

BELA - BELA LOCAL MUNICIPALITY



2023/2024

PERFORMANCE AGREEMENT

FOR

NR SILIGA

SENIOR MANAGER

PLANNING AND ECONOMIC DEVELOPMENT

**1 | 2023 - 2024 Annual Performance Agreement: Senior Manager
Planning and Economic Development**

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE BELA-BELA LOCAL MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

TG RAMAGAGA

(Herein and after referred to as the Employer)

AND

NR SILIGA

(Herein and after referred to as the Employee)

FOR THE PERIOD

01 AUGUST 2023 TO 30 JUNE 2024

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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 Planning and Economic Development appointed in terms of Section 56 (1) (a) (i) of the Local Government Municipal Systems Act No 32 of 2000
- 1.5.6 "**the Employer**" - means Bela-Bela Municipal Council; and
- "**the Parties**" means the Employer and the Employee.

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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;

- 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 August 2023**, irrespective of the date on which it was signed by both **Parties**, and will remain in force until **31 June 2024** 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 2023/2024 Integrated Development Plan, Approved 2023/2024 Service Delivery and Budget Implementation Plan (SDBIP) and the Approved 2023/2024 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 (KPAs) 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 (KPAs) 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.

5.7 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.

| Key Performance Areas | | Weighting |
|-----------------------|--|-------------|
| 1 | Basic Service and Infrastructure Development | 0% |
| 2 | Municipal Institutional Development and Transformation | 20% |
| 3 | Local Economic Development (LED) | 25% |
| 4 | Municipal Financial Viability and Management | 10% |
| 5 | Good Governance and Public Participation | 20% |
| 6 | Spatial Rationale | 25% |
| Total | | 100% |

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

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 KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

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.

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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 |

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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(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

7.5.1 Assessment of the achievement of results as outlined in the Performance Plan

7.5 The Annual performance appraisal will involve:

objectives and strategies set out in the **Employer's** IDP.

7.4 The **Employee's** performance will be measured in terms of contributions to the strategic

implementation must take place within set time frames;

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

review the **Employee's** performance at any stage while the contract of employment remains in force;

7.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition

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

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

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

7. PERFORMANCE ASSESSMENT

| | |
|--------------------------------------|---|
| CRITICAL LEADING COMPETENCIES | |
| Six (6) Leading Competencies | Twenty (20) driving competencies |
| 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 | |

(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 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

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|--------|------------|-----------------|------------------------|---------|
| Weight | Competency | Competency Name | Competency Description | Cluster |
|--------|------------|-----------------|------------------------|---------|

| | | | | |
|--|---|--|--|--|
| | Strategic Direction and Leadership ¹ | | 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 Assist in defining performance measures to monitor the progress and effectiveness of the institution Displays and understands institutional structures and factors, and awareness of institutional structures and political factors Effectively communicate barriers to relevant parties to execution to all stakeholders in the strategic mandate Understand the aim and objectives of the institution and relate it to own work | <ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic 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 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 | <ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop a comprehensive institutional framework Hold self-accountable for strategy execution and results Provide impact and influence through building 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 Uses understanding of competing interests to manoeuvre successfully to a win/win outcome | |

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| Cluster | Leading Competencies | Competency Name | Competency Definition | |
|---------|----------------------|-----------------|-----------------------|---|
| BASIC | COMPETENT | ADVANCED | SUPERIOR | <ul style="list-style-type: none"> Participate in team goal setting and problem solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives |
| | | | | <ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant employee legislation fairly and consistently Facilitate team goal-setting and problem solving Effectively identify capacity requirements to 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 and build a work environment conducive to sharing, innovation, ethical and professional behaviour Inspire a culture of performance excellence by giving positive and constructive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to achieve institutional objectives |
| BASIC | COMPETENT | ADVANCED | SUPERIOR | <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 |
| | | | | <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 |
| | | | | <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 |
| Weight | | | | |

