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BC RADIPABE



PERFORMANCE AGREEMENT

1 JULY 2019 – 30 JUNE 2020

KO 01/2019-2020

Ref. nr. 411010702



MADE AND ENTERED INTO BY AND
BETWEEN:

**LEPHALALE LOCAL
MUNICIPALITY**

AS REPRESENTED BY THE MAYOR

MAPULA MARIA COCQUYT
Municipal Manager
AND

BOITUMELO CHARITY RADIPABE
THE EMPLOYEE OF THE MUNICIPALITY

**PERFORMANCE
AGREEMENT**

FOR THE

FINANCIAL YEAR:
1 JULY 2019 – 30 JUNE 2020

3. Commencement and duration	3.1 This Agreement will commence on 1 July 2019 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 review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year. 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason. 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon. 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.
4. Performance Objectives	4.1 The Performance Plan (Annexure A) sets out- 4.1.1 Key Performance Areas that the employee should focus on. 4.1.2 -Core competencies required from employees. 4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee. 4.1.4 The time frames within which those performance objectives and targets must be met. 4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives; key performance indicators; targets; projects and activities that may include dates and weightings. A description of these elements follows: 4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved. 4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. 4.2.2.1 The performance indicators may be reviewed at mid-year in consultation between the Employer and the Employee. 4.2.3 The target dates describe the timeframe in which the work must be achieved. 4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.

5.8 The Competencies will make up the other 20% of the Employee's assessment score. The competencies as prescribed by Regulation 21 of 2014 (Annexure A) and the applicable weightings out of 100% are indicated below:

Competencies	Components	Weighting % (total 100%)
Leading competencies		
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	10%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management	10%
Programme and Project Management	• Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation	10%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	10%
Change Leadership	• Change Vision and Strategy • Process Design and improvement • Change Impact Monitoring and Evaluation	10%
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance	10%
Core Competencies		
Moral competence		5%
Planning and Organising		10%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Communication		10%
Results and Quality Focus		5%
TOTAL WEIGHTING:		100%

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

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
2	Performance 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.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

6.7 For the purpose of evaluating the performance of the manager reporting to the municipal manager, an evaluation panel constituted of the following persons must be established-

- 6.7.1 Municipal Manager
- 6.7.2 Chairperson of the performance audit committee
- 6.7.3 Member of the mayoral committee
- 6.7.4 Municipal manager from another municipality

6.8 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. Schedule for Performance Reviews

7.1 The performance of each Employee in relation to his / her Performance Agreement shall be reviewed within the month following the quarters as indicated with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September 2019 (October 2019)
Second quarter : October – December 2019 (January 2020)
Third quarter : January – March 2020 (April 2020)
Fourth quarter : April – June 2020 (July 2020)

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

% Rating Over Performance	% Bonus
130 - 133.8	5%
133.9 - 137.6	6%
137.7 - 141.4	7%
141.5 - 145.2	8%
145.3 - 149	9%
150 - 153.4	10%
153.5 - 156.8	11%
156.9 - 160.2	12%
160.2 - 163.6	13%
163.7 - 167	14%

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

11.3.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance.

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

12. Dispute Resolution

12.1 Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.

12.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, Regulation 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.

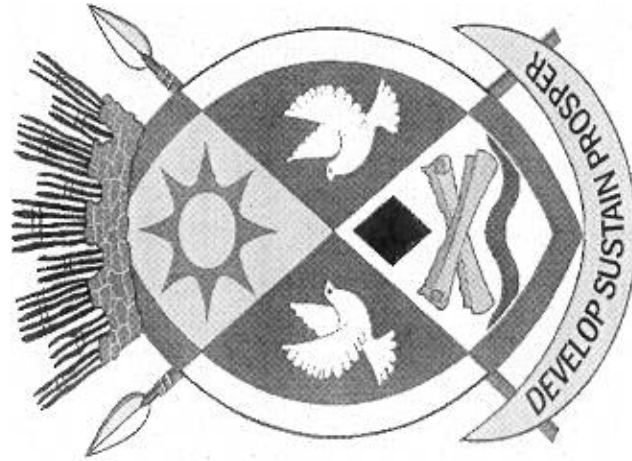
13. General

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

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

Annexure A

Personal Performance Plan



LEPHALALE LOCAL MUNICIPALITY

Name: BOITUMELO CHARITY RADIPABE
Position: Executive Manager Development Planning
Accountable to: The Municipal Manager
Plan Period: 01 July 2019 – 30 June 2020



