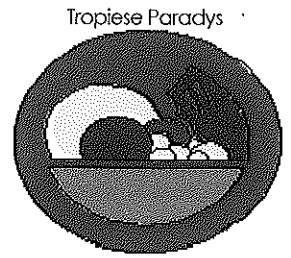


**GROTER TZANEEN MUNISIPALITEIT  
GREATER TZANEEN MUNICIPALITY**

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Tropical Paradise

**PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN

GREATER TZANEEN MUNICIPALITY

**AS REPRESENTED BY THE ACTING MUNICIPAL MANAGER**

**OBBY ZOPHANNA MKHOMBO**

AND

**ELIAS LEVERS MUGARI**

**THE EMPLOYEE OF THE MUNICIPALITY**

FOR THE

**FINANCIAL YEAR: 1 JULY 2014 - 30 JUNE 2015**

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### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1 July 2014 and will remain in force until 30 June 2015; 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 the beginning of the first month of the 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 the performance objectives and targets that must be met by the **Employee**; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives 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 key objectives; key performance indicators; targets that may include dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 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 in terms of the position.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** Integrated Development Plan as developed per the Balanced Scorecard methodology.

### 5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

- 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 required standards.
- 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, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

<b>Key Performance Areas</b>	<b>Weighting</b>
Municipal Institutional Development and Transformation	40
Basic Service Delivery	0
Local Economic Development (LED)	10
Municipal Financial Viability and Management	10
Good Governance and Public Participation	40
<b>Total</b>	<b>100%</b>

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.
- 5.8 The CCR's will constitute the other 20% of the **Employee's** assessment score. CCR's contained in the table below are as in accordance with Regulation 9 of the Local Government Regulations on appointment and conditions of employment of Senior Managers (Regulation no 21 of 2014). In accordance with this regulation all these competencies are essential and all these competencies must be considered measurable and critical in assessing the performance of the **Employee**.

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**Table 2. REGULATORY COMPETENCY REQUIREMENTS**

Competencies	Components	Competency Definition	Weighting % (total 100%)
<b>Leading competencies</b>			
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and dispute Management</li> </ul>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Programme and Project Management	<ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	Able to compile, plan 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	10%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	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	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	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%

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Competencies	Components	Competency Definition	Weighting % (total 100%)
<b>Core Competencies</b>			
Moral competence	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Transparency</li> <li>• Accountability</li> </ul>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> <li>• Time management</li> <li>• Forward planning</li> <li>• Project Management</li> </ul>	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	10%
Analysis and Innovation	<ul style="list-style-type: none"> <li>• Objective problem analysis</li> <li>• Innovative thinking</li> <li>• Process optimisation</li> </ul>	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	5%
Knowledge and Information Management	<ul style="list-style-type: none"> <li>• Gain and share knowledge</li> <li>• Data analysis</li> <li>• Employee Empowerment</li> </ul>	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	<ul style="list-style-type: none"> <li>• Balance diverse perspectives</li> <li>• Communication with stakeholders</li> <li>• Compile clear &amp; concise reports</li> </ul>	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%
Results and Quality Focus	<ul style="list-style-type: none"> <li>• Setting high standards</li> <li>• Results orientation</li> <li>• Monitoring &amp; Evaluating progress</li> </ul>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
			100%

## 6. EVALUATING PERFORMANCE

6.1 The Performance Plan (Annexure A) to this Agreement sets out -

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

6.1.2 The intervals for the evaluation of the employees performance

6.2 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.

6.3 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 agreed time frames in the Personal Development.

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

6.5 The bi-annual and annual performance appraisal will involve:

### 6.5.1 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) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

### 6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The achievement levels for CCRs as provided for in Annexure A of Regulation 21 of 2014 and presented in Table 3 below, must be utilised

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**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies		Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Strategic Direction and Leadership	Leading competencies	<ul style="list-style-type: none"> <li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire other to achieve set mandate</li> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole</li> <li>Demonstrate a basic understanding of key decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>Develop action plans to execute and guide strategy implementation</li> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>Displays an awareness of institutional structures and political factors</li> <li>Effectively communicate barriers to execution to relevant parties</li> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>Understand the aim and objectives of the institution and relate it to own work</li> <li>Seek opportunities to increase team contribution and responsibility</li> <li>Respect and support the diverse</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent</li> <li>Display in-depth knowledge and understanding of strategic planning</li> <li>Align strategy and goals across all functional areas</li> <li>Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>Consistently challenge strategic plans to ensure relevance</li> <li>Understand institutional structures and political factors, and the consequences of actions</li> <li>Empower others to follow strategic direction and deal with complex situations</li> <li>Guide the institution through complex situations and ambiguous concern</li> <li>Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> <li>Identify ineffective team and work processes and recommend remedial interventions</li> <li>Recognise and reward effective and desired behaviour</li> <li>Provide</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities</li> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>Hold self accountable for strategy execution and results</li> <li>Provide impact and influence through building and maintaining strategic relationships</li> <li>Create an environment that facilitates loyalty and innovation.</li> <li>Display a superior level of self-discipline and integrity in actions</li> <li>Integrate various systems into a collective whole to optimise institutional performance management</li> <li>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution</li> <li>Foster a</li> </ul>
People Management		<ul style="list-style-type: none"> <li>Participate in team goal-setting and problem-solving</li> <li>Interact and collaborate with people of</li> </ul>			

<sup>1</sup> As prescribed by Regulation 21 of 2014



**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
<p>Programme and Project Management</p>	<p>diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives</p> <ul style="list-style-type: none"> <li>• Initiate projects after approval from higher authorities</li> <li>• Understand procedures of programme and project management methodology, implications and stakeholder involvement</li> <li>• Understand the rational of projects in relation to the institution's strategic objectives</li> <li>• Document and communicate factors and risk associated with own work</li> <li>• Use results and approaches of successful project implementation as guide</li> </ul>	<p>nature of others and be aware of the benefits of a diverse approach• Effectively delegate tasks and empower others to increase contribution and execute functions optimally• Apply relevant employee legislation fairly and consistently• Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfil the strategic mandate</p> <ul style="list-style-type: none"> <li>• Establish broad stakeholder involvement and communicate the project status and key milestones</li> <li>• Define the roles and responsibilities of the project team and create clarity around expectations</li> <li>• Find a balance between project deadline and the quality of deliverables</li> <li>• Identify appropriate project resources to facilitate the effective completion of the deliverables</li> <li>• Comply with statutory requirements and apply policies in a consistent manner</li> <li>• monitor progress and use of resources and make needed</li> </ul>	<p>mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• Inspire a culture of performance excellence by giving positive and constructive feedback to the team• Achieve agreement or consensus in adversarial environments• Lead and unite diverse teams across divisions to achieve institutional objectives</p> <ul style="list-style-type: none"> <li>• Manage multiple programmes and balance priorities and conflicts according to institutional goals</li> <li>• Apply effective risk management strategies through impact assessment and resource requirements</li> <li>• Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>• Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>• Identify and apply contemporary project management methodology</li> <li>• Influence and motivate project team to deliver exceptional results</li> <li>• Monitor policy implementation and apply procedures to manage risks</li> </ul>	<p>culture of discipline, responsibility and accountability• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution• Develop comprehensive integrated strategies and approaches to human capital development and management• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management</p> <ul style="list-style-type: none"> <li>• Understand and conceptualise the long-term implications of desired project outcomes</li> <li>• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li> <li>• Consider and initiate projects that focus on achievement of the long-term objectives</li> <li>• Influence people in positions of authority to implement outcomes of projects</li> <li>• Lead and direct translation of policy into workable action plans</li> <li>• Ensures that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>

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**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Financial Management	<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>Understand the importance of financial accountability</li> <li>Understand the importance of asset control</li> </ul>	<p>adjustments to timelines, steps and resource allocation</p> <ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate</li> <li>Assess, identify and manage financial risks</li> <li>Assume a cost-saving approval to financial management</li> <li>Prepare financial reports based on specified formats</li> <li>Consider and understand the financial implications of decisions and suggestions</li> <li>Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>Address complex budgeting and financial management concerns</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>Advise on policies and procedures regarding asset control</li> <li>Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>Set budget frameworks for the institution</li> <li>Set strategic direction for the institution on expenditure and other financial processes</li> <li>Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>Actively identify and implement new methods to improve asset control</li> <li>Display professionalism in dealing with financial data and processes</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements</li> <li>Understand the structure</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these</li> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the</li> </ul>	<p>Able to link risk initiative into key institutional objectives and drivers</p> <ul style="list-style-type: none"> <li>Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles</li> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements</li> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework</li> <li>Able to advise Local</li> </ul>

**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

<b>Competencies</b>	<b>Basic (2)</b>	<b>Competent (3)</b>	<b>(Advanced) (4)</b>	<b>(Superior) (5)</b>
	<p>of cooperative government but requires guidance on fostering workable relationships between stakeholders</p> <ul style="list-style-type: none"> <li>• Provide input into policy formulation</li> </ul>	<p>institution</p> <ul style="list-style-type: none"> <li>• Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate a thorough understanding of risk retention plans</li> <li>• Identify and implement comprehensive risk management systems and processes</li> <li>• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement</li> </ul>	<p>Government on risk management strategies, best practice interventions and compliance management</p> <ul style="list-style-type: none"> <li>• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government</li> <li>• Able to shape, direct and drive the formulation of policies on a macro level</li> </ul>
<b>Core Competencies</b>				
Moral competence	<ul style="list-style-type: none"> <li>• Realise the impact of acting with integrity, but requires guidance and development in implementing principles</li> <li>• Follow the basic rules and regulations of the institution</li> <li>• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct self in alignment with the values of Local Government and the institution</li> <li>• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver</li> <li>• Actively report fraudulent activity and corruption within local government</li> <li>• Understand and honour the confidential nature of matters without seeking personal gain</li> <li>• Able to deal with situations of conflict of interest promptly and in the best interest of local government</li> </ul>	<ul style="list-style-type: none"> <li>• Identify, develop, and apply measures of self-correction</li> <li>• Able to gain trust and respect through aligning actions with commitments</li> <li>• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders</li> <li>• Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li> <li>• Takes an active stance against corruption and dishonesty when noted</li> <li>• Actively promote the value of the institution to internal and external stakeholders</li> <li>• Able to work in unity with a team and not seek personal gain</li> <li>• Apply universal moral principles consistently to achieve moral decisions</li> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful</li> </ul>	<ul style="list-style-type: none"> <li>• Create an environment conducive of moral practices</li> <li>• Actively develop and implement measures to combat fraud and corruption</li> <li>• Set integrity standards and shared accountability measures across the institution to support the objectives of local government</li> <li>• Take responsibility for own actions and decisions, even if the consequences are unfavourable</li> </ul>
Planning and Organising	<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives</li> <li>• Understand the process</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task</li> <li>• Recognise the urgency and</li> </ul>		<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions</li> <li>• Able to project and forecast</li> </ul>

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**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	<b>Basic (2)</b>	<b>Competent (3)</b>	<b>(Advanced) (4)</b>	<b>(Superior) (5)</b>
Analysis and Innovation	<p>of planning and organising but requires guidance and development in providing detailed and comprehensive plans</p> <ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met</li> <li>• Focus on short-term objectives in developing plans and actions</li> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<p>importance of tasks</p> <ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives</li> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources</li> <li>• Measures progress and monitor performance results</li> </ul>	<p>implementation</p> <ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks and projects</li> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>• Identify possible risk factors and design and implement appropriate contingency plans</li> <li>• Adapt plans in light of changing circumstances</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance</li> <li>• Coaches team members on analytical and innovative approaches and techniques</li> <li>• Engage with appropriate individuals in analysing and resolving complex problems</li> <li>• Identify solutions on various areas areas in the institution</li> <li>• Formulate and implement new ideas throughout the institution</li> <li>• Able to gain approval and buy-in for proposed interventions from relevant stakeholders</li> <li>• Identify trends and best practices in process and service delivery and propose institutional application</li> <li>• Continuously engage in research to identify client needs</li> </ul>	<p>short, medium and long term requirements of the institution and local government</p> <ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of the institutional objectives</li> </ul> <ul style="list-style-type: none"> <li>• Demonstrate complex analytical and problem solving approaches and techniques</li> <li>• Create an environment conducive to analytical and fact-based problem-solving</li> <li>• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</li> <li>• Create an environment that fosters innovative thinking and follows a learning organisation approach</li> <li>• Be a thought leader on innovative customer service delivery, and process optimisation</li> <li>• Play an active role in sharing best practice solutions and</li> </ul>

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**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Knowledge and Information Management	<ul style="list-style-type: none"> <li>Collect, categorise and track relevant information required for specific tasks and projects</li> <li>Analyse and interpret information to draw conclusions</li> <li>Seek new sources of information to increase the knowledge base</li> <li>Regularly share information and knowledge with internal stakeholders and team members</li> </ul>	<p>stakeholders</p> <ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes</li> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing</li> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions</li> <li>Actively create mechanisms and structures for sharing of information</li> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems</li> <li>Develop standards and processes to meet future knowledge management needs</li> <li>Share and promote best-practice knowledge management across various institutions</li> <li>Establish accurate measures and monitoring systems for knowledge and information management</li> <li>Create a culture conducive of learning and knowledge sharing</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>	<p>engage in national and international local government seminars and conferences</p> <ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information</li> <li>Establish partnerships across local government to facilitate knowledge management</li> <li>demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach</li> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools</li> <li>Express ideas in a clear</li> </ul>	<ul style="list-style-type: none"> <li>Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating</li> <li>Able to understand, tolerate and appreciate diverse perspectives, attitudes and</li> </ul>	<ul style="list-style-type: none"> <li>Effectively communicate high-risk and sensitive matters to relevant stakeholders</li> <li>Develop a well-defined communication strategy</li> <li>Balance political perspectives with institutional needs when communicating viewpoints on complex issues</li> </ul>	<ul style="list-style-type: none"> <li>Regarded as a specialist in negotiations and representing the institution</li> <li>Able to inspire and motivate others through positive communication that is impactful and relevant</li> </ul>

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**Table 3: Achievement levels for Competency Requirements<sup>1</sup>**

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
	<p>and focused manner, but does not always take the needs of the audience into consideration</p> <ul style="list-style-type: none"> <li>Disseminate and convey information and knowledge adequately</li> </ul>	<p>beliefs</p> <ul style="list-style-type: none"> <li>Adapt communication content and style to suit the audience and facilitate optimal information transfer</li> <li>Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders</li> <li>Compile clear, focused, concise and well-structured written documents</li> </ul>	<ul style="list-style-type: none"> <li>Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</li> <li>Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution</li> <li>Able to communicate with the media with high levels of moral competence and discipline</li> </ul>	
Results and Quality Focus	<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters</li> <li>Show a basic commitment to achieving the correct results</li> <li>Produce the minimum level of results required in the role</li> <li>Produce outcomes that is of a good standard</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities</li> <li>Display firm commitment and pride in achieving the correct results</li> <li>Set quality standards and design processes and tasks around achieving set standards</li> <li>Produce output of high quality</li> <li>Able to balance the quantity and quality of results in order to achieve objectives</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards</li> <li>Follow task and projects through to completion</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations</li> <li>Maintain a focus on quality outputs when placed under pressure</li> <li>Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations</li> <li>Take appropriate risks to accomplish goals</li> <li>Overcome setbacks and adjust action plans to realise goals</li> <li>Focus people on critical activities that yield a high impact</li> </ul>

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### 6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's & CCR's, (see **Table 4**):

Table 4: Rating Scale			
Rating	Terminology	Description	% Score
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.	167%
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.	(133-166%)
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.	(100-132%)
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 performance criteria and indicators as specified in the PA and Performance Plan.	(67-99%)
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.	(0-66 %)

6.7 For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established -

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- 6.7.1 Municipal Manager;
- 6.7.2 Chairperson of the Performance Audit Committee
- 6.7.3 Member of the Executive Committee;
- 6.7.4 Municipal Manager from another municipality; and
- 6.7.5 One Manager (head of a Division) from within the department.

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

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the **Employee** in relation to 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 informal if performance is satisfactory:

First quarter	:	July – September 2014	(October 2014)
Second quarter	:	October – December 2013 <sup>4</sup>	(January 2015)
Third quarter	:	January – March 2015	(April 2015)
Fourth quarter	:	April – June 2015	(July 2015)

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

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 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.

7.5 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.

## 8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as **Annexure B**.

## 9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 Create an enabling environment to facilitate effective performance by the Employee.
- 9.1.2 Provide access to skills development and capacity building opportunities.
- 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**.
- 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable her to meet the performance objectives and targets established in terms of this Agreement.
- 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist her to meet the performance objectives and targets established in terms of this Agreement.

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## 10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
  - 10.1.1 A direct effect on the performance of any of the **Employee's** functions.
  - 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**.
  - 10.1.3 A substantial financial effect on the **Employer**.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 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:
  - 11.2.1 A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%.
  - 11.2.2 A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
  - 11.2.3 Specific bonus percentages will be determined on a sliding scale (as contained in the PMS Policy of Council), proportionately to the points scored, rounded up to the next 0.25 percentage. eg. 136% score = 6.678% = 6.75% bonus.
- 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 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 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 –
  - 12.1.1 The MEC for local government in the Province within thirty (30) days of receipt of a formal dispute from the **Employee**
  - 12.1.2 Any other person appointed by the MEC
  - 12.1.3 In the case of managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, the dispute procedures as per the Contract of Employment shall apply.

**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.

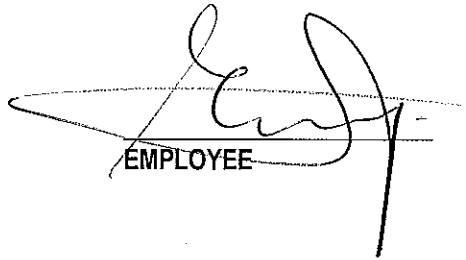
13.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

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 TZANEEN on this the 29th day of July.....2014

**AS WITNESSES:**

1. \_\_\_\_\_

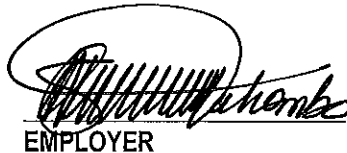


EMPLOYEE

2. \_\_\_\_\_

**AS WITNESSES:**

1. \_\_\_\_\_



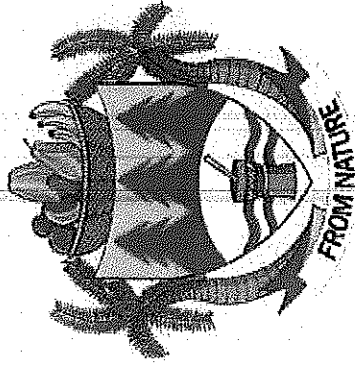
EMPLOYER

2. \_\_\_\_\_

# GREATERTZANEEN MUNICIPALITY

Appendix 2A

## Performance Plan 2014/15 DIRECTOR



### Employee Details

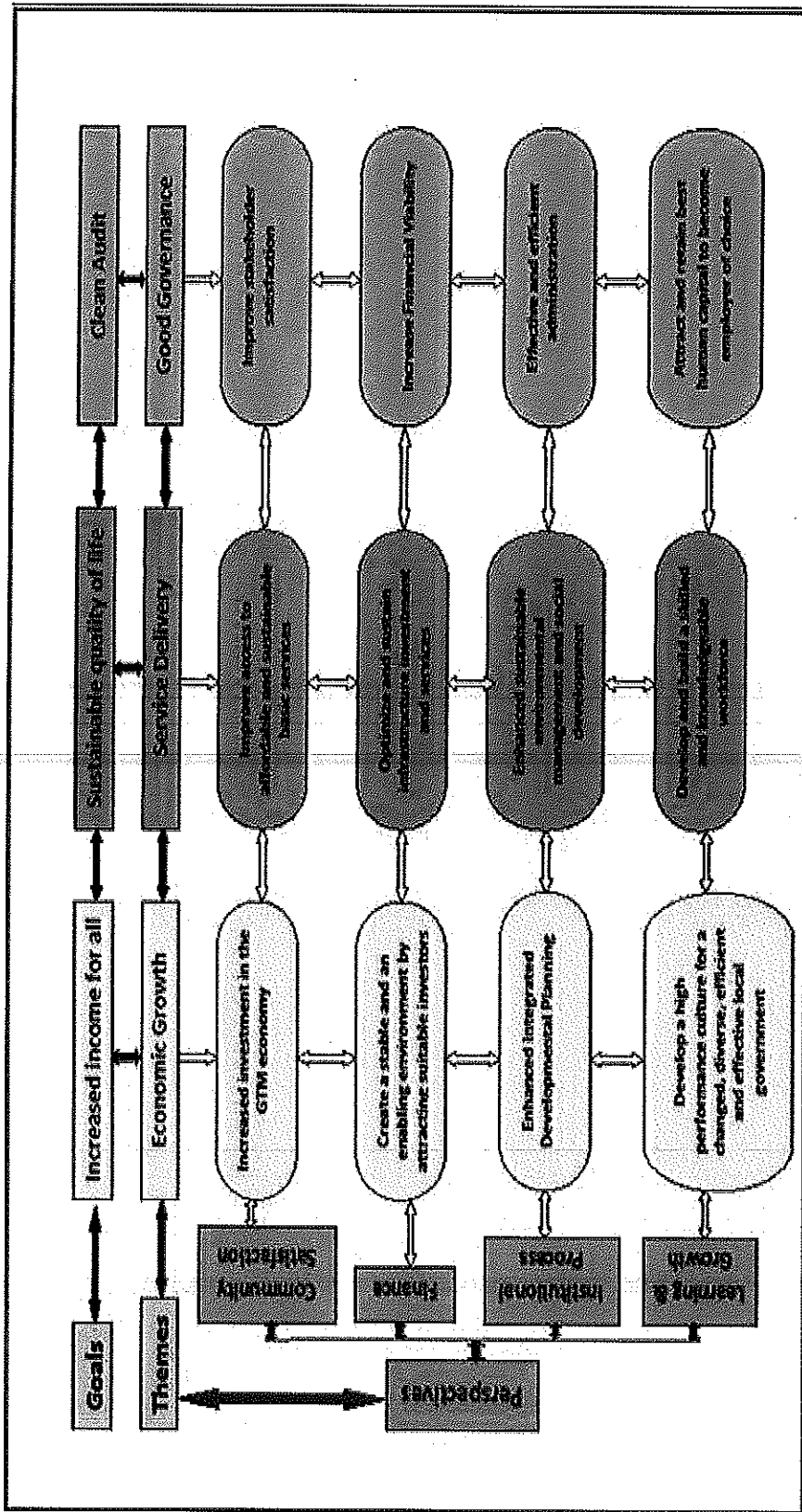
**Name:** Elias Levers Mugar  
**Position:** Director Corporate Services  
**Accountable to:** Municipal Manager  
**Period:** 1 July '14 - 30 June '15

### Content:

1. Strategy Map
2. Purpose of the Position
3. Key Performance Areas: Position Weighting
4. Key deliverables - Key Performance Indicators
5. Key Deliverables - Projects
6. Competencies
7. Performance Assessment Process
8. Rating Scale
9. Approval of Personal Performance Plan

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GTM STRATEGY MAP



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## 2. Purpose of the position

<b>Municipal Vision</b>
To be the most prosperous economy in the country where communities are integrated and have access to sustainable basic services
<b>Municipal Mission</b>
To stimulate economic growth and improve the quality of life through sustainable, integrated service delivery and partnerships
<b>Position Vision</b>
To become an employer of choice where best human capital can be attracted for customer orientated developmental local government where innovative systems, processes and quality services and sound governance are practiced
<b>Position Mission</b>
To lead and direct the Department in legal, human resources and administrative and management information systems for economic, efficient, effective and customer orientated services

## 3. Key Performance Areas: Position Weighting

KPA*	% Weight
Basic Service Delivery	10
Local Economic Development	10
Good Governance and Public Participation	80
<b>Weighted Total</b>	<b>80%</b>
<b>Competencies</b>	<b>20%</b>
<b>Grand Total</b>	<b>100%</b>

\* As contained in the GTM Strategy Map

#### 4. Key deliverables - Key Performance Indicator's

Thrust/ KPA	Strategic Objective	Programme	Key Performance Indicator	KPI weight (%)	Baseline (Actual 2013/14)	Target Sept '14	Target Dec '14	Target Mar '15	Target Jun '15	Means of Verification
BSD	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of employees successfully trained	30%	172	50	100	150	200	WSP Approval by MM Attendance Register
BSD	Develop and build skilled and knowledgeable workforce	Capacity building and Training	Work place skills plan submitted to LGSETA by 30 Apr	30%	30-Apr	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	30-Apr	WSP Acknowledgement of receipt
BSD	Develop and build skilled and knowledgeable workforce	Capacity building and Training	# of officials successfully completed minimum competency levels	40%	21 Officials	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	23	CPMD Training Results MFMP Training results
GG	Attract and retain the best human capital to become employer of choice	Human Resource Management	Number of Section 57 posts vacant for more than three months	5%	1	0	0	0	0	Staff establishment
GG	Effective and Efficient administration	Council Support	% of Departmental Council resolutions implemented	4%	actual awaited	100%	100%	100%	100%	Departmental Resolution register
GG	Effective and Efficient administration	Council Support	MPAC oversight report on Annual Report submitted to Council by 31 March	4%	28-Mar	Not applicable this quarter	Not applicable this quarter	31-Mar	Not applicable this quarter	MPAC Report on AR
GG	Effective and Efficient administration	Council Support	# of Council meetings held (formal)	2%	14	1	2	3	4	Council Minutes Minutes and attendance registers
GG	Effective and Efficient administration	Council Support	# of Exco meetings held	2%	21	7	12	19	26	Minutes and attendance registers
GG	Effective and Efficient administration	Information management	# IT Help desk incidents attended to	2%	0	400	400	400	400	Statistical report
GG	Effective and Efficient administration	Information management	# ICT awareness campaign	4%	0	Not applicable this quarter	1	Not applicable this quarter	2	Programme Invitations Attendance Register
GG	Effective and Efficient administration	Information management	% Antivirus Patches and Windows Updates	4%	0	80%	90%	100%	100%	Screen dump or Print Screen

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#### 4. Key deliverables - Key Performance Indicator's

Thrust/ KPA	Strategic Objective	Programme	Key Performance Indicator	KPI weight (%)	Baseline (Actual 2013/14)	Target Sept '14	Target Dec '14	Target Mar '15	Target Jun '15	Means of Verification
GG	Effective and Efficient administration	Information management	% Broadband Availability in Satellite offices	4%	0	100%	100%	100%	100%	Broadband Statistical report
GG	Effective and Efficient administration	Information management	IT policy approved by Council by 30 Sept	4%	new indicator	30-Sep	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	IT Policy Council Minutes
GG	Effective and Efficient administration	Information management	IT Disaster Recovery Plan approved by Council by 30 Sept	4%	new indicator	30-Sep	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Disaster Recovery Plan Council Minutes
GG	Effective and Efficient administration	Information management	% of Attendance to IT faults within 24Hours.	4%	100%	100%	100%	100%	100%	Monthly IT Helpdesk reports on Jobs completed (Jobboard based)
GG	Effective and Efficient administration	Labour Relations	# of Local Labour Forum (LLF) meetings.	4%	4	3	6	9	12	Notice of meeting Minutes and attendance registers
GG	Effective and Efficient administration	Legal support	% SLAs signed within 10 days of receiving acceptance	4%	92%	100%	100%	100%	100%	SLA register
GG	Effective and Efficient administration	Management and Administration	# of CORP departmental meetings	2%	1	1	3	4	6	Minutes and Attendance registers of Management meetings
GG	Effective and Efficient administration	Performance monitoring and reporting	# of Corporate Services Departmental monthly reports submitted on time	2%	actual awaited	3	6	9	12	Monthly Reports Proof of submission
GG	Effective and Efficient administration	Performance monitoring and reporting	# of SDBIP PoE's submitted to Internal Audit within 10 working days of close of quarter	4%	0	1	2	3	4	Acknowledgement of receipt from Internal Audit
GG	Effective and Efficient administration	Regulatory Framework	# of By-laws gazetted	4%	0	3	6	9	12	By-Law Register Report on contravention legal action

#### 4. Key deliverables - Key Performance Indicator's

Thrust/ KPA	Strategic Objective	Programme	Key Performance Indicator	KPI weight (%)	Baseline (Actual 2013/14)	Target Sept '14	Target Dec '14	Target Mar '15	Target Jun '15	Means of Verification
GG	Effective and Efficient administration	Sound Governance	% of Internal Audit queries responded to within 10 days	4%	100%	100%	100%	100%	100%	Register of Internal Audit queries & corresponding reports
GG	Improve stakeholder satisfaction	Communication	# of media briefings arranged	2%	2	1	2	3	4	Notice of media briefing Attendance Register Publications
GG	Improve stakeholder satisfaction	Communication	# of newsletters produced	2%	0	1	2	3	4	Register Publications
GG	Improve stakeholder satisfaction	Communication	# of statutory provisions (website) complied with as contained in Section 75 (a-f) of MFMA within 5 days of approval	4%	23	12	12	12	12	Printscreen of placements Website update register
GG	Improve stakeholder satisfaction	Public Participation	# of Mayoral (local) imbizos held	2%	0	3	5	8	10	Minutes and Attendance register
GG / MFVM	Increase financial viability	Budget management	% of CORP departmental budget spent	4%	99%	25%	50%	75%	100%	Monthly financial budget reports
GG / MFVM	Increase financial viability	Budget management	% of departmental personnel budget spent	4%	101%	25%	50%	75%	100%	Monthly financial budget reports
GG / MFVM	Increase financial viability	Financial reporting	% of AG queries responded to within 3 working days	4%	100%	Not applicable this quarter	100%	Not applicable this quarter	Not applicable this quarter	Register of Audit queries & corresponding reports
GG / MFVM	Increase financial viability	Municipal Assets	# of departmental asset verifications done	4%	1	0	1	1	2	Asset verification checklist
GG / PP	Develop effective and sustainable stakeholder relations	Ward Committees	# of Quarterly Summarised Ward Committee reports circulated to Directors	4%	0	1	2	3	4	*Consolidated Ward Committee Reports *Circulation notices

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#### 4. Key deliverables - Key Performance Indicator's

Thrust/ KPA	Strategic Objective	Programme	Key Performance Indicator	KPI weight (%)	Baseline (Actual 2013/14)	Target Sept '14	Target Dec '14	Target Mar '15	Target Jun '15	Means of Verification
GG/ PP	Improve stakeholder satisfaction	Ward Committees	# of monthly ward committee meetings	3%	408	102	204	306	408	Register of Ward Committee Meetings & Minutes
LED/ MTOD	Develop a high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	# of CORP Manager's with signed performance plans by 31 August	100%	3	5	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Signed Performance Plans

### 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight	Target date	Opex Budget 2014/15	Capex Budget 2014/15	Qtr target Sept '14	Qtr target Dec '14	Qtr target Mar '15	Qtr target Jun '15	Means of Verification
BSD	Enhance sustainable environmental management and social development	Special Programmes	Special Programmes Management	100%	30/06/2015	R 350 000		Ensure that GTM coordinates Calendar days for special programmes and are mainstreamed	Ensure that GTM coordinates Calendar days for special programmes and are mainstreamed	Ensure that GTM coordinates Calendar days for special programmes and are mainstreamed	Ensure that GTM coordinates Calendar days for special programmes and are mainstreamed	Special Programmes Activity Plan Invitations Minutes/Reports and Attendance Registers
GG	Effective and Efficient administration	Council Support	Office of the Chief Whip Support	10%	30/06/2015			Ensure effective administration in the Office of the Chief Whip. Facilitate the appointment of a secretary for the Chief Whip.	Ensure effective administration in the Office of the Chief Whip by providing secretarial support	Ensure effective administration in the Office of the Chief Whip by providing secretarial support	Ensure effective administration in the Office of the Chief Whip by providing secretarial support	Appointment letter of Secretary Monthly activity reports
GG	Effective and Efficient administration	Council Support	Office of the Mayor support	10%	30/06/2015			Ensure effective administration in the Office of the Mayor by providing administrative and logistical support	Ensure effective administration in the Office of the Mayor by providing administrative and logistical support	Ensure effective administration in the Office of the Mayor by providing administrative and logistical support	Ensure effective administration in the Office of the Mayor by providing administrative and logistical support	Monthly Activity Reports
GG	Effective and Efficient administration	Council Support	Office of the Speaker Support	10%	30/06/2015			Ensure effective administration in the Office of the Speaker. Coordinate Administrative support in terms of Public Participation	Ensure effective administration in the Office of the Speaker. Coordinate Administrative support in terms of Public Participation	Ensure effective administration in the Office of the Speaker. Coordinate Administrative support in terms of Public Participation	Ensure effective administration in the Office of the Speaker. Coordinate Administrative support in terms of Public Participation	Correspondence -Public Participation report -Consolidated Ward Committee report
GG	Effective and Efficient administration	Information management	Fireproofing (Environmental monitoring system)	10%	30/06/2015	n/a	R 500 000	Draft specifications and submit to Supply Chain for procurement process	Appointment of a service provider for Fireproofing in the server room completed	Monitor the installation of the Fireproofing (Environmental Monitoring System)	Installation completed	Specifications Appointment letter Proof of payment
GG	Effective and Efficient administration	Management and Administration	Purchase office furniture, equipment and books for the Corporate Services department	5%	30/06/2016		R 300 000	Procurement of furniture and books as and when the need requires	Procurement of furniture and books as and when the need requires	Procurement of furniture and books as and when the need requires	Procurement of furniture and books as and when the need requires	Invoices & Proof of payment Asset Register update
GG	Effective and Efficient administration	Organisational Design	Review of Organogramme	10%	30/06/2015			Routine update organogram as and when required	Routine update organogram as and when required	Ensure that Organogram is revised in line with the revised IDP and finalise for submission to Council	Ensure that revised Organogram is approved by Council	Council Minutes

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### 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight	Target date	Opex Budget 2014/15	Capex Budget 2014/15	Qtr target Sept '14	Qtr target Dec '14	Qtr target Mar '15	Qtr target Jun '15	Means of Verification
GG	Effective and Efficient administration	Regulatory Framework	Promulgation of By-laws	10%	30/06/2015			Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation.	Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation.	Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation.	Ensure that by-laws are promulgated. Monitor the public participation process and finalise by-laws for promulgation.	Government Gazette Invitations to and Minutes of Public Participation sessions
GG	Improve stakeholder satisfaction	Public Participation	Public Participation management	10%	30/06/2015			Monitor the drafting of an Integrated Public Participation programme in consultation with all Departments and finalise by end July. Monitor implementation	Monitor implementation of the Integrated Public Participation Programme	Monitor implementation of the Integrated Public Participation Programme	Monitor implementation of the Integrated Public Participation Programme	Integrated Public Participation programme, Invitations Attendance Register
GG/PP	Improve stakeholder satisfaction	Ward Committees	Ward Committees Functionality	10%	30/06/2015			Monitor support given to ward committees ensure that monthly reports are submitted and service delivery issues directed to the relevant department	Monitor support given to ward committees ensure that monthly reports are submitted and service delivery issues directed to the relevant department	Monitor support given to ward committees ensure that monthly reports are submitted and service delivery issues directed to the relevant department	Monitor support given to ward committees ensure that monthly reports are submitted and service delivery issues directed to the relevant department	Monthly WC reports Correspondence with Departments
GG/MF/M	Increase Financial Viability	Asset Management	Asset management	5%	30/06/2015			Manage Departmental Assets ensure that Asset register are kept up to date and conduct mid-year asset verification	Manage Departmental Assets ensure that Asset register are kept up to date and conduct mid-year asset verification	Manage Departmental Assets ensure that Asset register are kept up to date and cooperate with asset verification	Manage Departmental Assets ensure that Asset register are kept up to date and cooperate with asset verification	Bi-Annual Departmental Asset verification reports
GG/MTOD	Attract and retain the best human capital to become employer of choice	Human Resource Management	Personel Provisioning	5%	30/06/2015			Revise Personnel Provisioning policy .	Submit Revised policy to Council for approval	Monitor implementation of revise policy and report monthly	Monitor implementation of revise policy and report monthly	Council Resolution Personnel provisioning policy Monthly reports
GG/MTOD	Effective and Efficient administration	Sound Governance	Institutional Plan	5%	30/06/2015			Initiate and monitor organisational re-engineering	Complete Job evaluations	Draft Institutional Plan and submit to Council with draft IDP	Finalise institutional plan and ensure approval by Council	Council Resolution on Institutional Plan

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### 5. Key deliverables - Projects

Thrust/ KPA	Strategic Objective	Programme	Project/ Initiative	Project Weight	Target date	Opex Budget 2014/15	Capex Budget 2014/15	Qtr target Sept '14	Qtr target Dec '14	Qtr target Mar '15	Qtr target Jun '15	Means of Verification
LED/MTOD	Develop high performance culture for a changed, diverse, efficient and effective local government	Employee Performance Management	Performance monitoring & evaluation	70%	30/06/2015			Participate in the Annual Performance Assessment for 2013/14. Ensure that scoresheets are completed in time & POEs are complete	Conduct an informal assessment of 1st Quarter Performance of relevant employees in the Department and send report to the MM by end October	Participate in the mid-year employee performance evaluations for 2014/15. Ensure that scoresheets are completed in time & POEs are complete	Conduct an informal assessment of the 3rd Quarter Performance of relevant employees in the Department and submit report to the MM by end April	1st & 3rd Qtr Informal Departmental Individual Performance Reports Correspondence Acknowledgement of receipt of POEs from Internal Audit & for Scoresheet from PMS
LED/SR	Integrated Developmental Planning	Neighbourhood Development	Rural Broadband (NDPG)	30%	30/06/2015	R 1 262 000		Monitor the appointment of a contractor and the construction of new reception tower. Report progress to Council	Monitor the Construction of a new reception tower. To be completed by December. Report progress to Council	New reception tower completed.	New reception tower completed.	NDPG Progress Reports CSD monthly report Minutes of NDPG meetings

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## 6. REGULATORY COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting % (total 100%)
<b>Leading competencies</b>			
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and dispute Management</li> </ul>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Programme and Project Management	<ul style="list-style-type: none"> <li>• Programme and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Programme and Project Monitoring and Evaluation</li> </ul>	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	Able to compile, plan 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	10%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	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	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance management</li> <li>• Cooperative Governance</li> </ul>	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%

## 6. REGULATORY COMPETENCY REQUIREMENTS

Competencies	Components	Competency Definition	Weighting % (total 100%)
<b>Core Competencies</b>			
Moral competence	<ul style="list-style-type: none"> <li>Integrity</li> <li>Transparency</li> <li>Accountability</li> </ul>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	5%
Planning and Organising	<ul style="list-style-type: none"> <li>Time management</li> <li>Forward planning</li> <li>Project Management</li> </ul>	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	10%
Analysis and Innovation	<ul style="list-style-type: none"> <li>Objective problem analysis</li> <li>Innovative thinking</li> <li>Process optimisation</li> </ul>	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	5%
Knowledge and Information Management	<ul style="list-style-type: none"> <li>Gain and share knowledge</li> <li>Data analysis</li> <li>Employee Empowerment</li> </ul>	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	<ul style="list-style-type: none"> <li>Balance diverse perspectives</li> <li>Communication with stakeholders</li> <li>Compile clear &amp; concise reports</li> </ul>	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%
Results and Quality Focus	<ul style="list-style-type: none"> <li>Setting high standards</li> <li>Results orientation</li> <li>Monitoring &amp; Evaluating progress</li> </ul>	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%
			100%

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## 7. Performance Assessment Process

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

1. Performance Assessment:
  - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed
  - 1.2. Progress against the KPI's and Targets will be captured in preparation for the review.
  - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
  - 1.4. KPI's and activities are audited and copied to the Performance Plans before assessment date.
  - 1.5. The employer must keep a record of the mid-year review and annual 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
3. The process for determining Employee ratings are as follows:
  - 3.1. The employee to motivate for higher ratings where applicable.
  - 3.2. The panel to rate the achievement for the KPI's 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 derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
  - 3.5. The final KPI's rating will account for 80% of the final assessment total. The CCR's 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
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. The half-year review rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all

### % Rating Over Performance

130-149%	% Bonus
150% and above	5-9%
	10-14%

8. The Personal Development Plan (PDP) can be reviewed after the performance review had been finalised in case where more clarity has been established on what
9. The results of the performance and development review (PDR) will be submitted to the performance audit committee for final approval of the assessment/s.
10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

## 8. Rating Scale

The assessment of the performance of the Employee will be based on the following rating scale:

<b>5</b> <b>(167%)</b> <b>Outstanding Performance</b>	<b>4</b> <b>(133-166%)</b> <b>Performance Significantly Above Expectations</b>	<b>3</b> <b>(100-132%)</b> <b>Fully Effective</b>	<b>2</b> <b>(67-99%)</b> <b>Not Fully Effective</b>	<b>1</b> <b>(0-66%)</b> <b>Unacceptable Performance</b>
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 PA 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 effective results against almost all of the performance criteria and indicators as specified in the PA 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 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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### 9. Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give 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 workshoping 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.

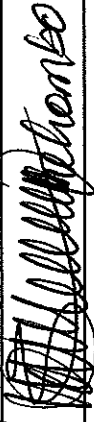
#### Undertaking of the employer / superior

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.

Signed and accepted by the Supervisor on behalf of Council:

Name: **OBBY ZO PHANIA MKHOMBO**

Date: **30/07/2014**

Signature: 

#### Undertaking of the employee

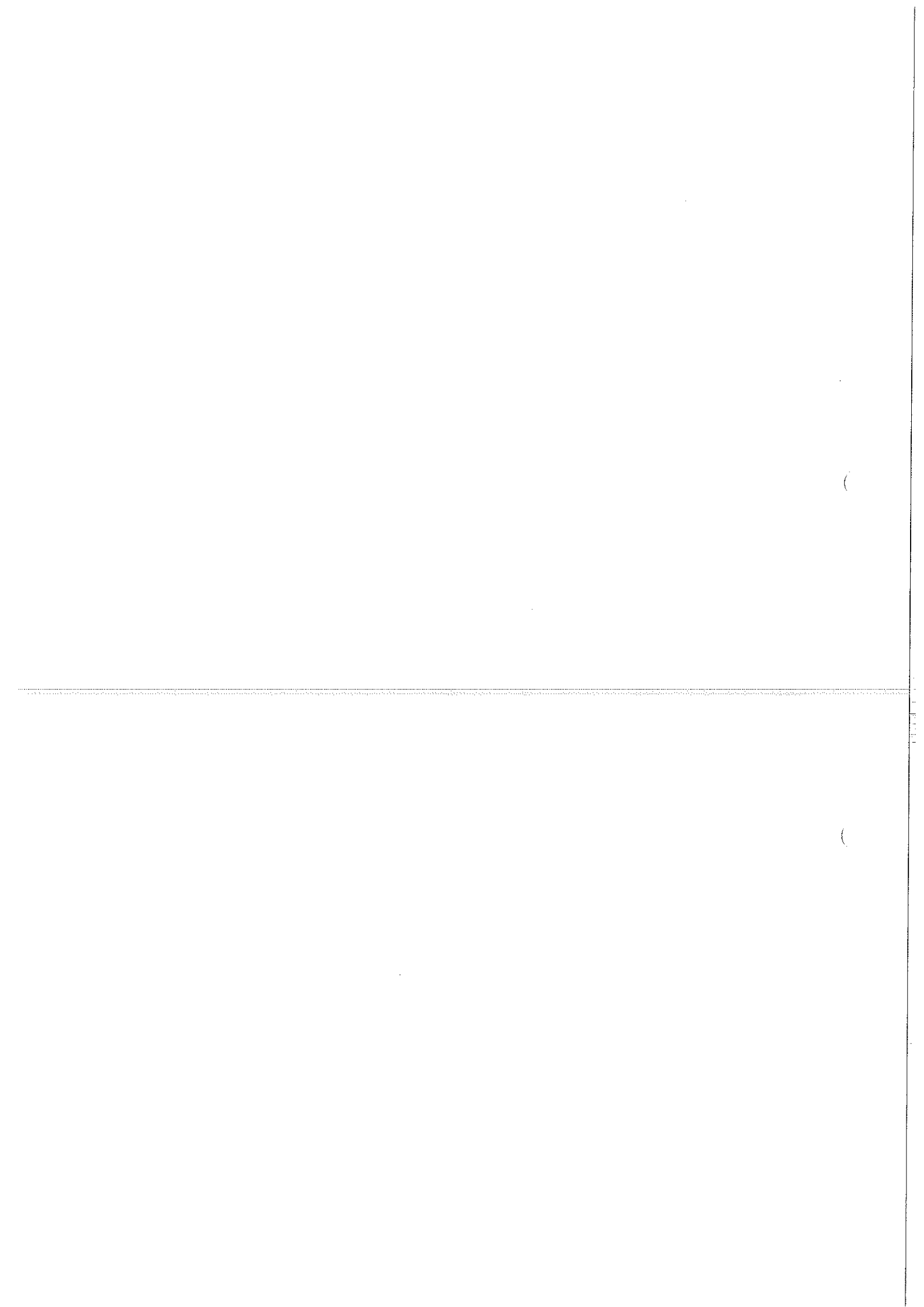
I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost 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.

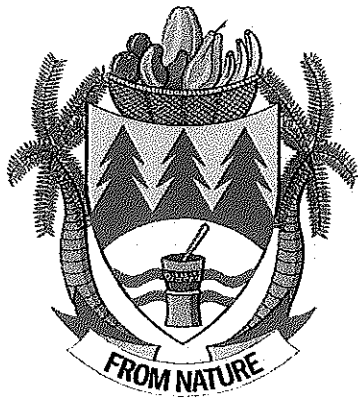
Signed and accepted by the Employee:

Name: **MUGARI ELIAS LEVERS**

Date: **29/07/2014**

Signature: 





**Appendix 2B**

**PERSONAL  
DEVELOPMENT PLAN  
(PDP)**

**2014/15**

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

**GREATER TZANEEN  
MUNICIPALITY**

**AS REPRESENTED BY THE  
ACTING MUNICIPAL MANAGER**

**OBBY ZOPHANNA MKOMBO**

**AND**

**ELIAS LEVERS MUGARI**

<p>1. INTRODUCTION</p>	<p>The Aim of the Personal Development Plan (PDP) is to ensure that Employees are skilled to meet Objectives as set out in the Performance Management Agreement as prescribed by legislation. Successful career-path planning ensures competent employees for current and possible future positions. It there for <i>identifies, prioritise and implement</i> training needs</p> <p>Legislative needs taken into account comes from the Municipal Systems Act Guidelines: Generic senior management competency framework and occupational competency profiles, Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.</p>														
<p>2. COMPETENCE MODELLING</p>	<p><b>The COGTA has decided that a competency development model will consist of both managerial and occupational competencies:</b></p> <p><b>Managerial competencies should express those competencies which are generic of all management positions.</b></p> <p><b>Occupational competence refers to competencies which are job/function specific.</b></p>														
<p>3. COMPILING THE PERSONAL DEVELOPMENT PLAN ATTACHED AS THE APPENDIX.</p>	<p>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.</p> <p>Column 1: Skills/Performance GAP</p> <table border="1" data-bbox="470 1131 1340 1657"> <thead> <tr> <th data-bbox="470 1131 582 1355">1. Skills / Performance Gap (in order of priority)</th> <th data-bbox="582 1131 774 1355">2. Outcomes Expected (measurable indicators: quantity, quality and time frames)</th> <th data-bbox="774 1131 901 1355">3. Suggested training and / or development activity</th> <th data-bbox="901 1131 1013 1355">4. Suggested mode of delivery</th> <th data-bbox="1013 1131 1125 1355">5. Suggested Time Frames</th> <th data-bbox="1125 1131 1236 1355">6. Work opportunity created to practice skill / development area</th> <th data-bbox="1236 1131 1340 1355">7. Support Person</th> </tr> </thead> <tbody> <tr> <td data-bbox="470 1355 582 1657">E.g. 1. Appraise Performance of Managers</td> <td data-bbox="582 1355 774 1657">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</td> <td data-bbox="774 1355 901 1657">A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard??]</td> <td data-bbox="901 1355 1013 1657">External provider, in line with identified unit standard and not exceeding R 6 000</td> <td data-bbox="1013 1355 1125 1657">March 200...</td> <td data-bbox="1125 1355 1236 1657">Appraisal of managers reporting to him / her</td> <td data-bbox="1236 1355 1340 1657">Senior Manager : Training/ HR</td> </tr> </tbody> </table> <p>(a) The identified training needs should be entered into column one. The following should be taken into consideration:</p> <p><u>Organisational needs</u> 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.</p>	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
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									

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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
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

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.

**3. Column 3: Suggested Training**

Training needs must be identified with due regard to cost effectiveness and listed in column 3.

**4. Column 4 : Suggested mode of delivery**

The suggested mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. Mode of delivery consists of, amongst others, self-study, internal or external training provision; coaching and / or mentoring and exchange programmes. Training must be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine within the municipality whether unit standards have been developed with regard to a specific outcome (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency.

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**5. Column 5: Suggested Time Lines**

An employee should on average receive at least five days of training per financial year and not unnecessarily be withdrawn from training interventions. The suggested time frames enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.

**6. Column 6: Work opportunity created to practice skill / development area**

This further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).

**7. Column 7: Support Person**

This identifies a support person that could act as coach or mentor with regard to the area of learning for the employee.

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4. Personal Development Action Plan 2014/1

Skills Performance Gap (In order of priority)	Outcomes Expected	Suggested Training/Development Activity	Suggested Mode of Delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
1. Advanced IT Skills	Improved skills in computer programmes	Advanced Computer Training	Trainings Workshop	By December 2014		Municipal Manager
2. Managing disciplinary processes	Improve handling of disciplinary cases/matters	MANAGING DISCIPLINARY PROCESSES	Workshop	By December 2014		Municipal Manager

Employee's signature:

*[Handwritten Signature]*

Date: 29/07/2014

Municipal Manager's signature:

*[Handwritten Signature]*

Date: 30/07/2014

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DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials) MUGARI E.L.

(Postal Address) P. O. Box 960  
POLOKWANE

Residential Address NO 15, BOSHOFF STREET, FLORA-PARK, PLIC.

(Position Held) DIRECTOR: - CORPORATE SERVICES

Tel: 0834986956-015-3578005 Fax: \_\_\_\_\_

Hereby certify that the following information is complete and correct to the best of my knowledge.

1. Shares, securities and other financial interests (Not bank accounts with financial institutions)			
Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity
	MA		

2. Interest in a trust	
Name of trust	Amount of Remuneration/Income
MA	

3. Membership, directorships and partnerships		
Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/Income
	MA	



4. Remunerated work outside the Municipality (Must be sanctioned by Council)		
Name of Employer	Type of business	Amount of remuneration/Income

MA

5. Consultancies, Retainerships and Relationships			
Name of Client	Nature	Type of business activity	Value of any benefits received

MA

6. Subsidies, grants and sponsorships by any organisation		
Source of assistance	Descriptions of assistance	Value of assistance

MA

7. Gifts and Hospitality from a source rather than a family member		
Description	Value	Member

MA

8. Land and Property			
Description	Extent	Area	Value
HOUSE 15 (Dwelling)			R 2 million

SIGNATURE OF SENIOR MANAGER  
DATE: 2014/07/29



PLACE : \_\_\_\_\_

CONFIDENTIAL

Council

Signature by Mayor or Designate: \_\_\_\_\_

Date: \_\_\_\_\_

30/07/2014

Commissioner of Oath (Justice of the Peace)

Full first names and surname:  
(Block letters)

MAKOME STEPHEN MONYELA

Designation (rank)

Advocate (Legal Manager)

Ex Officio Republic of South Africa

Street address of institution

38 AGATHA STREET, TZANEEN

Date

01/08/2014

Place

TZANEEN

COMMISSIONER OF OATH  
 GREATER TZANEEN MUNICIPALITY  
 38 Agatha Street Civic Centre TZANEEN 0850  
 TEL: 015 307 8000 FAX: 015 307 8049

Adv. Monyela MS  
 OFFICIAL (Print) Legal Manager  
 Designation

Sign: \_\_\_\_\_ Date: 01/08/2014