ACHIEVEMENT LEVELS

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| Cluster | Leading Competencies | Competency Name | Competency Definition |
|---|---|---|---|
| ACHIEVEMENT LEVELS | | | |
| | | | <p>able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives</p> |
| 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 project status and communicate the involvement and stakeholder broad Establish broad | <ul style="list-style-type: none"> 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 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 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 | Leading Competencies | Competency Name | Competency Definition | ACHIEVEMENT LEVELS | | | |
|---------|-----------------------------------|-----------------|--|--|---|--|--|
| Weight | Financial Management ⁴ | | 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 | 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 delegation and instructions as required by National Treasury guidelines and are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget | <ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate Assess, identify and manage financial risks Assume a cost saving approach to financial management Prepare financial reports based on specified formats Consider and understand the financial implications of decisions and suggestions that Ensure delegation and instructions as required by National Treasury guidelines and are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget | <ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility Prepare budgets that are aligned to the strategic objectives of the institution Address complex budgeting and financial management concerns Put systems and processes in place to enhance the quality and integrity of financial management practices Advise on policies and procedures regarding asset control Promote National Treasury's regulatory framework for Financial Management | <ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends Set budget frameworks for the institution Set strategic direction for the institution on expenditure and other financial processes Build and nurture partnerships to improve financial management and achieve financial savings Actively identify and implement new methods to improve asset control Display professionalism in dealing with financial data and processes |
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| Cluster | Competency | Competency Name | Competency Definition | ACHIEVEMENT LEVELS | | | |
|----------------------|--------------------------------|-----------------|--|---|---|--|--|
| Leading Competencies | Change Leadership ⁵ | | 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 | | | | |
| | | | | 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 stakeholders • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local Government | <ul style="list-style-type: none"> • Perform an analysis of the change, impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals | <ul style="list-style-type: none"> • Actively monitor change impact and results to convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact of and psychology of change, and put remedial interventions in place to facilitate transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation | <ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support the interventions and 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 |
| Weight | | | | | | | |
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| Cluster | Leading Competencies | Competency Name | Competency | ACHIEVEMENT LEVELS | Definition | Weight |
|--------------------|----------------------|-----------------|------------|--------------------|--|--|
| BASIC | COMPETENT | ADVANCED | SUPERIOR | 10 | <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 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 • Provide input into policy formulation | <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 • Implement and monitor formulation of policies, identify and analyse constraints and challenges with implementations and provide recommendations for improvement |
| | | | | | | |
| ACHIEVEMENT LEVELS | | | | | | |
| | | | | | 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 | |

7.5.5 COMPETENCY DESCRIPTION: CORE COMPETENCIES

| Cluster | Core Competencies | Weight |
|---------------------------|--|--------|
| Competency Name | Moral Competence ¹ | |
| Competency Definition | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence | |
| ACHIEVEMENT LEVELS | | |

| BASIC | COMPETENT | ADVANCED | SUPERIOR | 5 |
|---|---|---|---|---|
| <ul style="list-style-type: none"> Realise the impact of acting with integrity, but guidance and development in implementing principles and regulations of the institution Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent. | <ul style="list-style-type: none"> Conduct self in alignment with 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 and understand 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Create an environment conducive of moral practices and develop and implement measures to combat fraud and corruption Set integrity standards and shared accountability measures across the institution to support the 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 | Achievement Levels | Weight | | |
|---------|-------------------|--------------------------|--|---|--|--|---|
| BASIC | COMPETENT | Planning and Organising? | 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 | <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 long-term plans and incorporate short and long-term objectives 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 | 5 |
| | | | | ADVANCED | SUPERIOR | | |
| | | | | ACHIEVEMENT LEVELS | | | |

| Cluster | Competency Name | Competency Definition | ACHIEVEMENT LEVELS | | | | Weight | | | | |
|-------------------|--------------------------------------|---|--------------------|--|-----------|--|----------|--|----------|---|---|
| Core Competencies | Analysis and Innovation ³ | 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 | BASIC | <ul style="list-style-type: none"> Understand the basic operation of analysis, but lack detail and thoroughness Able to balance independent analysis with requesting assistance from others Recommend new ways to perform tasks within own function Propose simple remedial interventions that marginally improve processes and service delivery status quo Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking | COMPETENT | <ul style="list-style-type: none"> Demonstrate logical problem solving techniques and approaches 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 service delivery Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders Continuously identify opportunities to enhance internal processes Identify and analyse opportunities and conducive to innovative approaches and propose remedial intervention | ADVANCED | <ul style="list-style-type: none"> Coaches term members on analytical and innovative approaches and techniques Engage with individuals in appropriate 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 | SUPERIOR | <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 | 5 |
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| Cluster | Core Competencies | Competency Name | Competency Definition | | |
|----------|---|--|---|-----------|---|
| BASIC | <ul style="list-style-type: none"> • Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members | <ul style="list-style-type: none"> • Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency | <ul style="list-style-type: none"> • Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge 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 share best practice approaches | | |
| | | | | COMPETENT | <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 |
| | | | | ADVANCED | |
| SUPERIOR | 5 | ACHIEVEMENT LEVELS | | | |
| | | | 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 | | |
| Weight | | Knowledge and Information Management ⁴ | | | |