1. INTRODUCTION

PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

The SDBIP has been revised in terms of S54 (1) (c) of the MFMA, therefore, to ensure alignment of the adjustment SDBIP and Performance Plans, any adjustment to indicators and targets are indicated with footnotes, where it applies.

STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far as it is relevant to the functions of the employee.

OBJECTS OF LOCAL GOVERNMENT	KPA	STRATEGIC OBJECTIVE
Provide democratic and accountable government for local communities	Financial Viability	Enhance revenue and financial management
	Good Governance and Public Participation	Responsible, accountable, effective and efficient corporate governance
Encourage the involvement of communities and community organisations in the matters of local government	Transformation and Organisational Development	Capacitate disadvantaged groups Provide quality and well maintained infrastructural services in all municipal areas
Promote a safe and healthy environment	Service Delivery and Infrastructure	Improve functionality, performance and professionalism Protect the environment and improve community well-being
Ensure the provision of services to communities in a sustainable manner.	Spatial Rationale	Rational planning to bridge first and second economies and provide adequate land for development

2. PURPOSE OF THE POSITION



PROGRAMME	OUTCOME	Programme Objective	Immediate Strategies (1-2 Yrs)	Short Term Strategies (3-5 Yrs)	Medium Term Strategies (5-10 Yrs)	Long Term Strategies (10 Yrs+)
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Safe and formalised housing structures.	Assessment of building plans submitted for approval. Enforce compliance of municipal building regulation and NBR policies. Streamline and monitor the building plan approval process.	Continuously implement an effective administrative/regulatory framework for building plan approval. Improve of law enforcement as per the NBR and land use management requirements. Continuously apply and enforce compliance on NBR regulation.	Develop a punitive strategy for dealing with building regulation transgressors (e.g. deprivation of electrical services of transgressors)... Fast track the contravention process.	Continuously enforce the building regulations. Continuously apply and enforce compliance on NBR regulation.
Development Planning. BC	Rational planning to bridge first and second economies and provide adequate land for development	Outdoor advertising.	Revenue generation and controlled outdoor advertising. Promulgate Municipal Outdoor Advertising By-laws. Removal of illegal advertising structures.	To ensure compliance to the legislated application procedures by 2017 for revenue generation.	To conclude interdepartmental MOU with RAL for the co-ordination and management of outdoor advertising. Formulate data base / register of outdoor advertisements.	Establish comprehensive outdoor advertising component.
Development Planning. HS	Sustainable integrated urban development	Identification of Land for development.	Hold meetings with HDA and CoGHSTA with the intention to acquire land for development. Identify land for development based on audit report.	Approach COGHSTA (HDA) for acquiring developmental land. Increase access to decent housing needs.	Land acquisition and budget.	Identify land for development.
Development Planning. HS	Rational planning to bridge first and second economies and provide adequate land for development	Sustainable integrated rural development.	Formalise new extension in rural settlements. Conduct housing needs registration. Provide consumer education.	To facilitate sustainable rural settlements by 2022. Verify data on housing needs. Increase access to decent housing needs.	Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans.	Formalise rural settlements by COGHSTA and develop comprehensive infrastructure plans.
Development Planning	Sustainable and integrated GIS System.	Informed spatial planning.	Migration to ArcGis. Have a sustainable and integrated GIS System	Have operational and fully functional GIS intranet/internet website.	Acquisition of relevant software and on-going migration and maintenance.	Complete Migration to ArcGis;



The Batho Pele principles are as follows:

Consultation:

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

Setting service standards:

This principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from departments. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.

