.2 Provide access to skills development and capacity building opportunities;
11.1.1 Create an enabling environment to facilitate effective performance by the Employee;

**11.1.1 The Employer shall:
11. OBLIGATIONS OF THE EMPLOYER**

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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.

13.1 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. GENERAL

b) In the case of the Managers directly accountable to the Municipal Manager a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub regulation 27 (4) (e), within 30 (Thirty) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

ii. Any disputes about the outcome of the Employee's performance evaluation must be mediated by-
employee, whose decision shall be final and binding on both parties.

a) In the case of the Managers directly accountable to the Municipal Manager the Executive Mayor or Mayor within 30 days of receipt of a formal dispute from the agreement must be mediated by-

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

12.4 DISPUTE RESOLUTION

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.

12.3.7 After appropriate performance counselling and having provided the necessary and/or support as well as reasonable time for improvement in performance, the guidance

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

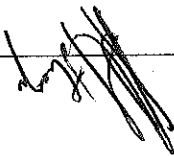
12.3.5 In the case of unacceptable performance, the Employer shall:

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

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AS WITNESSES:

..... July 2022

Thus done and signed at Bela-Bela on this the 21 day of

2. _____

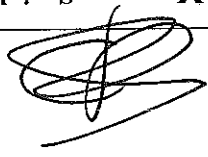
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AS WITNESSES:

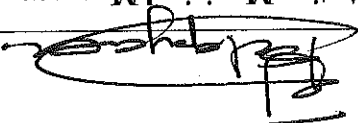
..... July 2022

Thus done and signed at Bela Bela on this the 21ST day of

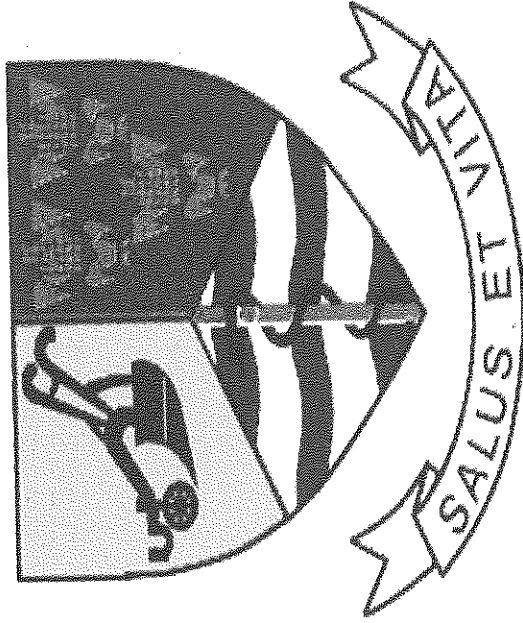
Senior Manager: Social and Community Services



Acting Municipal Manager



2022/2023 ANNUAL PERFORMANCE PLAN



NAME MA SEROTE
POSITION SENIOR MANAGER: SOCIAL AND COMMUNITY SERVICES
SUPERVISOR ACTING MUNICIPAL MANAGER
INSTITUTION BELA-BELA LOCAL MUNICIPALITY
PERIOD 01 JULY 2022 TO 30 JUNE 2023

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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 2022/2023 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal 2022/2023 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:

- An effective and efficient service delivery underpinned by

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- Stakeholder driven economic development and growth that fosters
- Sustainable job creation opportunities of communities within
- A safe, healthy and prosperous environment.

Values:

