

MUNICIPAL MANAGER
SM MAKHUBELA
FOR
PERFORMANCE AGREEMENT
2019/2020



BELA-BELA LOCAL MUNICIPALITY

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01 JULY 2019 TO 30 JUNE 2020 FINANCIAL YEAR

FOR THE PERIOD

(Herein and after referred to as the Employee)

SM MAKHUBELA

MUNICIPAL MANAGER

AND

(Herein and after referred to as the Employer)

COUNCILLOR MJ NGOBENI

AS REPRESENTED BY THE MAYOR

THE BETHA-BETHA LOCAL MUNICIPALITY

MADE AND ENTERED INTO BY AND BETWEEN

PERFORMANCE AGREEMENT

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act No. 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;

- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;

- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act;

- 1.5 In this Agreement, the following terms will have the meaning ascribed thereto:

- 1.5.1 "Core competencies"- means competencies that cut across all levels of work in a municipality and enhance contextualized leadership that guarantees service delivery impact;
- 1.5.2 "Leading competencies"- means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results;
- 1.5.3 "this Agreement"- means the performance Agreement between the Employer and the Employee and the Annexures thereto;
- 1.5.4 "the Mayor"- means the Mayor of council appointed in terms of the Local Government: Municipal Structures Act No. 117 of 1998;
- 1.5.5 "the Employee"- means the **Municipal Manager** appointed in terms of Section 54A of the Local Government: Municipal Systems Act No. 32 of 2000;
- 1.5.6 "the Employer"- means Bela-Bela Municipal Council ; and
- 1.5.7 "the Parties" means the Employer and the Employee

1.5.8 Regulations

1.5.8.1 Local Government: Municipal Planning and Performance Management regulations, 2001

1.5.8.2 Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers, 2006

1.5.8.3 Local Government: Regulations on appointment and conditions of employment of senior managers. (17 January 2014)

1.5.8.4 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

1.5.9 "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.

1.5.10 "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.

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

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 01 July 2019, irrespective of the date on which it was signed by both Parties, and will remain in force until 30 June 2020 thereafter, a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the Parties for the next financial year or any portion thereof;

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

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

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

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

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives,

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

and

4.1.3 The Competencies comprising of the Leading Competencies and the Core

Competencies

4.2 The performance objectives, and targets reflected in Performance Plan are set by the

Employer in consultation with the Employee and based on the Approved 2019/2020 Integrated Development Plan, Approved 2019/2020 Service Delivery and Budget Implementation Plan (SDBIP) and the 2019/2020 Approved Annual Budget of the Employer, and shall include:

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

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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.

5.5.3 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 KPAs, 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	Service Delivery and Infrastructure Development	42%
2	Municipal Institutional Development and Transformation	7%
3	Local Economic Development (LED)	3%
4	Municipal Financial Viability and Management	12%
5	Good Governance and Public Participation	32%
6	Spatial Rationale	4%
Total		100%
The KPA must constitute 100% and be converted to 80%		

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.

¹ This competency Framework replaces regulation 26 (8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in Government Gazette No. 29089 of 1 August 2006.

6.2 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	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Management	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• 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 KPAs and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The Employee will submit his self-evaluation to the Employer prior to the formal assessment; and
(d) An overall score will be calculated based on the total of the individual scores calculated above.

7.5.2 Assessment of the Leading Competencies and Core Competencies:

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

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(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.

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.
Advanced 3	Plans and guides the work of others and executes progressive analyses. 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	Competency Name	Competency	Definition
		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	
Weight	15%			

ACHIEVEMENT LEVELS

BASIC	COMPETENT	ADVANCED	SUPERIOR
- Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve mandate set - Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy - Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole - Demonstrate a basic understanding of key decision makers	- Give direction to a team in realising the institution's strategic mandate and set objectives - Has a positive impact and influence on the morale, engagement and participation of team members - Develop actions plans to execute and guide strategy implementation in - 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 execution to relevant parties - Provide guidance to all stakeholders in the	- Evaluate all activities to local determine value and alignment to strategic intent - Display in-depth knowledge and understanding to develop and implement a comprehensive institutional framework - Hold self-accountable for strategy execution and results - 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	- 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 - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome

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		• 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	• Understand the mandate strategic institution and aim objectives of the institution and relate it to own work	
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Cluster	Leading Competencies	Weight	Competency Name	Competency Definition
ACHIEVEMENT LEVELS				
BASIC	• Participate in team goal setting and problem solving	10%	People Management ²	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives
	• Interact and collaborate with people of diverse backgrounds			
	• Aware of guidelines for employee development, but requires support in implementing development initiatives			
	• Seek opportunities to increase team contribution and responsibility			
COMPETENT	• 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			
ADVANCED	• Effectively identify capacity requirements to fulfil the strategic mandate			
	• 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			
SUPERIOR	• Identify development needs within the team			
	• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism			
	• Inspire a culture of performance excellence by giving constructive feedback to the team			
	• Achieve agreement or consensus in adversarial environments			
	• Lead and unite diverse teams across divisions to achieve institutional objectives			
	• Develop and 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 and incorporate best practice people management processes, approaches and tools across the institution			
	• Develop and practice people management processes, approaches and tools across the institution			
	• Develop and practice people management processes, approaches and tools across the institution			
	• Develop and practice people management processes, approaches and tools across the institution			

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Cluster	Leading Competencies	Competency Name	Competency	Definition
	Weight	5%		
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Initiate projects after approval from higher authorities - Understand of procedures and project management methodology, implications and stakeholder involvement - Understand the rational of projects in relation to the institution's strategic objectives and communicate factors and risk associated with own work - Use results and approaches of successful project implementation as guide	- 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 project management methodology and influence project team to deliver exceptional results - Monitor in a consistent manner - Monitor progress and use of resources and make adjustments to timelines, steps, and resource allocation	- 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 and influence project team to deliver exceptional results - Monitor policy implementation and apply procedures to manage risks	- 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 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		
			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	• 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, and processes and systems • Understand the importance of financial accountability • Understand the importance of financial accountability • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• 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	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

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Cluster	Leading Competencies	Weight	Competency Name	Competency	Definition
		10%	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
ACHIEVEMENT LEVELS					
BASIC	COMPETENT	ADVANCED	SUPERIOR		
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting • Understand the impact of change interventions on the institution within the broader scope of Local Government	• 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 • 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 interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effect of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiatives		

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Cluster	Leading Competencies	Competency Name	Competency Definition	ACHIEVEMENT LEVELS			
		Governance Leadership ⁶	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	BASIC	COMPETENT	ADVANCED	SUPERIOR
				• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure 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 • Identify an implement 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	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on governance level to enhance the effectiveness of Local Government • Able to shape, direct and drive the formulation of policies on a macro level
Weight	10%						

7.5.5 Competency Description: CORE COMPETENCIES

Cluster	Core Competencies	Weight									
Competency Name	Moral Competence ¹	5%									
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									
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles	• Conduct self in alignment with values of Local Government and the institution	• Identify, develop, and apply measures of self-correction	• Able to gain trust and respect through aligning actions with commitments	• Make proposals and recommendations 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	• Able to deal with situations of conflict of interest promptly and in the best interest of 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
• Follow basic rules and regulations of the institution	• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.									

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Cluster	Core Competencies	Competency Name	Competency Definition
Weight	10%	Planning and Organising ²	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk
ACHIEVEMENT LEVELS			

Cluster	Core Competencies	Competency Name	Competency Definition
		Analysts 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
Weight	5%		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• 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 challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendation • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Formulate and implement new ideas throughout the institution • 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 and identify and analyse opportunities to conduct innovative approaches and propose remedial intervention	• Coaches members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing 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	• Demonstrate complex analytical and problem solving techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Plan an active role in sharing best practice solutions and engage in national and international government seminars and conferences

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Cluster	Core Competencies	Weight	Competency Name	Competency	Definition
ACHIEVEMENT LEVELS					
BASIC	COMPETENT	ADVANCED	SUPERIOR		
- 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 stakeholders and team members	- Use appropriate information systems and technology to manage institutional knowledge and information - Develop standards and processes to meet future needs - Share and promote best-practice knowledge across various institutions - Establish accurate measures and monitoring systems for knowledge and information - Create a culture conducive of learning and knowledge sharing - Hold regular knowledge sessions to elicit new ideas and share best practice approaches	- Effectively predict future information and knowledge management requirements and systems - Develop standards and processes to meet future needs - Share and promote best-practice knowledge across various institutions - Establish accurate measures and monitoring systems for knowledge and information - Create a culture conducive of learning and knowledge sharing - Hold regular knowledge sessions to elicit new ideas and share best practice approaches	- Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information - Establish partnerships across local government to facilitate knowledge management - Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach - Recognise and exploit knowledge points in interactions with internal and external stakeholders		