Required are standards that are precise and measurable so that users can judge for themselves whether or not they are receiving what was promised. Some standards will cover processes, such as the length of time taken to authorise a housing claim, to issue a passport or identity document, or even to respond to letters.

To achieve the goal of making South Africa globally competitive, standards should be benchmarked (where applicable) against those used internationally, taking into account South Africa's current level of development.

Increasing access:

One of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centres and Call Centres.

Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.

Ensuring courtesy:

This goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves.



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follows:

Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Socio Economic Surveys	M - 186	Percentage of enquiries attended to on weekly basis(updating housing need register, etc) *	Count the number enquiries attended to divided by the total enquiries received	#	MHS	0	100%	100%	100%	100%	100%	100%	100%	Register Query register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Sustainable and Integrated Rural	M - 707	Number of human settlement development plans reviewed and approved by Council	Count the number of human settlement development plans reviewed and approved by Council	#	MHS	0	N/A	N/A	N/A	1	1	1	1	Council Resolution Development Plans



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	UOM	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
			working days											assessment conclusion
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 760	Average turnaround time (weeks) for assessment and finalization of land use and development applications from the date of receipt as delegated to the Executive Manager	Count the number of weeks from applications of land use and development from time of receipt until consideration by the delegated official	# weeks	MLU	13 weeks	14 weeks	14 weeks	16 weeks	16 weeks	16 weeks	16 weeks	16 weeks	Assessment Register
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 755	Average turnaround time (weeks) for assessment and finalization of land use and development applications	Count the number of weeks from receipt of applications for land development and land use	# weeks	MLU	16 weeks	16 weeks	16 weeks	26 weeks	26 weeks	26 weeks	26 weeks	26 weeks	Assessment Register Tribunal Meeting



Hierarchy (KPA\ STRATEGIC OBJECTIVE \ Programme)	ID	INDICATOR	Instruction (method of calculating the indicator)	U O M	Updater	Baseline 2018/19 Actuals	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Annual Target 2019/20	Annual Target 2020/21	Annual Target 2021/22	Portfolio of evidence
provide adequate land for development\ Land use	3	Council YTD	approved by Council YTD											scheme
KPA1: Spatial Rationale\ Rational planning to bridge first and second economies and provide adequate land for development\ Land use	M - 7 3 4	Number of the SDF compiled and approved by Council YTD	Count the Number of the SDF compiled and approved by Council YTD	#	MLU	0	N/A	N/A	N/A	1	1	N/A	N/A	

3.1 REPORTING ON THE ABOVE PERFORMANCE PER QUARTER

The Executive Manager hereby undertakes to report on the above performance indicators by the end of a 5th day after the end of each and every quarter. This statement forms part of the agreement between the employer and the employee.



Competencies	Components	Competency Definition	Weighting % (total 100%)
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	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	10%
Governance Leadership	• Policy Formulation • Risk and Compliance management • Cooperative Governance	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	10%
Core Competencies			
Moral competence		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
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	5%
Analysis and Innovation		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	10%
Knowledge and Information Management		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication		Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	10%



Good Governance and Public Participation	20%	KPIs	100%	20%
Total	100%			
Competency Requirements				20%

6. RATING SCALES

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and Competencies:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

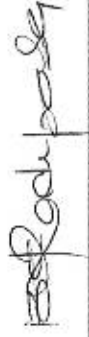
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8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s/evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.