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

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

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

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2021/2022	Annual Targets 2022/2023	2022/2023 QUARTERLY PERFORMANCE TARGETS				Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
PRIORITY AREA: BASIC SERVICE DELIVERY 73%														
PRIORITY AREA: WASTE MANAGEMENT														
Basic Service Delivery and Infrastructure Development	To promote the welfare of the community	Waste Management and Cleansing	Percentage of formal households with access to Solid Waste Removal by 30 June 2023	6%	%	KPI 1	100% (9 324 formal HH) with access to Solid Waste Removal)	100% (9 324 formal HH) with access to Solid Waste Removal)	100% (9 324 formal HH) with access to Solid Waste Removal)	100% (9 324 formal HH) with access to Solid Waste Removal)	100% (9 324 formal HH) with access to Solid Waste Removal)	100% (9 324 formal HH) with access to Solid Waste Removal)	Collection Schedule and billing report	Social and Community Services
Basic Service Delivery and Infrastructure Development	To promote the welfare of the community	Waste Management and Cleansing	Percentage of informal households with access to waste collection by 30 June 2023	6%	%	KPI 2	100% (3 088 informal HH) with access to Solid Waste Removal)	100% (3 088 informal HH) with access to Solid Waste Removal)	100% (3 088 informal HH) with access to Solid Waste Removal)	100% (3 088 informal HH) with access to Solid Waste Removal)	100% (3 088 informal HH) with access to Solid Waste Removal)	100% (3 088 informal HH) with access to Solid Waste Removal)	Collection Schedule and billing report	Social and Community Services
Basic Service Delivery and Infrastructure Development	To promote the welfare of the community	Waste Management and Cleansing	Percentage of non-residential properties (Business, Schools & Hospital) with access to waste collection by 30 June 2023	6%	%	KPI 3	100% 347 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection	100% 347 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection	100% 347 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection	100% 347 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection	100% 347 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection	100% 347 non-residential properties (Business, Churches, Schools & Hospitals) with access to Waste collection	Collection Schedule and billing report	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Waste Management and Cleansing	Number of messages of awareness on waste management by 30 June 2023	6%	#	KPI 4	4 x messages of awareness on waste management distributed through pamphlets, messages on Municipality's statement of account and website on waste management	4 x messages of awareness on waste management distributed through pamphlets, messages on Municipality's statement of account and website on waste management	1 x message of awareness on waste management to be distributed through pamphlets, messages on Municipality's statement of account and website on waste management	1 x message of awareness on waste management to be distributed through pamphlets, messages on Municipality's statement of account and website on waste management	1 x message of awareness on waste management to be distributed through pamphlets, messages on Municipality's statement of account and website on waste management	1 x message of awareness on waste management to be distributed through pamphlets, messages on Municipality's statement of account and website on waste management	Social media statement, Pamphlet, Municipality's statement of account and Municipal website.	Social and Community Services

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2021/2022	Annual Targets 2022/2023	2022/2023 QUARTERLY PERFORMANCE TARGETS				Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Waste Management and Cleansing	Number of Landfill Site permit Audit report conducted by 30 June 2023	7%	#	KPI 5	5x Landfill Site Audit Report	5x Landfill Site Audit Report	1x Landfill Site Audit Report	1x Landfill Site Audit Report	2x Landfill Site Audit Reports	1x Landfill Site Audit Report	Audit Reports on Landfill site	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Waste Management and Cleansing	Number of Waste Minimization Initiatives conducted by 30 June 2023	5%	#	KPI 6	2 X Waste Minimization Initiatives conducted	4 X Waste Minimization Initiatives to be conducted	1 X Waste Minimization Initiative to be conducted (clean-up campaign)	1 X Waste Minimization Initiative to be conducted (transformation of illegal dump- next to bus shopping centre)	1 X Waste Minimization Initiative to be conducted (clean-up campaign)	1 X Waste Minimization Initiative to be conducted (transformation of illegal dump- cr. Leseding and Zuma informal settlement)	Reports	Social and Community Services
PRIORITY AREA: PUBLIC SAFETY														
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of roadblocks conducted by June 2023	5%	#	KPI 7	24X Roadblocks conducted	24 X Roadblocks to be conducted	6X Roadblocks to be conducted	6X Roadblocks to be conducted	6X Roadblocks to be conducted	6X Roadblocks to be conducted	Schedule, Staff signed attendance Registers and Reports	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of messages on road safety awareness by 30 June 2023	5%	#	KPI 8	2X Messages road safety awareness campaigns conducted	2 x messages of road safety awareness to be distributed through pamphlets.	N/A	1 x message of road safety awareness through distribution of pamphlets.	N/A	1 x message of road safety awareness through distribution of pamphlets.	Pamphlet	Social and Community Services
PRIORITY AREA: SPORT, ARTS, CULTURE, RECREATIONAL AND CEMETERIES														
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of community halls maintained (Spa Pak Community Hall, Jimnah Park Community Hall, Bela-Bela Community Hall.	5%	#	KPI 9	5 X Community Halls maintained	5 X Community Halls to be maintained (Spa Pak Community Hall, Jimnah Park Community Hall, Bela-Bela Community Hall.	5 X Community Halls to be maintained (Spa Pak Community Hall, Jimnah Park Community Hall, Bela-Bela Community Hall.	5 X Community Halls to be maintained (Spa Pak Community Hall, Jimnah Park Community Hall, Bela-Bela Community Hall.	5 X Community Halls to be maintained (Spa Pak Community Hall, Jimnah Park Community Hall, Bela-Bela Community Hall.	5 X Community Halls to be maintained (Spa Pak Community Hall, Jimnah Park Community Hall, Bela-Bela Community Hall.	Schedule and Maintenance Register	Social and Community Services