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Cluster	Core Competencies	Competency Name	Communication ⁵	5%	Competency	Definition	Achievement Levels
						Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	
BASIC	COMPETENT	ADVANCED	SUPERIOR		• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating to • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapts communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structures written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy with balance perspectives with institutional needs • Create 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

Cluster	Core Competencies	Weight	Competency	Name	Competency	Definition	ACHIEVEMENT LEVELS					
	Results and Quality Focus ⁵	5%				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			• 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 incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high priority actions and does not become distracted by lower-priority activities • Display firm commitment and price in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, responsibilities, tracking, monitoring and measuring success, evaluating the work of the institution	• 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. 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	1 2 3 4 5	Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4		Performance Significantly Above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year
3		Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreements and Performance Plan.
2		Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the Performance Agreements and Performance Plan.
1		Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreements and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

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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 July 2019 – 30 September 2019	31 October 2019
2	01 October 2019 – 31 December 2019	31 January 2020
3	01 January 2020 – 31 March 2020	30 April 2020
4	01 April 2020 – 30 June 2020	31 July 2020

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

9. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1.1 Executive Mayor or Mayor
- 8.1.2 Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a performance audit committee
- 8.1.3 Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.
- 8.1.4 Mayor/ Municipal Manager from another municipality; and
- 8.1.5 Member of a Ward Committee as nominated by the Executive Mayor or Mayor.
- 8.1.6 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

8.1 For purpose of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established:

10. DEVELOPMENTAL REQUIREMENTS

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

11. OBLIGATIONS OF THE EMPLOYER

11.1 The Employer shall:

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

11.1.2 Provide access to skills development and capacity building opportunities;

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

11.1.4 On the request of the Employee, delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

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

12. CONSULTATION

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

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

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

12.1.3 A substantial financial effect on the Employer

12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

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12.3 MANAGEMENT OF EVALUATION OUTCOMES

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

12.3.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

12.3.3 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

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

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

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

12.3.7 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12.3.2 DISPUTE RESOLUTION

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

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

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

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

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

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13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer;

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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

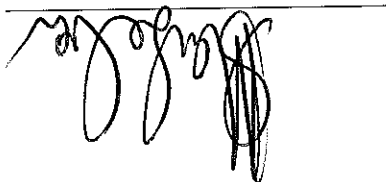
Thus done and signed at Beth - Beth on this the 24 day of June 2019

AS WITNESSES:

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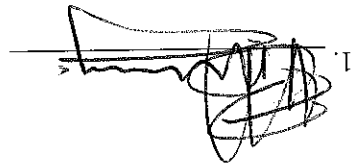
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MUNICIPAL MANAGER



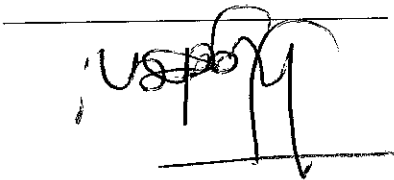
Thus done and signed at Beth - Beth on this the 24 day of June 2019

AS WITNESSES:

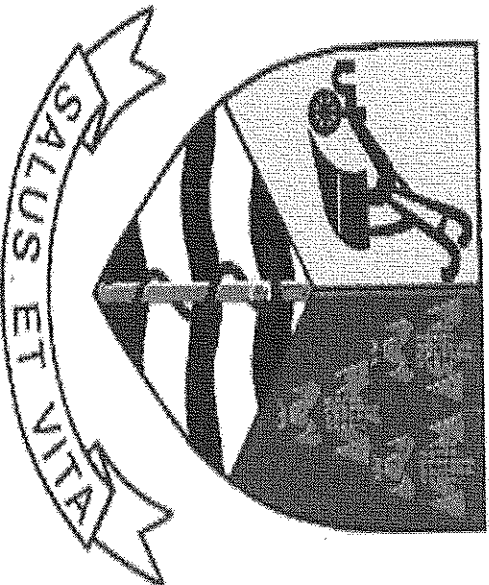
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MAYOR