8. APPROVAL

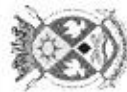
The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense work shopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer	Undertaking of the employee
On behalf of my organisation, 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 clearly understand what is expected of them. I 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 twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.
Signed and accepted on behalf of Council:	Signed and accepted by the Employee:
	

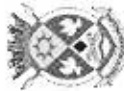
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Competencies	Basic	Competent	Advanced	Superior
	basic understanding of key decision-makers	the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	complex situations • Guide the institution through complex situations and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	optimise institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome



Competencies	Basic	Competent	Advanced	Superior
Programme and Project Management	- Initiate projects after approval from higher authorities - Understand procedures of programme and project management methodology, implications and stakeholder involvement - Understand the rational of projects in relation to the institution's strategic objectives - Document and communicate factors and risk associated with own work - Use results and approaches of successful project implementation as guide	- Establish broad stakeholder involvement and communicate the project status and key milestones - Define the roles and responsibilities of the project team and create clarity around expectations - Find a balance between project deadline and the quality of deliverables - Identify appropriate project resources to facilitate the effective completion of the deliverables - Comply with statutory requirements and apply policies in a consistent manner - Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	- Manage multiple programmes 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	- Understand and conceptualise the long-term implications of desired project outcomes - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives - Consider and initiate projects that focus on achievement of the long-term objectives - Influence people in positions of authority to implement outcomes of projects - Lead and direct translation of policy into workable action plans - Ensure that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed



Competencies	Basic	Competent	Advanced	Superior
Change Leadership	• 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 programmes and piloting change interventions• 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 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	• 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 an nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take and lead in impactful change programmes• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective 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 effects of change, resistance factors and how to integrate change• Motivate and inspire others around change initiatives



Competencies	Basic	Competent	Advanced	Superior
Core Competencies				
Moral competence	- Realise the impact of acting with integrity, but requires guidance and development in implementing principles - Follow the 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	- Conduct self in alignment with the 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 activity and corruption within local government - Understand and honour the confidential nature of matters without seeking personal gain - Able to deal with situations of conflict of interest promptly and in the best interest of local government	- Identify, develop, and apply measures of self-correction - Able to gain trust and respect through aligning actions with commitments - Make proposals and 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 - Takes an active stance against corruption and dishonesty when noted - Actively promote the value of the institution to internal and external stakeholders - Able to work in unity with a team and not seek personal gain - Apply universal moral principles consistently to achieve moral decisions	- Create an environment conducive of moral practices - Actively develop and implement measures to combat fraud and corruption - Set integrity standards and shared accountability measures across the institution to support the objectives of local government - Take responsibility for own actions and decisions, even if the consequences are unfavourable

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Competencies	Basic	Competent	Advanced	Superior
Analysis and Innovation	- 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 recommendations - 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 conducive to innovative approaches and propose remedial intervention	- Coaches team members on analytical and innovative approaches and techniques - Engage with appropriate individuals in analysing and resolving complex problems - Identify solutions on various areas in the institution - 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 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 - Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

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Competencies	Basic	Competent	Advanced	Superior
Communication	- 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 - Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs - Adapt 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-structured written documents	- 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 external 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	- Regarded as a specialist in negotiations and representing the institution - Able to inspire and motivate others through positive communication that is impactful and relevant



**PERSONAL
DEVELOPMENT PLAN
(PDP)**

**MADE AND ENTERED INTO BY
AND BETWEEN:**

**LEPHALALE LOCAL
MUNICIPALITY**

**AS REPRESENTED BY THE
ACTING MUNICIPAL MANAGER
MAPULA MARIA COCQYT**

**AND
BOITUMELO CHARITY RADIPABE
THE EMPLOYEE OF THE MUNICIPALITY**

**FOR THE
FINANCIAL YEAR:
1 JULY 2019 - 30 JUNE 2020**

3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX.

A manager, in consultation with his / her employee is to compile a Personal Development Plan. The PDP has 7 columns that need to be completed. An example is attached as Appendix A.

Column 1: Skills/Performance GAP

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
E.g. 1. Appraise Performance of Managers	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R 6 000	March 200...	Appraisal of managers reporting to him / her	Senior Manager: Training/ HR

(a) The Identified training needs should be entered into column one. The following should be taken into consideration:

Organisational needs

Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.

The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gaps.

Specific competency gaps as identified during the probation period and performance appraisal of the employee.

Individual training needs that are job / career related.

Prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan, Personal Development Plans and the Workplace Skills Plan.

Column 2: Outcomes Expected

1. Skills / Performance Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
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Consideration must be given to the outcomes expected in column 2 so that once the intervention is completed the impact it had can be measured against relevant output indicators.

7. Column 7: Support Person

1. Skills / Performan ce Gap (in order of priority)	2. Outcomes Expected (measurable indicators: quantity, quality and time frames)	3. Suggested training and / or developmen t activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportuni ty created to practice skill / developm ent area	7. Support Person
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This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.



**LEPHALALE LOCAL
MUNICIPALITY**

**FINANCIAL DISCLOSURE
FORM**

NAME: BOITUMELO CHARITY RADIPABE

**FOR THE
FINANCIAL YEAR:
1 JULY 2019 - 30 JUNE 2020**

STRICTLY CONFIDENTIAL

5. Consultancies, Retainerships and Relationships

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

6. Subsidies, grants and sponsorships by any organisation

Source of assistance	Description of assistance	Value of assistance

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

Description	Value	Member

8. Land and property

Description	Extent	Area	Value
Property		Tucon Modimolle	± R610 000.

[Signature]

SIGNATURE OF SENIOR MANAGER

DATE: 26/07/2019

PLACE: Lophatane



LEPHALALE MUNICIPALITY

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

[schedule 1 amended by sub-section 45 and 46 of local government laws Amended Act No 51 of 2002]

1. Definitions

In this schedule partner means a person who permanently lives with another person in a manner if married

2. General conduct

A staff member of a municipality must at all times

- (a) Loyal execute the lawful policies of the municipal Council.
- (b) Perform the functions of office in good faith diligently honestly and in a transparent manner.
- (c) Act in such a way that the spirit purpose and objects of section 50 are promoted.
- (d) Act in the best interest of the municipality and in such a way that the credibility and integrity of the municipal are not compromised and
- (e) Act impartially and treat all people including other staff members equally without favour Or

3. Commitment to serving the public interest.

A staff member of a municipal of a public servant in a developmental local system and must accordingly:

- (a) Implement the provisions of section 50 (2)
- (b) foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets

6. Unauthorised disclosure of information

(1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person

(2) For the purpose of this item "privileged or confidential information includes any information.

- (a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential
- (b) discussed in closed session by the council or a committee of the council
- (c) disclosure of which would violate person's right to privacy or
- (d) declared to be privileged confidential or secret in terms of any law

3. This item does not delegate from a person's right or access to information in terms of national legislation

7. Undue influence

(1) A staff member of a municipality may not:

- (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
- (b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
- (c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.

8. Rewards, gifts and favours

(1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for:

- (a) persuading the council of the municipality, or nay structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
- (b) making a representation to the council, or nay structure or functionary of the council;
- (c) disclosing any privileged or confidential information; or
- (d) doing or not doing anything within that staff member's powers or duties.

(2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of subitem (1)

- (c) Transfer to another post;
- (d) Reduction in salary, allowances or other benefits; or
- (e) An appropriate fine.

[Item 14A inserted by s. 29 of Act No. 44 of 2003]

LEGISLATION AMENDED

1. Repeals sections 31 and 32 of, and Schedule 5 to, the Municipal Structures Act, No. 117 of 1998.
2. Amends section 27 of the Municipal Structures Act, No. 117 of 1998, by substituting paragraph (d)
3. Amends section 81 of the Municipal Structures Act, No. 117 of 1998, by substituting subsection (5)
4. Amends section 82 of the Municipal Structures Act, No. 117 of 1998, by adding subsection (2), the existing section becoming subsection (1)
5. Amends Schedule 4 of the Public Finance Management Act, No. 1 of 1999, by adding item 2.

NAME AND SURNAME: Charity Radtse EMPLOYEE NO: 702

ID NO: 760116 0353 080

Charity Radtse

SIGNATURE:

EMPLOYEE

26/07/2019

DATE: