

# PERFORMANCE AGREEMENT

IN TERMS OF THE: -

**LOCAL GOVERNMENT: MUNICIPAL SYSTEMS ACT,  
2000 (32 OF 2000), AS AMENDED**

AND

**LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATION FOR  
MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO  
MUNICIPAL MANAGERS, 2006**

AND

**LOCAL GOVERNMENT: REGULATIONS ON APPOINTMENT AND CONDITIONS  
OF EMPLOYMENT OF SENIOR MANAGERS, 2014**

Entered into by and between

The CITY OF MATLOSANA herein represented by

**NJ TSOLELA**

in his capacity as

**Executive Mayor**

(hereinafter referred to as the Employer)

and

**LESEGO SEAMETSO**



as the

**Municipal Manager**

(hereinafter referred to as the Employee)

For the Period

1 July 2024 until 30 June 2025

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# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by NTLUPHEKO JAMES TSOLELA (ID NR. 700603 5959 089) in his capacity as the EXECUTIVE MAYOR (hereinafter referred to as the Employer) and LESEGO SEAMETSO (ID NR. 8703010275080) in her capacity as the MUNICIPAL MANAGER of the Municipality (hereinafter referred to as the Employee).

## WHEREBY IT IS AGREED AS FOLLOWS:

### 1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000, as amended ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, as amended read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 57(4C) of the Systems Amendment Act.

### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act , Section 57(4C) of the Systems Amendment Act, as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;
- 2.4 monitor and measure performance against set targeted outputs and outcomes;
- 2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2024** and will remain in force until **30 JUNE 2025** 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 include a new performance agreement that replaces this agreement at least once a year not later than 31<sup>st</sup> of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 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.
  - 4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
  - 4.2.1 Key objectives that describe the main tasks that need to be done.
  - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
  - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

### 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 standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards and targets 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 Competencies respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the 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**:

Key Performance Areas (KPA's)	Weighting
Service Delivery & Infrastructure Development	0%
Municipal Institutional Development and Transformation	10%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	12%
Good Governance and Public Participation	78%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Senior 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 competencies will make up the other 20% of the **Employee's** assessment score. The competencies are split into two groups, Leading Competencies that drive strategic intent and direction and Core Competencies which drive the execution of the Leading Competencies.

LEADING COMPETENCIES		WEIGHTING
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>	8,33%
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>	8,33%

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Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	8,33%
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>	8,33%
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>	8,33%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	8,33%
<b>CORE COMPETENCIES</b>		<b>WEIGHTING</b>
Moral Competence		8,33%
Planning and Organising		8,33%
Analysis and Innovation		8,33%
Knowledge and Information Management		8,33%
Communication		8,33%
Results and Quality Focus		8,33%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 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 **Employee's** 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 (Annexure C) as well as the actions agreed to and implementation must take place within set time frames.

6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** SDBIP as described in 6.6 below.

6.5 The **Employee** will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report prior to the performance assessment meetings to the evaluation panel chairperson for distribution to the panel members for preparation purposes.

6.6 The **Employee** will submit quarterly performance reports on the implementation of the Financial Recovery Plan, on approved thereof.

6.7 The annual performance appraisal will involve:

6.7.1 **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.

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- (b) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.
- (c) The **Employee** will submit his/her self – evaluation to the **Employer** prior to the final assessment.
- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

**6.7.2 Assessment of the Competencies**

- (a) Each competency will be assessed in terms of the description provided in (Annexure B).
- (b) An indicative rating on the five-point scale should be provided for each competency.
- (c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.




**6.7.3 Overall rating**

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

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

**Rating scale for KPA's**

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.

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Level	Terminology	Description
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.
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.

#### Rating scale for Competencies

Level	Terminology	Description
1	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
2	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
3	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
4	Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping direction and change, develops and applies comprehensive concepts and methods.



6.9 For purposes of evaluating the annual performance of the Municipal Manager, an evaluation panel constituted of the following persons must be established: -

- 6.9.1 Executive Mayor;
- 6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.9.3 Member of the Mayoral Committee;
- 6.9.4 Mayor and/or Municipal Manager from another municipality; and
- 6.9.5 Member of a ward committee as nominated by the Executive Mayor.

6.10 For purposes of evaluating the annual Performance of Senior Managers directly accountable to the Municipal Manager, an evaluation panel constituted of the following persons must be established:-

- 6.10.1 Municipal Manager;
- 6.10.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.10.3 Municipal Manager from another municipality.

6.11 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.9 and 6.10.

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**7. SCHEDULE FOR PERFORMANCE REVIEWS**

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

<b>First quarter</b>	:	July 2024 – September 2024
<b>Second quarter</b>	:	October 2024 – December 2024
<b>Third quarter</b>	:	January 2025 – March 2025
<b>Fourth quarter</b>	:	April 2025 – June 2025

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 C). Such plan may be implemented and/or amended as the case may be after each assessment.

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

**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**; and

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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:

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	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; and

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 –

12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 Any other person appointed by the MEC.

12.1.3 In the case of Senior 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.

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12.2 In the event that the mediation process contemplated above fails, clause relevant of 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 **Employee** 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.

**14. PERFORMANCE APPRAISALS**

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2020 Performance Management System Framework document and Local Government Municipal Staff Regulations in terms of Gazette 45181, September 2021.

**15. MINIMUM COMPETENCY LEVELS**


15.1 The **Employee** shall ensure to attain the minimum competency levels required for the position within 18 months after the date of appointment, published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice 41996 of 26 October 2018.

Thus, done and signed at KLERKSDORP on this the 5<sup>th</sup> day of JUNE 2024

**AS WITNESSES:**

1. 


  
EMPLOYEE

2. 

Thus, done and signed at KLERKSDORP on this the 5<sup>th</sup> day of JUNE 2024

**AS WITNESSES:**

1. 

  
EMPLOYER

2. 

# Performance Plan

## MUNICIPAL MANAGER L SEAMETSO

CITY OF MATLOSANA  
Period 1 JULY 2024 to 30 JUNE 2025

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OFFICE OF THE MUNICIPAL MANAGER  
MUNICIPAL MANAGER - L SEAMETSO

TOTAL WEIGHTING PER KEY PERFORMANCE AREA (KPA) = 100%

- Service Delivery & Infrastructure Development (0)
- Municipal Institutional Development and Transformation (4)
- Local Economic Development (0)
- Municipal Financial Viability & Management (6)
- Good Governance and Public Participation (32)

- 0%
- 10%
- 20%
- 30%
- 40%
- 50%
- 60%
- 70%
- 80%
- 90%
- 100%

Top/Bottom Layer	IDP Project ID / Linkage / Outcome 9 - Output 1	Budget Linkage	Item No.	Responsible Person	Key Performance Area (KPA)	DOM B2B / C88 /	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence		
IDP PROJECTS	TL	IDP - Grant Funding - Outcome 9 - Output 1	MM1	L Seameba	Municipal Financial Viability & Management	Infrastructure Services	2,44%	MIG (NDPG, EEDSM & DME included) funding spent to ensure the upgrading and maintenance of infrastructure in the City of Maitseba	Real value spent on MIG grants (NDPG, EEDSM & DME included) allocated for the City of Maitseba spent	Spending at least 70% of MIG grants (NDPG, WMIG, EEDSM, INEP, DME & roll-overs included) allocated to the City of Maitseba by 30 June 2025	70% of R184 469 400 (R135 128 800)			1	5% spent on MIG grants (NDPG, WMIG, EEDSM, INEP, DME & roll-overs included) allocated to the City of Maitseba by 30 September 2024. R8 729 470									Excel spreadsheet
														2	30% spent on MIG grants (NDPG, WMIG, EEDSM, INEP, DME & roll-overs included) allocated to the City of Maitseba by 31 December 2024. R68 340 820									
														3	55% spent on MIG grants (NDPG, WMIG, EEDSM, INEP, DME & roll-overs included) allocated to the City of Maitseba by 31 March 2025. R106 958 170									
														4	75% spent on MIG grants (NDPG, WMIG, EEDSM, INEP, DME & roll-overs included) allocated to the City of Maitseba by 30 June 2025. R138 128 930									
OPERATIONAL	TL	Operational - Outcome 9 - Output 5	MM2	L Seameba	Municipal Institutional Development and Transformation	Financial Management / C88	2,44%	To ensure an effective external audit process (Exception report) within the Office of the MM's	Percentage of external audit queries as per the Office of the MM's answered within required time frame	Answering 100% of all of the Office of the MM's external audit queries (exception report / communications) received from the Auditor-General within the required time frame by 31 December 2024.	R 0			1	100% Nr. of audit queries received / Nr. of audit queries answered								Trailing document.	
														2	100% Nr. of audit queries received / Nr. of audit queries answered									
														3										
														4										

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Operational	Top Layer / Bottom Layer	IDP Linkage / Project ID	Budget	Item No.	Responsible Person	Key Performance Areas (KPA)	828 / C88 / D011	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence		
TL	Operational - Outcome 9 - Output 6	MMS	N/A	L. Sarmiento	Good Governance and Public Participation	828 / C88 / D011	2.44%	To ensure that all audit findings related to the Office of the MMs raised in the AG Report and Management Report are assigned, monitored and executed effectively and consistently	Percentage of assigned audit findings related to the Office of the MMs raised in the AG Report and Management Report resolved	Resolving 90% of all of the Office of the MMs assigned audit findings raised in the 2022/23 and 2023/24 AG Report and Management Report by 30 June 2025 (P&AP)	R 0				1	90% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2022/23 FY)									2022/23 FY P&AP 2023/24 FY P&AP
															2	90% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2022/23 FY)									
															3	90% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2022/23 FY)									
															4	90% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2022/23 FY)									
TL	Operational - Outcome 9 - Output 6	MMS	N/A	L. Sarmiento	Municipal Financial Viability & Management	Financial Management	2.44%	To resolve the activities of the Office of the MMs as per the Council's approved Financial Recovery Plan to ensure an effective revenue collection systems in terms of section 64 (1) of the Municipal Finance Management Act No 56 of 2003, as amended (Council's Financial Recovery Plan)	Percentage of activities of the Office of the MMs as per the Council's approved Financial Recovery Plan resolved	Resolving 90% of all of the Office of the MMs activities as per the Council's approved Financial Recovery Plan by 30 June 2025	R 0				1	90% Nr of activities resolved / Nr of activities resolved								Approved Financial Recovery Plan Updated FRP report	
															2	90% Nr of activities resolved / Nr of activities resolved									
															3	90% Nr of activities resolved / Nr of activities resolved									
															4	90% Nr of activities resolved / Nr of activities resolved									
TL	Operational - Outcome 9 - Output 6	MMS	N/A	L. Sarmiento	Municipal Financial Viability & Management	Financial Management	2.44%	To resolve the activities of the Office of the MMs as per the Council's approved Budget Funding Plan to ensure an effective revenue collection systems in terms of section 64 (1) of the Municipal Finance Management Act No 56 of 2003, as amended (Council's Financial Recovery Plan)	Percentage of activities of the Office of the MMs as per the Council's approved Budget Funding Plan resolved	Implementing 80% of all of the Office of the MMs activities as per the Council's approved Budget Funding Plan by 30 June 2025	R 0				1	90% Nr of activities approved / Nr of activities implemented								Approved Financial Recovery Plan Updated FRP report	
															2	90% Nr of activities approved / Nr of activities implemented									
															3	90% Nr of activities approved / Nr of activities implemented									
															4	90% Nr of activities approved / Nr of activities implemented									
TL	Operational	MMS	N/A	L. Sarmiento	Good Governance and Public Participation	Good Governance	2.44%	To ensure that all the Office of the MMs KPIs are closed for	Office of the MMs: SDBIP inputs before the start 2023/26 SDBIP is issued	Providing the Office of the MMs SDBIP inputs before the start 2023/26 SDBIP is submitted by 31 May 2025	R 0				1	100% SDBIP inputs provided								Signed-off 2023/26 SDBIP planning template, Attendance Register	
															2	100% SDBIP inputs provided									
															3	100% SDBIP inputs provided									
															4	100% SDBIP inputs provided									
TL	Compliance	MMS	N/A	L. Sarmiento	Institutional Development and Participation	Institutional Capacity	2.44%	To attend to all LLP meetings to ensure industrial harmony	Number of LLP meetings attended	Attending 7 LLP meetings by 30 June 2025	R 0				1	100% 7 LLP meetings attended								Notions - Agenda, Attendance Register, Minutes	
															2	100% 7 LLP meetings attended									
															3	100% 7 LLP meetings attended									
															4	100% 7 LLP meetings attended									

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Top Layer / Bottom Layer	IDP Challenge / Project ID	Budget linkage	Item No.	Responsible Person	Key Performance Area (KPA)	B2S / C88 / DOM	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Review Target / Achievement Budget	Base Line	Quarter	Quarterly Projected Target	Riding Key	Quantity Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
TL	Compliance	N/A	PMS1	L. Sørensen	Good Governance and Public Participation	Good Governance	2,44%	To ensure that the set goals of council are achieved	Number of Top Management SDBIP meetings between MM and directors leading to quarterly performance assessments, by 30 June 2025	Conducting 12 Top Management SDBIP meetings between MM and directors leading to quarterly performance assessments, by 30 June 2025	R0			1	3 Top Management SDBIP meetings conducted							Nicolaus Appuhn, Attendance Register, Minutes	
BL	Operational	N/A	PMS1	ME Munksgaard	Good Governance and Public Participation	Good Governance	2,44%	To ensure that the set goals of council are achieved	Number of SDBIP meetings with senior personnel in own directorate conducted	Conducting 12 SDBIP meetings with senior personnel in own directorate by 30 June 2025	R0			1	3 SDBIP meetings conducted							Nicolaus Appuhn, Attendance Register, Minutes	
BL	Compliance	N/A	PMS1	C. Jensen van Rensburg	Good Governance and Public Participation	Good Governance / C88	2,44%	To approve the 2023/24 Annual Performance Report (Unaudited Annual Report) to comply with section 46 of the MSA	Number of 2023/24 Annual Performance Reports (Unaudited Annual Report) approved by Municipal Manager	Approving 1 x 2023/24 Annual Performance Report (Unaudited Annual Report) by Municipal Manager by 31 August 2024	R0			1	2023/24 Annual Performance Report (Unaudited Annual Report) approved by the Municipal Manager							2023/24 Annual Performance Report, MM signed-off, full letter to AG.	
BL	Compliance	N/A	PMS2	C. Jensen van Rensburg	Good Governance and Public Participation	Good Governance	2,44%	To table the Draft 2023/24 Annual Report (Unaudited) to comply with section 121 and Circular 63 of MFMA	Number of Draft 2023/24 Annual Reports (Unaudited) tabled before Council	Tabling 1 Draft 2023/24 Annual Report (Unaudited) before Council by 31 October 2024	R0			1	Draft 2023/24 Annual Report (Unaudited) tabled in Council							2023/24 Annual Performance Report, Council Resolution	
TL	Outcome 9 - Output 1	N/A	PMS3	C. Jensen van Rensburg	Good Governance and Public Participation	Good Governance / C88	2,44%	To table the 2023/24 Audited Annual Report to comply with section 121 of MFMA	Number of Audited 2023/24 Annual Reports tabled before Council	Tabling 1 x 2023/24 Audited Annual Report before Council by 31 January 2025	R0			1	2023/24 Audited Annual Report tabled in Council							2023/24 Audited Annual Report, Council Resolution	
TL	Compliance	N/A	PMS4	C. Jensen van Rensburg	Good Governance and Public Participation	Good Governance / C88	2,44%	To approve the 2024/25 Mid-Year Assessment Report to comply with section 72 of the MFMA	Number of 2024/25 Mid-Year Assessment Reports approved by the Executive Mayor	Approving 1 x 2024/25 Mid-Year Assessment Report by the Executive Mayor by 25 January 2025	R0			1	2024/25 Mid-Year Assessment Report approved by the Executive Mayor								MM Resolution, Council Resolution, 2024/25 Mid-Year Assessment Report
BL	Compliance	N/A	PMS5	C. Jensen van Rensburg	Good Governance and Public Participation	Good Governance / C88	2,44%	To table the draft 2025/26 SDBIP to comply with legislation	Number of Draft 2025/26 SDBIP tabled by Council	Tabling 1 draft 2025/26 SDBIP by Council by 31 May 2025	R0			1	Draft 2025/26 SDBIP tabled in Council							2025/26 SDBIP, Council Resolution	
TL	Outcome 9 - Output 1	N/A	PMS6	C. Jensen van Rensburg	Good Governance and Public Participation	Good Governance / C88	2,44%	To approve the final 2025/26 SDBIP to ensure compliance with legislation	Number of Final 2025/26 SDBIP approved by Executive Mayor	Approving 1 final 2025/26 SDBIP by Executive Mayor, 28 days after approval of budget by 30 June 2025	R0			1	Final 2025/26 SDBIP approved by the Executive Mayor								Executive Mayor Signature, 2025/26 SDBIP

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Operational	Top Layer / Bottom Layer	IDP Linkage / Project ID	Budget Linkage	Item Nr.	Responsible Parties	Key Performance Areas (KPA)	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence			
TL	Bottom Layer	IDP Linkage 1 - Output 1	N/A	PMS7	C Jansen van Rensburg	Good Governance and Public Participation	2,44%	To sign the 2025/26 Performance Agreements to comply with affiliation	Number of 2025/26 Performance Agreements with section 54A and 56 employees signed	Signing 8 x 2025/26 Performance Agreements with sections 54A & 56 employees by 30 June 2025	R0				1	EIGHT 2025/26 Performance Agreements signed with section 54A & 56 employees							Signed 2025/26 Performance Agreements MM Resolution		
																								2	
																								3	
																								4	
TL	Bottom Layer	Outcome 9 - Output 5	N/A	PMS8	C Jansen van Rensburg	Good Governance and Public Participation	2,44%	The number of people from employment equity target groups employed in the first three highest levels of management	Number of male employees on the first three highest levels of management	Employing 30 male employees on the first three highest levels of management by 30 June 2025 (Excluding section 54A and 56 employees)	R0			1	30 Male employees employed							Equal representation with names of male employees on the first three highest levels of management			
																							2		
																							3		
																							4		
TL	Bottom Layer	National KPI - Outcome 9 - Output 6	N/A	PMS9	C Jansen van Rensburg	Good Governance and Public Participation	2,44%	The number of people from employment equity target groups employed in the first three highest levels of management	Number of female employees on the first three highest levels of management	Employing 11 female employees on the first three highest levels of management by 30 June 2025 (Excluding section 54A and 56 employees)	R0			1	11 Female employees employed							Equal representation with names of male employees on the first three highest levels of management			
																							2		
																							3		
																							4		
TL	Bottom Layer	National KPI - Outcome 9 - Output 1	N/A	IDP1	S Ouwencamp	Good Governance and Public Participation	2,44%	To give effect to the amended 2025/26 IDP Process Plan	Number of amended 2025/26 IDP Process Plan tabled in Council	Tabled 1 amended 2025/26 IDP Process Plan in Council by 31 August 2024	R0			1	Amended 2025/26 IDP Process Plan tabled in Council							Amended 2025/26 IDP Process Plan. Council Resolution			
																							2		
																							3		
																							4		
BL	Bottom Layer	Compliance - Outcome 9 - Output 1	N/A	IDP2	S Ouwencamp	Good Governance and Public Participation	2,44%	To enhance public participation to comply with legislation and obtain inputs from local community for prioritization of projects	Number of community consultations meetings conducted	Conducting 2 community consultations meetings by 31 May 2025	R0			1	1 Community consultations meeting conducted								Notes, Agenda, Minutes and Attendance register, Photos		
																								2	
																								3	
																								4	
BL	Bottom Layer	Compliance - Outcome 9 - Output 1	N/A	IDP3	S Ouwencamp	Good Governance and Public Participation	2,44%	To enhance public participation to comply with legislation and obtain inputs from external sector	Number of Pop Forum meetings conducted	Conducting 2 Pop Forum meetings by 30 June 2025	R0			1	1 Pop Forum meeting conducted								Notes, Agenda, Minutes and Attendance register, Photos		
																								2	
																								3	
																								4	
BL	Bottom Layer	Outcome 9 - Output 1	N/A	IDP4	S Ouwencamp	Good Governance and Public Participation	2,44%	To table the draft 2025/26 IDP Amendments to comply with legislation	Number of draft 2025/26 Amended IDP tabled in Council	Tabled 1 draft 2025/26 Amended IDP in Council by 31 March 2025	R0			1	Draft 2025/26 Amended IDP tabled in Council							Draft 2025/26 DP Amendments. Council Resolution			
																							2		
																							3		
																							4		
BL	Bottom Layer	Outcome 9 - Output 1	N/A	IDP5	S Ouwencamp	Good Governance and Public Participation	2,44%	To invite public comments after the tabling of the draft IDP to comply with legislation and to obtain inputs from the community	Public comments invited by Council after tabling of the draft 2025/26 Amended IDP	Inviting public comments after the tabling of the draft 2025/26 Amended IDP for inputs from the community by 30 April 2025	R0			1	Public comments invited							Advertisement Public comments (if any)			
																							2		
																							3		
																							4		

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Operational Layer	Project ID	Budget	Responsible Person	Key Performance Area (KPA)	B2B / C88 / DDM	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quantity Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
TL	DP Linkage / Project 1	N/A	S Overkamp	Good Governance and Public Participation	B2B / C88 / DDM	2,4%	To approve the 2025/26 Amended IDP to comply with legislation	Number of final 2025/26 Amended IDP approved by Council	Approving 1 final 2025/26 Amended IDP by Council by 31 May 2025	R0			1								Final 2025/26 Amended IDP Council Resolution	
BL	Outcome 9 - Output	N/A	M Moshel	Good Governance and Public Participation	Good Governance / C88	2,4%	To submit a Risk management report to the Risk Management Committee to ensure an effective Risk Management process	Number of Risk management reports submitted to the Risk Management Committee to ensure an effective Risk Management process	Submitting 4 Risk management reports to ensure an effective risk management process to the Risk Management Committee by 30 June 2025	R0			1	1 Risk management report submitted to the Risk Management Committee							Programme Notice & Attendance Register, Minutes, Report to Risk Committee	
TL				Good Governance and Public Participation	Good Governance / C88	2,4%	To conduct risk assessments on strategic and operational risks to ensure good governance and to comply with legislation	Number of Risk Assessment conducted with Council departments on emerging risks	Conducting 4 risk assessments with Council departments on emerging risks by 30 June 2025	R0			1	1 Risk Assessment conducted with Council departments							Notice, Risk register, Attendance register	
TL				Municipal Institutional Development and	Good Governance	2,4%	To revise and approve the Risk Register to determine the linkage between departmental objectives and risk activity	Number of 2025/26 Risk Register revised and approved to determine the linkage between departmental objectives and risk activity	Revising and approving 1 x 2025/26 Risk Register to determine the linkage between departmental objectives and risk activity by 30 June 2025	R0			1	1 Risk Assessment conducted with Council departments							Risk register, Notice, Attendance Register, Risk Assessment report, Resolution	
BL				Good Governance and Public Participation	Good Governance / C88	2,4%	To develop strategic documents to ensure good governance and to comply with legislation	Number of strategic documents reviewed and approved by the municipal manager and council	Approving 1 Risk management strategic documents (2024/25 Charter and 2025/26 implementation plan) by the municipal manager and council by 30 June 2025	R0			1	2024/25 Risk Management Committee Charter approved by Municipal Manager								2024/25 Risk Management Committee Charter, 2025/26 Risk Management Implementation, MM resolution.
BL				Good Governance and Public Participation	Public Participation / C88	2,4%	To monitor the municipality's performance and financial situation by conducting regular MPAC meetings	Number of MPAC (S122(4) of the MPWA) meetings to monitor the performance and financial situation in the City of Maliboni conducted	Conducting 30 public participation (S122(4) of the MPWA) meetings to monitor the performance and financial situation in the City of Maliboni by 30 June 2025	R0			1	16 Public participation meetings conducted								Notice, Agenda, Attendance Register or Zoom photo of participants Minutes.

*(Handwritten signatures and initials)*




Top Layer / Bottom Layer	IDP Linkage / Project ID	Budget Linkage	Item Nr.	Responsible Person	Key Performance Areas (KPA)	Key Performance Indicators (KPI)	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolios of Evidence
BL	Compliance	N/A	MPAC2	K Mopota	Good Governance and Public Participation	Number of MPAC progress reports issued to council which assess the efficiency and effectiveness of performance and financials achieved by Council by 30 June 2025	To issue MPAC progress reports to ensure compliance with legislation	2.44%	Issuing 4 MPAC reports to council which assess the efficiency and effectiveness of performance and financials achieved by Council by 30 June 2025	R0			1	1 MPAC reports issued							Process Reports, Council Resolutions
BL	Compliance	N/A	MPAC3	K Mopota	Good Governance and Public Participation	Number of public participation meetings conducted on the results of the 2024/25 Annual Report	To enhance public participation on the results of the Annual Report to comply with legislation	2.44%	Conducting 1 public participation meeting on the results of the 2024/25 Annual Report by 31 March 2025	R0			2	1 Public participation meeting conducted							Advertisements/Notices for public participation, Attendance registers, Public comments.
TL	Compliance	N/A	MPAC4	K Mopota	Good Governance and Public Participation	Number of 2023/24 Oversight Report tabled before Council	To table the 2023/24 Oversight Report to comply with s.123(1) of the MFMMA	2.44%	Tableing 1 x 2023/24 Oversight Report before Council by 31 March 2025	R0			3	2023/24 Oversight Report tabled							2023/24 Oversight Report, Council Resolutions
BL	Compliance	N/A	MPAC5	K Mopota	Municipal Financial Viability & Management	Number of UFRM Expenditure reports issued to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	To investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	2.44%	Issuing 4 UFRM Expenditure reports to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by 30 June 2025	R0			1	1 UFRM Expenditure report issued							
BL	Compliance	N/A	MPAC6	K Mopota	Municipal Financial Viability & Management	Number of UFRM Expenditure reports issued to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	To investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	2.44%	Issuing 4 UFRM Expenditure reports to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by 30 June 2025	R0			2	1 UFRM Expenditure report issued							
BL	Compliance	N/A	MPAC7	K Mopota	Municipal Financial Viability & Management	Number of UFRM Expenditure reports issued to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	To investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	2.44%	Issuing 4 UFRM Expenditure reports to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by 30 June 2025	R0			3	1 UFRM Expenditure report issued							
BL	Compliance	N/A	MPAC8	K Mopota	Municipal Financial Viability & Management	Number of UFRM Expenditure reports issued to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	To investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by conducting MPAC meetings	2.44%	Issuing 4 UFRM Expenditure reports to council to investigate unauthorised, irregular, hollow and wasteful expenditure of the municipality's performance and financial situation by 30 June 2025	R0			4	1 UFRM Expenditure report issued							
BL	Compliance	N/A	MPAC9	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			1	4th Quarter report of 2023/24 performance information to Audit Committee							Quarterly report, Nelson, Mzimba & Abenango Register
BL	Compliance	N/A	MPAC10	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			2	1st Quarter report of 2024/25 performance information to Audit Committee							
BL	Compliance	N/A	MPAC11	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			3	2nd Quarter report of 2024/25 performance information to Audit Committee							
BL	Compliance	N/A	MPAC12	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			4	3rd Quarter report of 2024/25 performance information to Audit Committee							
BL	Compliance	N/A	MPAC13	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			1	1 Internal audit progress report submitted to Audit Committee							Action Plan Register, Internal audit progress reports, PAAP progress reports, Mzimba
BL	Compliance	N/A	MPAC14	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			2	2nd Progress report, Internal audit and AG on the updated action plan register to the Audit Committee							
BL	Compliance	N/A	MPAC15	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			3	3rd Progress report, Internal audit and AG on the updated action plan register to the Audit Committee							
BL	Compliance	N/A	MPAC16	K Mopota	Good Governance and Public Participation	Number of audit of performance information reports issued to Audit Committee to assess the efficiency and effectiveness of performance information tabled	To issue audit of performance information reports to Audit Committee to assess the efficiency and effectiveness of performance information tabled	2.44%	Issuing 4 audit of performance information reports to the Audit Committee to assess the efficiency and effectiveness of performance information tabled by 30 June 2025	R0			4	4th Progress report, Internal audit and AG on the updated action plan register to the Audit Committee							

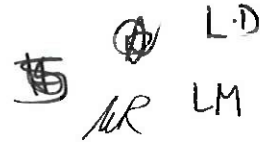
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Top Layer / Bottom Layer	IP Linkage / Project ID	Budget Linkage	Items Nr.	Responsible Person	Key Performance Area (KPA)	B3B / C88 / D88	Weighting	Objectives	Key Performance Indicators (KPI)	Annual Performance Target	Budget	Revised Target / Adjustment / Budget	Item Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence	
TL	Compliance	NA	003	N Marokane	Good Governance and Public Participation	B3B / C88 / D88	2,4%	To issue activity reports to ensure good governance	Number of activity reports issued to the Audit Committee on the progress of rolling out the audit plans	Issuing 4 activity reports to the Audit Committee on the progress of rolling out the audit plans by 30 June 2025	R 0		1	1	1 Activity report submitted to AC							4 Activity Reports, Audit Committee minutes, Proof of submission to AC	
BL	Compliance	NA	004	N Marokane	Good Governance and Public Participation	B3B / C88 / D88	2,4%	To adopt the Internal Audit Charter to comply with legislation	Number of reviewed internal Audit Charter against in accordance with IA standards	Adopting 1 reviewed 2025/26 Internal Audit Charter in accordance with IA standards by 30 June 2025	R 0		1	1	1 Activity report submitted to AC								Reviewed 2025/26 Internal Audit Charter, Minutes, Attendance Register, AC approval
TL	Compliance	NA	005	N Marokane	Good Governance and Public Participation	B3B / C88 / D88	2,4%	To submit a Risk Based Audit Plan to comply with legislative requirements	Number of 3-Year Risk Based Audit Plan 2025/26 submitted to the Audit Committee for approval	Submitting 1 x 3-Year Risk Based Audit Plan 2025/26 to the Audit Committee for approval by 30 June 2025	R 0		1	1	1 Activity report submitted to AC								3-Year Risk Based Audit Plan 2025/26 approved by Audit Committee, Minutes
BL	Operational	COM1	COM1	N Makgaba	Municipal Financial Viability	Financial Management / C88 / D88	2,4%	To spend 100% of the marketing activities expenditure according to Marketing Plan to ensure local economic development and growth and the expansion of the tourism sector	Spending 100% on marketing activities according to Marketing Plan	Spending 100% on marketing activities expenditure according to Marketing Plan by 30 June 2025	R 886 616		1	1	80% R413 169								Invoice, Expenditure Voucher, Marketing programme, Item and resolution
BL	Operational	COM2	COM2	N Makgaba	Municipal Financial Viability	Financial Management / C88 / D88	2,4%	To promote the city and communicate programmes to ensure a well informed community	Number of external newsletters compiled and distributed regarding Council affairs to the community	Compiling and distributing 6 external newsletters regarding Council affairs to the community by 30 June 2025	R 0		1	1	1 External newsletter compiled and distributed								Marketing programme, Distribution letter for external newsletter, Item and resolution, Copy of newsletters
BL	Operational	COM3	COM3	N Makgaba	Municipal Institutional Development	Public Participation	2,4%	To promote access to information and the merit of employees by distributing internal newsletters to ensure transparency with Council affairs	Number of internal newsletters compiled & distributed to all employees of Council	Compiling & distributing 3 internal newsletters to all employees of Council by 30 June 2025	R 0		1	1	2 Internal newsletters compiled and distributed								Marketing programme, Distribution letter for external newsletter, Item and resolution, Copy of newsletters

100%

KPI's 41  
TL 21 BL 20

  
L. SEANEISO  
MUNICIPAL MANAGER



OFFICE OF THE MUNICIPAL MANAGER

Output Indicator Reporting Template - 2024-25

Performance Indicator	Data element	Baseline (Annual Performance of 2023/2024)	Annual target for 2024/2025	1st Quarter Actual Output as per \$OBIP	1st Quarter Planned output as per \$OBIP	Variation	Reason(s) for variation	Remedial action	2nd Quarter Actual Output as per \$OBIP	2nd Quarter Planned output as per \$OBIP	Variation	Reason(s) for variation	Remedial action	3rd Quarter Actual Output as per \$OBIP	3rd Quarter Planned output as per \$OBIP	Variation	Reason(s) for variation	Remedial action	4th Quarter Actual Output as per \$OBIP	4th Quarter Planned output as per \$OBIP	Variation	Reason(s) for variation	Remedial action
<b>QUARTERLY COMPLIANCE INDICATORS</b>																							
C1.	Number of signed performance agreements by the MM and section 50 managers	0	8.00	8.00	8.00				8.00	8.00				8.00	8.00				8.00	8.00			
C3A.	Number of months the Municipal Manager's position has been filled (not Acting)	12	12.00	12.00	12.00				12.00	12.00				12.00	12.00				12.00	12.00			
C35	Number of months the Chief Financial Officers' position has been filled (not Acting)	12	12.00	12.00	12.00				12.00	12.00				12.00	12.00				12.00	12.00			
C36.	Number of vacant posts of senior managers	0	0.00	0.00	0.00				0.00	0.00				0.00	0.00				0.00	0.00			
C37.21	Staff vacancy rate	25.00%	25.00%	25.00%	25.00%				25.00%	25.00%				25.00%	25.00%				25.00%	25.00%			
C38.21	Staff vacancy rate	1000.00	1000.00	1000.00	1000.00				1000.00	1000.00				1000.00	1000.00				1000.00	1000.00			
C39.21	Number of permanent employees in the municipality	1900.00	1900.00	1900.00	1900.00				1900.00	1900.00				1900.00	1900.00				1900.00	1900.00			

<b>COMPLIANCE QUESTIONS</b>																							
C1.	Does the municipality have an approved Performance Management Framework?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

<b>QUARTERLY COMPLIANCE INDICATORS</b>																							
C16.	Number of permanent employees employed	1010																					
C17.	Number of temporary employees employed	0																					
C20.	Number of employees with professional qualifications employed by the municipality	0																					
C21.	Number of employees with postgraduate qualifications employed by the municipality	495																					
C22.	Number of positions filled with regard to municipal infrastructure	178																					
C23.	Number of filled posts in the treasury and budget office	38																					
C24.	Number of filled posts in the development and planning department	1																					
C25.	Number of registered engineers employed in approved posts	0																					
C26.	Number of registered engineers employed in approved posts	0																					
C27.	Number of vacant management posts filled	220																					
C28.	Number of vacancies employed in approved posts	21																					
C29.	Number of filled water and wastewater management posts	2																					
C30.	Number of paid refuse collectors employed by the municipality	30																					
C31.	Number of part-time and full-time firefighters employed by the municipality	0																					
C32.	Number of displaced persons to whom the municipality delivered disbursements	0																					
C33.	Number of approved environmental health practitioner posts in the municipality	N/A																					
C34.	Number of approved posts in the municipality with respect to municipal infrastructure	595																					
C35.	Number of approved posts in the treasury and budget office	178																					
C36.	Number of approved posts in the development and planning department	38																					
C37.	Number of approved engineer posts in the municipality	1																					
C38.	Number of approved waste management posts in the municipality	228																					
C39.	Number of approved electricity posts in the municipality	21																					
C40.	Number of approved water and wastewater management posts in the municipality	2																					