2019/2020 PERFORMANCE PLAN



NAME	SM MAKHUBELA
POSITION	MUNICIPAL MANAGER
SUPERVISOR	MAYOR
INSTITUTION	BELA-BELA LOCAL MUNICIPALITY
PERIOD	01 JULY 2019 TO 30 JUNE 2020

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COMPONENTS 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 2019/2020 Integrated Plan (IDP) and the Key Performance Indicators and targets in the Municipal Approved 2019/2020 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/Program	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department	
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets			
Basic Services Delivery 42%															
Priority Area: Water															
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW)	The Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW) completed as measured according to the PPII by 30 June 2020.	3%	KPI 1	%	The existing Water Treatment Works has sections that have deteriorated and are non-functional. The Works are also under capacitated.	100% of work completed for the Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW) by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Completed)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services	
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	The Rapotokwane: Water desalination plant	The Rapotokwane: Water desalination plant completed as measured according to the PPII by 30 June 2020.	3%	KPI 2	%	The quality of the water from boreholes supplying the community does not comply with SANS 241 standards, due to the high Fluoride content. Therefore there is a need to treat the water.	80% of work completed for the Rapotokwane: Water desalination plant by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	80% (Construction Stage at 80 - 90%)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report.	Technical Services	

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Key Performance Area	Strategic Objectives	Project/Program Name	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Supply and install new and faulty water meters	The Supply and installation of new and faulty water meters completed as measured according to the PPII by 30 June 2020.	3%	KPI 3	%	A list of the non-functional and faulty meters exists, and there is also a need to install new meters at some of the existing settlements where none exist.	100% of work completed for the Supply and installation of new and faulty water meters by 30 June 2020.	20% (Approved Designs)	44% (Construction Stage at 0 - 10%)	62% (Construction Stage at 40 - 50%)	100% (Complete d)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services
Priority Area: Sanitation														
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent	The Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent completed as measured according to the PPII by 30 June 2020.	3%	KPI 4	%	There is a need to reduce the use of potable water for irrigation purposes in order to enhance/ protect the water revenue for the Municipality. Recycled water is aimed at irrigating parks and stadiums of the Municipality.	100% of work completed for the Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Complete d)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Ext 8 & Future: Bulk sewer Outfall	The Bela Bela Ext 8 & Future: Bulk sewer Outfall completed as measured according to the PPII by 30 June 2020.	3%	KPI 5	%	Bulk sewer capacity constraint in Ext 889 due to the newly connected households.	100% of work completed for the Bela Bela Ext 8 & Future: Bulk sewer Outfall by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Complete d)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion	Technical Services

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Key Performance Area	Strategic Objectives	Project/Program Name	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Upgrading of the Aventura sewer Pump Station	The Bela Bela: Upgrading of the Aventura sewer Pump Station storm water completed as measured according to the PPII by 30 June 2020.	3%	KPI 6	%	The Aventura Pump Station is undercapacitated and also takes in a lot of stormwater ingress. Therefore there is a need to upgrade it.	100% of work completed for the Bela Bela: Upgrading of the Aventura sewer Pump Station by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Complete d)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services
Priority Areas: Roads and Storm Water														
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Ext 4, 6, 7 & 8: Road Paving and storm water	The Bela Bela Ext 4, 6, 7 & 8: Road Paving and storm water completed as measured according to the PPII by 30 June 2020.	3%	KPI 7	%	Total backlog of 108 km of road	100% of work completed for the Bela Bela Ext 4, 6, 7 & 8: Road Paving and stormwater by 30 June 2020.	44% (Construction Stage at 0 - 10%)	58% (Construction Stage at 30 - 40%)	76% (Construction Stage at 70 - 80%)	100% (Complete d)	Quarterly progress report and Completion Certificate.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Spa Park: Stormwater	The Bela Bela Spa Park: Stormwater completed as measured according to the PPII by 30 June 2020.	3%	KPI 8	%	Insufficient stormwater drainage system	44% of work completed for the Bela Bela Spa Park: Stormwater by 30 June 2020.	N/A	20% (Approved Designs)	40% (Appointment of the Contractor)	44% (Construction Stage at 0 - 10%)	Designs approval Letter, Contractor's appointment Letter and Quarterly progress report.	Technical Services

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Key Performance Area	Strategic Objectives	Project/Program Name	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	Bela Bela Ext 5 & 5 & Hostal view: Road paving & storm water	The Bela Bela Ext 5 & Hostal view: Road paving & storm water completed as measured according to the PPII by 30 June 2020.	3%	KPI 9	%	Total backlog of 108 km of road	100% of work completed for the Bela Bela Ext 5 & Hostal view: Road paving & storm water by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Complete d)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services
Priority Area: Electricity														
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	Bela Bela: 132/ 11kVA 2 x 20MVA Sub-Station	The Bela Bela: 132/ 11kVA 2 x 20MVA Sub-Station completed as measured according to the PPII by 30 June 2020.	3%	KPI 10	%	Incomplete Roll-over project.	100% of work completed for the Bela Bela: 132/ 11kVA 2 x 20MVA Sub-Station by 30 June 2020.	67% (Construction Stage at 50 - 80%)	76% (Construction Stage at 70 - 80%)	80% (Construction Stage at 80 - 90%)	100% Total backlog of 108 km of road	Quarterly progress report and Completion Certificate.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	Bela Bela Ext 9: Electrification of Households	Number of households electrified in Bela Bela Ext 9 by 30 June 2020.	3%	KPI 11	#	Newly developed X9 lacks electricity supply.	370 households to be electrified	0 Households	0 Households	370 Households	Not Applicable	Completion Certificate	Technical 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	Bela Bela: Extension of existing grave yard	3%	KPI 12	%	Current gravesite reaching full capacity	40% of work completed for the extension of the existing Bela-Bela grave yard (Ward 2) by 30 June 2020.	N/A	N/A	20% (Approved Designs)	40% (Appointment of the Contractor)	Designs approval Letter, Contractor's appointment Letter and Quarterly progress report.	Technical Services
Basic Service Delivery and	Promote the welfare of	Parks and Community	Bela Bela Spa Park:	3%	KPI 13	%	Insufficient Sporting facility	100% of work completed for the	20% (Approved)	40% (Appointment)	62% (Construction)	100%	Designs approval Letter,	Technical

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Key Performance Area	Strategic Objectives	Project/Program	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Infrastructure Development	the community	facilities	Development of sports facilities				In Spa Park	Bela Bela: Spa Park (Ward 9) Development of sports facilities by 30 June 2020.	Designs)	1 of the Contractor)	Stage at 40 - 50%)	(Completed)	Contractor's appointment letter, Quarterly progress report and Completion Certificate.	Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Masakhane: Development of sports facilities	3%	KPI 14	%	Insufficient Sporting facility in Masakhane	40% of work completed for the Masakhane (Ward 9) Development of sports facilities by 30 June 2020.	N/A	20% (Approved Designs)	30% (Tender Stage)	40% (Appointment of the Contractor)	Designs approval Letter, Contractor's appointment Letter and Quarterly progress report.	Technical Services
Priority Area: Municipal Transformation and Institutional Development 7%														
Good Governance and Public Participation	To Improve Administrative and Governance Capacity	Corporate Governance	Number of Council meetings held by 30 June 2020	2%	KPI 15	#	7 X Council meetings	4 X Council meetings	1 X Council Meeting	1 X Council Meeting	1 X Council Meeting	1 X Council Meeting	Signed Attendance Registers	Corporate Services
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings held by 30 June 2020	2%	KPI 16	#	33 X Section 79 Committee meetings convened	33 X Section 79 Committee meetings to be convened	9 X Section 79 Committee meetings	6 X Section 79 Committee meetings	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of LLF meetings held by 30 June 2020	1%	KPI 17	#	8 X LLF Meetings	8 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	Signed Attendance Registers	Corporate Service
Priority Area: Good Governance and public participation 32%														
Good Governance and Public Participation	To Improve Administrative and governance capacity	Corporate Governance	Obtain Unqualified Audit Opinion by 30 June 2020	2%	KPI 18	Q	2017/2018 Qualified Audit Opinion	Obtain Unqualified Audit Opinion 2018/2019	N/A	2018/2019 Unqualified Audit Opinion	N/A	N/A	Auditor General's Report	Budget & Treasury
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP/Budget/PMS Process Plan approved by Council by 30 June 2019	2%	KPI 19	#	2019/2020 IDP/Budget/PMS Process Plan	1 X 2020/2021 IDP/Budget/PMS Framework approved by August 2019	1 X 2020/2021 IDP/Budget/PMS Framework reviewed	N/A	N/A	N/A	2019/2020 Council Approved Process Plan with Council Resolution	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/Program	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP Representative Forums held by 30 June 2020	1%	KPI 20	#	4 X IDP Representative Forums	4 X IDP Representative Forums	1 X IDP Representative Forum and approved by Council	1 X IDP Representative Forum	1 X IDP Representative Forum	1 X IDP Representative Forum	Signed attendance register, Agenda, Resolution register & presentation	Office of the Municipal Manager
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of 2020/2021 IDP reviewed and approved by Council by 30 May 2020	2%	KPI 21	#	1 X 2019/2020 reviewed IDP by 27 May 2019	1 X 2020/2021 IDP reviewed and approved by council by 27 May 2020	N/A	N/A	Draft 2020/2021 IDP reviewed and approved by Council BY 30 March 2020	1 X 2020/2021 Final IDP reviewed and approved by Council by 30 May 2020	Council approved IDP and the Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of SDBIP approved by the Mayor/ 28 days after the approval of the budget	2%	KPI 22	#	1 X Approved 2019/20 SDBIP	1 X 2020/2021 Approved SDBIP 14 days after budget approval	N/A	N/A	N/A	1 X 2020/2021 Approved SDBIP 14 days after budget approval	2020/2021 Approved SDBIP Letter of Acknowledgement from Mayor's office	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of Annual reports compiled and tabled to Council for approval by 31 March 2020	2%	KPI 23	#	2017-2018 Annual Report	1 X Annual Report tabled to Council for approval by 31 March 2020	N/A	N/A	1 X Annual Report tabled to Council for approval by 31 March 2020	N/A	Council Approved Report with Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of Oversight reports compiled and tabled to Council for approval by 31 March 2020	2%	KPI 24	#	2017-2018 Oversight Report	1 X 2018-2019 Oversight Report	N/A	N/A	1 X 2018/2019 Oversight Report	N/A	Council Approved Report with Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management System	Number of MfMA Section 52d reports compiled and submitted to Council for approval by 30 June 2019	2%	KPI 25	#	4x Quarterly performance reports	4x Quarterly performance reports	4th Quarter performance report	1st Quarter performance report	2nd Quarter performance report	3rd Quarter performance report	4 sets of Quarterly performance report	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of MfMA Section 72 Mid-Year report compiled and	2%	KPI 26	#	1 X 2017/18 Section 72 MfMA Report	1 X 2018/2019 Section 72 MfMA Report submitted to Council for	N/A	N/A	1 X Section 72 Mid-Year report submitted to Council for	N/A	Council Approved 2018/2019 Section 72 Mid-Year Report with	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/Program	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
			submitted to Council for approval by 31 January 2020					approval by 31 January 2020			approval		Council Resolutions	Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of Back to Basics reports compiled and submitted to CoGHSTA by 30 June 2020	1%	KPI 27	#	4 X Back to Basics reports	4 X Back to Basics reports	1 X Back to Basics report	1 X Back to Basics report	1 X Back to Basics report	1 X Back to Basics report	4 X sets of Back to Basics Reports	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of Section 56 Performance Agreements signed by 30 July 2020	2%	KPI 28	#	5 X Signed Performance Agreements signed	6 X Signed Performance Agreements	6 X Performance Agreements for Senior Managers signed	N/A	N/A	N/A	Signed Performance Agreements	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee meetings held by 30 June 2020	1%	KPI 29	#	2 X Audit Committee Meetings	4 X Audit Committee Meetings	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	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 Audit Committee Reports tabled to Council by 30 June 2020	1%	KPI 30	#	4 X Audit Committee Reports	4 X Audit Committee Reports	1 X Audit Committee Report	1 X Audit Committee Report	1 X Audit Committee Report	1 X Audit Committee Report	Audit Reports with Council Resolutions	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 2020	1%	KPI 31	#	2 X Performance Audit Committee	2 X Performance Audit Committee	1 X Performance Audit Committee	N/A	1 X Performance Audit Committee	N/A	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Council Administration	Number of MPAC meetings held by 30 June 2020	1%	KPI 32	#	4 X MPAC meetings	4 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	Signed Attendance Registers and Reports	Office of the Municipal Manager