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Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2021/2022	Annual Targets 2022/2023	2022/2023 QUARTERLY PERFORMANCE TARGETS				Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of Sports facilities maintained by 30 June 2023	6%	#	KPI 10	4x Cemeteries maintained	4x Cemeteries to be maintained (Warmbaths cemetery, Mokoena Street cemetery, Luna Street Cemetery & Masakhane Cemetery)	4x Cemeteries to be maintained (Warmbaths cemetery, Mokoena Street cemetery, Luna Street Cemetery & Masakhane Cemetery)	4x Cemeteries to be maintained (Warmbaths cemetery, Mokoena Street cemetery, Luna Street Cemetery & Masakhane Cemetery)	4x Cemeteries to be maintained (Warmbaths cemetery, Mokoena Street cemetery, Luna Street Cemetery & Masakhane Cemetery)	Schedule and Maintenance Register	Social and Community Services	
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of Sports facilities maintained by 30 June 2023	6%	#	KPI 11	13 X Sports facilities maintained.	13 X Sports facilities to be maintained. (Bela-Bela high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane, Moloto & Spa Park)	13 X Sports facilities to be maintained. (Bela-Bela high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane, Moloto & Spa Park)	13 X Sports facilities to be maintained. (Bela-Bela high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane, Moloto & Spa Park)	13 X Sports facilities to be maintained. (Bela-Bela high, SUNFA, Ext 6, Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane, Moloto & Spa Park)	Schedule and Maintenance Register	Social and Community Services	
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of parks maintained by 30 June 2023	6%	#	KPI 12	8x parks maintained.	8x parks to be maintained. (Parks in town, Mabusea Street Park, Leseding Park, bulbulla street park, Grobler street park, Milles Street Park, Oosthuizen Street Park)	8x parks to be maintained. (Parks in town, Mabusea Street Park, Leseding Park, bulbulla street park, Grobler street park, Milles Street Park)	8x parks to be maintained. (Parks in town, Mabusea Street Park, Leseding Park, bulbulla street park, Grobler street park, Milles Street Park)	8x parks to be maintained. (Parks in town, Mabusea Street Park, Leseding Park, bulbulla street park, Grobler street park, Milles Street Park)	Schedule and Maintenance Register	Social and Community Services	

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Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator (KPI)	Weight	Unit of measure (UoM)	KPI Code	Baseline 2021/2022	Annual Targets 2022/2023	2022/2023 QUARTERLY PERFORMANCE TARGETS				Evidence Required	Department
									1st Quarter Targets	2nd Quarter Targets	3rd Quarter Targets	4th Quarter Targets		
PRIORITY AREA: INSTITUTIONAL DEVELOPMENT & TRANSFORMATION 10%														
Good Governance and Public Participation	To improve Administrative and Governance Capacity	Council Administration	Number of Council meetings attended by 30 June 2023	5%	#	KPI 13	4 X Council meetings attended	4 X Council meetings to be attended	1x Council meeting to be attended	1x Council meeting to be attended	1x Council meeting to be attended	1x Council meeting to be attended	Notice of Council meetings	Corporate Services
Municipal Transformation and Institutional Development	To improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings attended by 30 June 2023	5%	#	KPI 14	33 X Section 79 Committee meetings attended	33 X Section 79 Committee meetings to be attended	9 x Section 79 Committee meetings to be attended	6x Section 79 Committee meetings to be attended	9 x Section 79 Committee meetings to be attended	9 x Section 79 Committee meetings to be attended	Notice of Section 79 committee meetings	Corporate Service
PRIORITY AREA: RISK AND INTERNAL AUDITOR														
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee meetings held by 30 June 2023	4%	#	KPI 15	4X Audit Committee Meetings held	4X Audit Committee Meetings to be held	1 X Audit Committee Meetings to be held	1 X Audit Committee Meetings to be held	1 X Audit Committee Meetings to be held	1 X Audit Committee Meetings to be held	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Performance Audit Committee meetings held by 30 June 2023	4%	#	KPI 16	2X Performance Audit Committee meetings held	2X Performance Audit Committee meetings to be held	1X Performance Audit Committee meetings to be held	N/A	1X Performance Audit Committee meetings to be held	N/A	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Risk Management meetings held by 30 June 2023	4	#	KPI 17	4X Risk Management meetings held	4 X Risk Management Meetings to be held	1 X Risk Management Meetings to be held	1 X Risk Management Meetings to be held	1 X Risk Management Meetings to be held	1 X Risk Management Meetings to be held	Signed Attendance Registers and Minutes	Office of the Municipal Manager
PRIORITY AREA: FINANCIAL VIABILITY 5%														
Municipal Financial Viability and Management	To improve financial viability	Budget and Reporting	Percentage of AG queries resolved as per the Action Plan by 30 June 2023	5%	%	KPI 18	31% of AG findings resolved for 2020/2021	100% of AG queries to be resolved for 2021/2022	N/A	N/A	50% of AG queries to be resolved	100% of AG queries to be resolved	Progress Report on the implementation of	Budget & Treasury

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6. ASSESSMENT RATING SCALE

5	4	3	2	1
Outstanding Performance	Performance Significantly Above Expectations	Fully Effective	Not Fully Effective	Unacceptable 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.	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.	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.	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.	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.

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Dr VW WA

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

7. PERFORMANCE ASSESSMENT PROCESS

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.

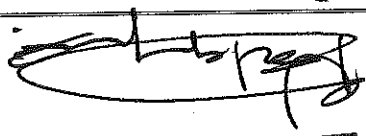
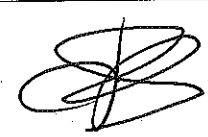
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating
1
2
3
4
5

- 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.

MA
 MW
 JB
 T

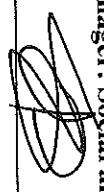
8. APPROVAL OF THE PERFORMANCE PLAN

<p>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>	
<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 confirm 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></p>	<p></p>
<p>Date: 21/07/2022</p>	<p>Date: 21/07/2022</p>

9. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Mode of Delivery	Suggested Time Frames	Support Person
Training on Municipal finance	Sound financial management (Municipal) skills	MFPMP	Registration through training provider	6 months	Municipal manager.

Senior Manager: Social and Community Services



Date 21/07/2022

Acting Municipal Manager



Date 21/07/2022

DISCLOSURE OF FINANCIAL INTERESTS FORM: ANNEXURE C

45 | 2022 – 2023 Annual Performance Agreement: Senior Manager Social and Community Services

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MA 312
 JJ
 VJ

Date 2/6/2022

Signature by Council _____
 Council _____

Name of Employer	Type of Work	Amount of Remuneration/ Income
Lephalale River College	Council Member	R 5300 per sitting
/	/	/

4. Remunerated work outside the Municipality
 Must be sanctioned by Council. See information sheet: note (4)

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

3. Directorships and partnerships
 See information sheet: note (3)

Name of Trust	Amount of Remuneration / Income
N/A	
/	/

2. Interest in a Trust

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

See information sheet: note (1)

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

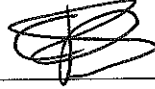
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PLACE: Bela Bela

DATE: 21/07/2022

SIGNATURE OF EMPLOYEE



Description	Extent	Area	Value
Section 14 Bela Bela	ErF 204	Warmbaths Township	R 420 000
NO.12 Leunwetsig	ErF 3804	faerie gien ErF2	R 5000 000

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

Description	Value	Source
N/A		

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
N/A		

6. Sponsorships
See information sheet: note (6)

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

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

JRS

(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

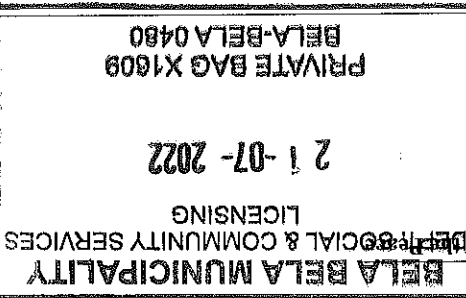
JRS

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

certifieer dat volgens my waarnemings die oorspronklike dokument nie op enige wyse gewysig/verander is nie.

I certify that this document is a true reproduction/copy of the original document which was handed to me for authentication. I further certify that from my observations, an amendment or a change was not made to the original document.

Full first names and surname:



Handwritten signature and name: K. S. ...

(Block letters)

Designation (rank) Ex Officio Republic of South Africa

Street address of institution

Blank lines for street address

Date 21/07/2022 Place BELA-BELA

Handwritten notes: JRS, MA, JS

CONTENTS NOTED:

SENIOR MANAGER: SOCIAL AND COMMUNITY SERVICES

DATE: 21/07/2022

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.

NOTE 4

CONSULTANCIES AND RETAINERSHIPS

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



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- The nature of the consultancy or retainerhip 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 retainerhips.

NOTE 5

SPONSORSHIPS

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

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

NOTE 6

GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

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

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

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

NOTE 7

LAND AND PROPERTY

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

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