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| Cluster | Core Competencies | Weight | Competency Name | Competency Definition | Achievement Levels |
|-----------|--|--------|----------------------------|--|--------------------|
| BASIC | <ul style="list-style-type: none"> • Demonstrate an understanding for communication levers 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 | | Communication ⁵ | <p>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</p> | |
| 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 • Able to understand, tolerate and appreciate diverse perspectives, audience needs 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 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 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 | | | | |
| SUPERIOR | <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 and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally | 5 | | | |

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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:

| Cluster | Core Competencies | Weight | Competency Name | Competency Definition | ACHIEVEMENT LEVELS | | |
|---------|-------------------|--------|--|--|--------------------|------------------|-----------------|
| | | | 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 |
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| <ul style="list-style-type: none"> • Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the 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 development in 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 standards around design processes and tasks • Achieving goals and objectives to self and team and display commitment to achieving expectations • 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 approach to committed results and 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, defining responsibilities, tracking, monitoring, 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 challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating 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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8.1 Municipal Manager

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:

| Level | Rating | Terminology | Description |
|-------|-----------|--|---|
| | 1 2 3 4 5 | | |
| 5 | | 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 | 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. |

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10.1 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.

10. DEVELOPMENTAL REQUIREMENTS

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.

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;

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

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 August 2023 – 30 September 2023 | 31 October 2023 |
| 2 | 01 October 2023 – 31 December 2023 | 31 January 2024 |
| 3 | 01 January 2024 – 31 March 2024 | 30 April 2024 |
| 4 | 01 April 2024 – 30 June 2024 | 31 July 2024 |

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

8.5 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

8.4 Municipal Manager from another municipality; and

8.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.

8.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee

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 11.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

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%.

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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. 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-
- 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 employee, whose decision shall be final and binding on both parties.
- 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-

12.4 DISPUTE RESOLUTION

- 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 and/ or support as well as reasonable time for improvement in performance, the **Employee** 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.


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AS WITNESSES:


Thus done and signed at
September 2023

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AS WITNESSES:

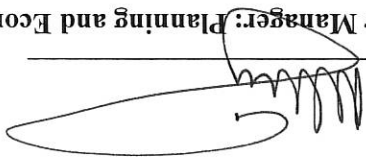
Thus done and signed at
September 2023



Municipal Manager

Belq-Belq
on this the 20th day of

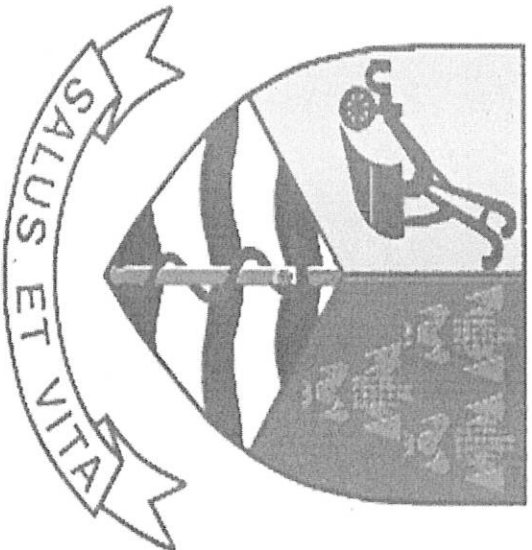
Development



Senior Manager: Planning and Economic

Belabela
on this the 20th day of

2023/2024 ANNUAL PERFORMANCE PLAN



NAME : NR SILIGA
POSITION : SENIOR MANAGER - PLANNING AND ECONOMIC DEVELOPMENT
SUPERVISOR : MUNICIPAL MANAGER
INSTITUTION : BELA-BELA LOCAL MUNICIPALITY
PERIOD : 01 AUGUST 2023 TO 31 JUNE 2024

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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 strategic intent to ensure that the development priorities and objectives as set in the Municipal Approved 2023/2024 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal Approved 2023/2024 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

- 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 2022/2023 | Annual Targets 2023/2024 | 2023/2024 QUARTERLY PERFORMANCE TARGETS | | | | Budget | Evidence Required | Department |
|--|--|--|--|--------|-----------------------|----------|---------------------------|---|---|---|---|---|--------|-----------------------------|---------------------------------|
| | | | | | | | | | 1st Quarter Targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets | | | |
| PRIORITY AREA: INSTITUTIONAL DEVELOPMENT & TRANSFORMATION 20% | | | | | | | | | | | | | | | |
| Good Governance and Public Participation | To Improve Administrative and Governance Capacity | Council Administration | Number of Council meetings attended by 30 June 2024 | 10% | # | KPI 1 | 0 | 6x Council meetings to be attended | 1x Council meeting to be attended | 1x Council meeting to be attended | 2x Council meeting to be attended | 2x Council meeting to be attended | Opex | Signed Attendance Registers | 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 2024 | 10% | # | KPI 2 | 0 | 11x Section 79 Committee meetings to be attended | 3x Section 79 Committee meetings to be attended | 2x Section 79 Committee meetings to be attended | 3x Section 79 Committee meetings to be attended | 3x Section 79 Committee meetings to be attended | Opex | Signed Attendance Registers | Corporate Service |
| PRIORITY AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION 20% | | | | | | | | | | | | | | | |
| PRIORITY AREA: RISK AND INTERNAL AUDITOR | | | | | | | | | | | | | | | |
| Good Governance and Public Participation | To Improve administrative and governance capacity | Corporate Governance | Number of Audit and Performance Committee meetings attended by 30 June 2024 | 10% | # | KPI 3 | 0 | 4x Audit and Performance Committee meetings to be attended | 1x Audit and Performance Committee meeting to be attended | 1x Audit and Performance Committee meeting to be attended | 1x Audit and Performance Committee meeting to be attended | 1x Audit and Performance Committee meeting to be attended | Opex | Signed Attendance Registers | Office of the Municipal Manager |
| Good Governance and Public Participation | To improve administrative and governance capacity | Corporate Governance | Number of Risk Management Committee meetings attended by 30 June 2024 | 10% | # | KPI 4 | 0 | 4x Risk Management Committee Meetings to be attended | 1x Risk Management Committee Meeting to be attended | 1x Risk Management Committee Meeting to be held | 1x Risk Management Committee Meeting to be attended | 1x Risk Management Committee Meeting to be attended | Opex | Signed Attendance Registers | Office of the Municipal Manager |
| PRIORITY AREA: LOCAL ECONOMIC DEVELOPMENT 25% | | | | | | | | | | | | | | | |
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | Stakeholder Management and Participation | Number of LED Forums facilitated by 30 June 2024 | 9% | # | KPI 5 | 4x LED Forums facilitated | 4x LED Forums facilitated | 1x LED Forum facilitated | 1x LED Forum facilitated | 1x LED Forum facilitated | 1x LED Forum facilitated | Opex | Attendance Register | Planning & Economic Development |
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | Job Creation | Number of jobs created through Municipality's LED initiatives including capital projects (EPWP, CWP) | 8% | # | KPI 6 | 120 | 120x jobs created through Municipality's LED initiatives including capital projects (EPWP, CWP) | 30x jobs created through Municipality's LED initiatives including capital | 30x jobs created through Municipality's LED initiatives including | 30x jobs created through Municipality's LED initiatives including | 30x jobs created through Municipality's LED initiatives including | Opex | Report on Jobs created | Planning & Economic Development |

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| Key Performance Area | Strategic Objectives | Project/ Programme | Key Performance Indicator (KPI) | Weight | Unit of measure (UoM) | KPI Code | Baseline 2022/2023 | Annual Targets 2023/2024 | 2023/2024 QUARTERLY PERFORMANCE TARGETS | | | | Evidence Required | Department | |
|---|--|---------------------|--|--------|-----------------------|----------|--------------------|--|--|---|--|--|-------------------|--|---------------------------------|
| | | | | | | | | | 1st Quarter Targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets | | | Budget |
| Local Economic Development | Promote and Encourage Sustainable Economic Environment | SMME Development | Number of feasibility study completed by 30 June 2024 | 8% | # | KPI 7 | 0 | 1x Warmbaths Feasibility Study to be completed be completed | Development of specification and appointment of a Service Provider | N/A | N/A | 1x Warmbaths feasibility study completed | Opex | Copy of feasibility study | Planning & Economic Development |
| PRIORITY AREA: SPATIAL RATIONAL 25% | | | | | | | | | | | | | | | |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Land Use Management | Number of Council Owned properties rezoned and subdivided in Bela-Bela Ext 9 by 30 June 2024 | 7% | # | KPI 9 | 5 | 13x Council Owned properties to be rezoned and subdivided in Bela-Bela Ext 9 | Development of specification and appointment of a Service Provider | Approval of Rezoning and park closure | Submission of Draft subdivision diagrams to the municipality | 13x Council Owned properties rezoned and subdivided in Bela-Bela Ext 9 | Opex | Copies of Approved subdivisions and SG Diagrams | Planning & Economic Development |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Land Use Management | Number of Council owned properties in Bela-Bela Ext 9 registered at SGS by 30 June 2024 | 6% | # | KPI 10 | 40 | 100x Council owned properties in Bela-Bela Ext 9 registered at SGS | Development of specification and appointment of a Service Provider | Lodge 50 subdivisional diagrams to SG for endorsement | Lodge 50 subdivisional diagrams to SG for endorsement | 100x Council owned properties in Bela-Bela Ext 9 registered at SGS | Opex | Copies of Registrations of SG Diagrams | Spatial Planning and Rationale |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Land Use Management | Number of registered servitudes in-favour of Bela-Bela in Ext 9 by 30 June 2024 | 6% | # | KPI 11 | 2 | 4 x registered servitudes in-favour of BBLM in Bela-Bela Ext 9 | Development of specification and appointment of a Service Provider | Lodge 2x servitudes diagrams to SG for endorsement | Lodge 2x servitudes diagrams to SG for endorsement | 4 x registered servitudes in-favour of BBLM in Bela-Bela Ext 9 | Opex | Copy of SG | Spatial Planning and Rationale |
| Spatial Planning and Rationale | Liveable and Integrated Communities | Spatial Planning | Number of Bela-Bela Commercial Park to be approved 30 June 2024 | 6% | # | KPI 12 | 0 | 1x Bela-Bela Commercial Park to be approved | 2x professional reports completed | 2x professional reports completed | Public participation process for Bela-Bela Commercial Park to be completed | 1x Bela-Bela Commercial Park approved | Opex | Copy of approval letter and approved layout plan | Spatial Planning and Rationale |
| PRIORITY AREA: FINANCIAL VIABILITY 10% | | | | | | | | | | | | | | | |

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| Key Performance Area | Strategic Objectives | Project/ Programme | Key Performance Indicator (KPI) | Weight | Unit of measure (UoM) | KPI Code | Baseline 2022/2023 | Annual Targets 2023/2024 | 2023/2024 QUARTERLY PERFORMANCE TARGETS | | | | Evidence Required | Department | |
|--|--------------------------------|----------------------|--|--------|-----------------------|----------|---|--|---|---------------------|----------------------------------|----------------------------------|-------------------|--|-------------------|
| | | | | | | | | | 1st Quarter Targets | 2nd Quarter Targets | 3rd Quarter Targets | 4th Quarter Targets | | | |
| 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 2024 | 10% | % | KPI 13 | 75% of AG findings resolved for 2021/2022 | 90% of AG queries to be resolved for 2022/2023 | N/A | N/A | 50% of AG queries to be resolved | 90% of AG queries to be resolved | Opex | Progress Report on the implementation of the Action Plan for 2022/2023 | Budget & Treasury |

6. ASSESSMENT RATING SCALE

| 5 | 4 | 3 | 2 | 1 |
|---|--|--|---|---|
| <p>Outstanding Performance</p> <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 Significantly Above Expectations</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>Fully Effective</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>Not Fully Effective</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>Unacceptable Performance</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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essential development needs for the relevant employee will be. assessments had been finalised in case where more clarity has been established on what the