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Key Performance Area	Strategic Objectives	Project/Program Name	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP/Budget/PMS Process Plan approved by Council by 30 June 2019	1%	KPI 33	#	2019/2020 IDP/Budget/PM S Process Plan	1 X 2020/2021 IDP/Budget/PMS Framework approved by August 2019	1 X 2020/2021 IDP/Budget/ PMS Framework reviewed and approved by Council	N/A	N/A	N/A	2019/2020 Council Approved Process Plan with Council Resolution	Office of the Municipal Manager
Priority Focus Area: Spatial Rational 4%														
Spatial Planning and Rationale	Liveable and Integrated Communities	Integrated Development Planning	Number of LUMS reviewed and approved by Council by 30 June 2020	2%	KPI 34	#	Draft LUMS available	1 X Approved 2020 LUMS	1 X Approved LUMS	N/A	N/A	N/A	1 X Approved 2020 LUS Council Resolution	Office of the Municipal Manager
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Amended SPLUMA By-Laws by June 2020	2%	KPI 35		Land Development and Land Use Application classification not efficient	Amended SPLUMA By-Law by June 2020	Report to council requesting amendment of By-Law	Public participation on the amendment of SPLUMA By-Law	Gazetting of the SPLUMA By-Law	N/A	Council resolution (Q1) Advert (Q2) Gazetting (@3)	Office of the Municipal Manager
Priority Focus Area: Local Economic Development 3%														
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED Strategy developed and approved by council by 30 June 2020	1%	KPI 36	#	2008 LED Strategy (Strategy Outdated)	1 X Draft LED Strategy approved by Council by 30 June 2020	Development of term of reference and Submission of term of reference supply chain Management	Submission of inception report	N/A	1 X Draft LED Strategy approved by council with council resolution	Draft LED Strategy with Council Resolution	Office of the Municipal Manager
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of jobs created through Municipality's LED initiatives, including capital projects (EPWP, CWP) by 30 June 2020	2%	KPI 37	#	1078 jobs created	1200 Jobs created	36 Jobs created	63 Jobs created	1000 Jobs created	101 Jobs created	Report on the employment of people	Office of the Municipal Manager
Priority Focus Area: Municipal Financial Viability 12%														

Key Performance Area	Strategic Objectives	Project/Program	Key Performance Indicator (KPI)	Weight	KPI Code	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
									1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Number of Annual Financial Statements compiled and submitted to the Auditor General by 31 August 2020	4%	KPI 38	#	1 X 2017/2018	1x 2018/2019 AFS	1 X 2018/2019 AFS	N/A	N/A	N/A	2018/2019 AFS Submissions to the Auditor General	Office of the Municipal Manager
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Percentage of AG queries resolved as per the Action Plan by 30 June 2020	4%	KPI 39	Number	90 % of AG findings resolved for 2018/2019	95% of AG queries to be resolved	N/A	N/A	70% of queries resolved	95% of queries resolved	Progress Report on the Implementation of the Action Plan	Office of the Municipal Manager
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	2020/2021 Annual Budget approved by Council by 31 May 2020	4%	KPI 40	Number	2019/2020 Approved Budget approved on the 27 th May 2019	Approval of 2020/2021 Annual Budget by the 31 st May 2019	N/A	N/A	N/A	2020/2021 Approved Budget	Council Approved 2020/2021 Budget with Resolution	Office of the Municipal Manager

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5. 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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6. PERFORMANCE ASSESSMENT PROCESS

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

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

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the panel on request.

3. The process determining employee rating is as follows:
 - 3.1 The employee to motivate for a higher rating where applicable
 - 3.2 The panel to rate the achievements for the KPI are on a 5 point scale. Decimal places can be used.
 - 3.3 The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.

- 3.4 The panel scores are averaged to arrive at a total score per KPI / CCR. Overall scores are calculated by taking weights into account where applicable.
- 3.5 The final KPA's rating will account for 80% of the final assessment total. The CCR are to account for 20% of the final assessment total.

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

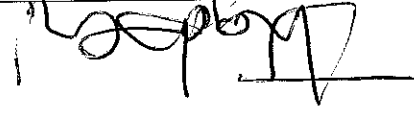
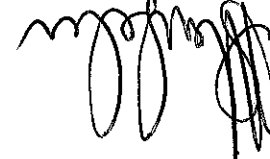
Rating	1	2	3	4	5
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5. The assessment rating calculator is used to calculate the overall % for performance.
6. The personal development plan can be (PDP) can be reviewed after the performance assessments had been finalised in case where more clarity has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

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7. APPROVAL OF THE PERFORMANCE PLAN

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

Undertaking of the Employer/ Supervisor	Undertaking by the Employer/ Supervisor
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.	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.
Signed and accepted by the Supervisor on behalf of Council:	Signed and accepted by the employee:
	
Date: 24/06/2019	Date: 24/06/2019

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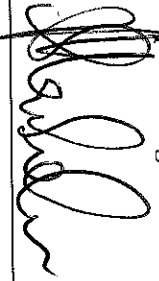
Dr
(A-B
C/W)

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8. PERSONAL DEVELOPMENT ACTION PLAN: ANNEXURE B

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Mode of Delivery	Suggested Time Frames	Support Person

Municipal Manager



Date 24/06/2019

Mayor



Date 24/06/2019

DISCLOSURE OF FINANCIAL INTERESTS FORM: ANNEXURE C

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Dr. W

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

I, the undersigned (surname and initials) Matthysla Sm

Postal Address 322 Langchamps Drive
Kyalami Estate, Kyalami

Residential Address 322 Langchamps Drive
Kyalami Estate, Kyalami

Position held Municipal Manager

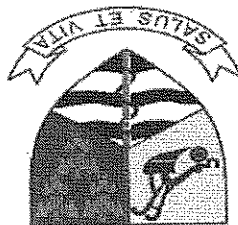
Name of Municipality Bela-Bela Local Municipality

Telephone Number 014 7368000

Fax Number 014 7368288

FINANCIAL DISCLOSURE FORM FOR 2019/2020 FINANCIAL YEAR

CONFIDENTIAL



BELA-BELA LOCAL MUNICIPALITY

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

See information sheet: note (1)

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

2. Interest in a Trust

Name of Trust	Amount of Remuneration / Income
BBEA 5	N/A

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

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

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

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

Council

Signature by Council

[Signature]

Date

24/06/2019

5. Consultants and retainerships

See information sheet: note (5)

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

6. Sponsorships

See information sheet: note (6)

Source of assistance/sponsorship	Description of assistance/sponsorship	Value of assistance/sponsorship
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

7. Gifts and hospitality from a source other than a family member

See information sheet: note (7)

Description	Value	Source
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A

8. Land and Property

See information sheet: note (8)

Description	Extent	Area	Value
House	1000 m ²	Wala	R3.8 million
House	540 m ²	Riviera	R1.8 million
Land	1200 m ²	Bel-Bel	R400 k

SIGNATURE OF EMBLOYE

DATE:

24/06/2019

PLACE:

Bel-Bel

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

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

Answer

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer

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

Commissioner of Oath / Justice of the Peace

Full first names and surname:

PAULUS TAWANARAS GLOANE

(Block letters)

Designation (rank) SUP-TRPFC

Ex Officio Republic of South Africa

Street address of institution

52. CHURCH'S HALL ROAD

BELU - BELU

Date 24-06-2019 Place

BELU - BELU

DEPT. PRINCIPAL SURVEYOR
TIAAPIC
24-06-2019
PRIVATE BAG X 1809
MAMABANTHE

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CONTENTS NOTED: SM MAKHUBELA

MUNICIPAL MANAGER

DATE: 24/06/2019

INFORMATION SHEET FOR THE FINANCIAL DISCLOSURE FORM

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

NOTE 1

SHARES AND OTHER FINANCIAL INTERESTS

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

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

NOTE 2

DIRECTORSHIPS AND PARTNERSHIPS

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

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

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

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

NOTE 3

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

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

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

Remuneration means the receipt of benefits in cash or kind.

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

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- 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 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 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;
- 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 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.

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

CONSULTANCIES AND RETAINERSHIPS

NOTE 4