6. The personal development plan can be (PDP) can be reviewed after the performance
5. The assessment rating calculator is used to calculate the overall % for performance.

| | | | | | |
|--------|---|---|---|---|---|
| Rating | 1 | 2 | 3 | 4 | 5 |
|--------|---|---|---|---|---|



4. The five point rating scale referred to in regulation 805 correspond as follows:
 - 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.
 - 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.
 - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.
 - 3.2 The panel to rate the achievements for the KPI are on a 5 point scale. Decimal places can be used.
 - 3.1 The employee to motivate for a higher rating where applicable
3. The process determining employee rating is as follows:
 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.
 - 1.5 The employer must keep records of the assessment meetings.
 - 1.4 Key Performance Indicators (KPI's) and targets are audited and copied to the performance plan before the assessment date.
 - 1.3 Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.2 Progress against the targets will be captured in preparation for the 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.

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

7. PERFORMANCE ASSESSMENT PROCESS

8. 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.

| | |
|--|--|
| Undertaking of the Employer/ Supervisor | Undertaking by the Employee |
| <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> |
| Signed and accepted by the Supervisor on behalf of Council: | Signed and accepted by the employee: |
|  |  |
| Date: 20/09/2023 | Date: 20/09/2023 |

Handwritten initials and marks at the top of the page, including 'VW' and '13'.

9. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

| Skills Performance Gap | Outcomes Expected | Suggested Training / Development | Suggested Delivery | Mode of | Suggested Time Frames | Support Person |
|-----------------------------|-------------------------------------|----------------------------------|--------------------|---------|-----------------------|----------------|
| Project management | Certificates in Project Mgt | GISBS | Contact or online | online | End 2025 | N/A |
| Executive management course | Certificate in Executive Management | GISBS | Contact or online | online | End 2025 | N/A |

Senior Manager: Planning and Economic Development



Date 20/09/2023

Municipal Manager



Date 20/09/2023





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 _____

Fax Number _____

Name of Municipality

Bela-bela

Position held

Senior Manager Planning & Economic Development

Residential Address

Same as above

Postal Address

999 Woorlands Estate,
20 Candican Road,
Berbeque Downs Ext 29, Midrand, 1684

I, the undersigned (surname and initials)

Nichangwele Ridley Siliga

FINANCIAL DISCLOSURE FORM FOR 2023/2024 FINANCIAL YEAR

CONFIDENTIAL



BELA - BELA LOCAL MUNICIPALITY

MR WJTS

(28)

15
 (2023)

Signature by Council _____
 Council _____
 Date 20/01/2023

| Name of Employer | Type of Work | Amount of Remuneration/ Income |
|------------------|--------------|-----------------------------------|
| N/A | | |
| | | |
| | | |

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

| Number of shares/Extent of financial interests | Nature | Nominal Value | Name of Company/Entity |
|--|---------------|---------------|------------------------|
| 5000 | public listed | R 100 000-00 | MTN |
| | | | |
| | | | |

See information sheet: note (1)

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

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N.R.

PLACE: Bela-Bela

DATE: 20/09/2023

SIGNATURE OF EMPLOYEE

| Description | Extent | Area | Value |
|-------------|-----------|------------------------|---------------|
| House | 250 (sqm) | Waterfall, Midrand | R 4 million |
| Apartment | 41 (sqm) | Observatory, Capetown | R 1.8 million |
| Apartment | 48 (sqm) | Edenburg, Sandton | R 1.3 million |
| House | 128 (sqm) | Kyalami Hills, Midrand | R 1.8 million |
| Apartment | 40 (sqm) | Morning Side, Sandton | R 1.4 million |
| Apartment | 50 (sqm) | Fernside, Randburg | R 950 000.00 |

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

CONTENTS NOTED:

SENIOR MANAGER: PLANNING AND ECONOMIC DEVELOPMENT

DATE: 20/09/2023

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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N.R

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

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):

LAND AND PROPERTY

NOTE 7

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

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.

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

GIFTS AND HOSPITALITY FROM A SOURCE OTHER THAN A FAMILY MEMBER

NOTE 6

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

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

SPONSORSHIPS

NOTE 5

- 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.