<b>COMPLIANCE QUESTIONS</b>																							
C2.	Has the JPR been adopted by Council by the target date?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

<b>QUARTERLY COMPLIANCE INDICATORS</b>																							
C4.	Number of MPAC meetings held	15	30.00	0.00	0.00				3.00	3.00				15.00	15.00				0.00	0.00			

<b>COMPLIANCE QUESTIONS</b>																							
C2A.	Is the MPAC functional? List the reasons why it is not 'Yes'.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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OFFICE OF THE MUNICIPAL MANAGER

Output Indicator for Reporting Template: 2024.25

Performance Indicator	Date element	Business Annual Performance of 2024 (n)	Annual Output for 2024/2025	1st Quarter Planned output as per BDRP	1st Quarter Actual Output	Variation	Reasons for variation	Remedial action	2nd Quarter Planned output as per BDRP	2nd Quarter Actual Output	Variation	Reasons for variation	Remedial action	3rd Quarter Planned output as per BDRP	3rd Quarter Actual Output	Variation	Reasons for variation	Remedial action	4th Quarter Planned output as per BDRP	4th Quarter Actual Output	Variation	Reasons for variation	Remedial action	Elimination of data when it is not available
<b>QUARTERLY COMPLIANCE INDICATORS</b>																								
Q1	Number of signed performance agreements by the MM and various stakeholders	n	8.00	8.00	8.00	0.00			8.00	8.00	0.00			8.00	8.00	0.00			8.00	8.00	0.00			
Q2	Number of months the Manager's Manager position has been filled (not Acting)	12	12.00	12.00	12.00	0.00			12.00	12.00	0.00			12.00	12.00	0.00			12.00	12.00	0.00			
Q3	Number of months the Chief Financial Officers position has been filled (not Acting)	17	17.00	17.00	17.00	0.00			17.00	17.00	0.00			17.00	17.00	0.00			17.00	17.00	0.00			
Q4	Number of signed performance agreements by the MM and various stakeholders	8	8.00	8.00	8.00	0.00			8.00	8.00	0.00			8.00	8.00	0.00			8.00	8.00	0.00			
<b>COMPLIANCE QUESTIONS</b>																								
Q5	Does the municipality have an approved performance Management Framework?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
<b>QUARTERLY COMPLIANCE INDICATORS</b>																								
Q6	Does the IPR have a report for Council for the reporting period?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
<b>QUARTERLY COMPLIANCE INDICATORS</b>																								
Q7	Does the municipality have an approved performance Management Framework?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q8	Does the municipality have an approved performance Management Framework?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q9	Does the municipality have an approved performance Management Framework?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q10	Does the municipality have an approved performance Management Framework?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q11	Is the internal audit position filled or vacant?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q12	Has an Audit Committee been established? If so, is it functional?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q13	Has an Internal Audit Committee been established? If so, is it functional?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q14	Does the internal audit pass the audit committee?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q15	Does the internal audit pass the audit committee?	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				
Q16	How many monthly targets at the internal audit plan were not achieved?	4	4	4	4				4	4				4	4				4	4				
<b>COMPLIANCE QUESTIONS</b>																								
Q17	Number of MTC meetings held	18	18.00	18.00	18.00	0.00			18.00	18.00	0.00			18.00	18.00	0.00			18.00	18.00	0.00			
<b>COMPLIANCE QUESTIONS</b>																								
Q18	Is the MTC functional? (at the minimum 50% of the members must be present)	Yes	Yes	Yes	Yes				Yes	Yes				Yes	Yes				Yes	Yes				

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# Local Government: Competency Framework for Senior Managers

## MUNICIPAL MANAGER L SEAMETSO

CITY OF MATLOSANA  
Period 1 JULY 2024 to 30 JUNE 2025

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**LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS**

**1. Definitions**

In this framework –

“**core competencies**” are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and

“**leading competencies**” means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.

**2. Competency Framework**

- 2.1 This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette* No. 29089 of 1 August 2006.
- 2.2 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:
  - (a) Critical leading competencies that drive the strategic intent and direction of local government;
  - (b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
  - (c) The eight Batho Pele principles.
- 2.3 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
- 2.4 The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.
- 2.5 There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager’s performance.
- 2.6 The competency framework is underscored by four (5) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

**3. Competency Framework Structure**

The competencies that appear in the competency framework are detailed below.

LEADING COMPETENCIES	
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>
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>
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> </ul>

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	<ul style="list-style-type: none"> <li>• Program and Project Monitoring and Evaluation</li> </ul>
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>
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>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
<b>CORE COMPETENCIES</b>	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

#### 4. Minimum Requirements

The minimum requirements that accompany the competency framework, but do not govern the selected competencies, as set out in annexure B of the minimum competency requirements for Senior Managers, refer to the level of higher education qualification, work experience and knowledge that are needed to operate effectively in the local government environment.

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## 5. Competency Descriptions

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Strategic Direction and Leadership		
<b>Competency Definition</b>	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others 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 actions 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> </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 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> </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 environmental that facilitates loyalty and innovation 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> </ul>



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

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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Program and Project Management		
<b>Competency Definition</b>	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Initiate projects after approval from higher authorities</li> <li>• Understand procedures of program 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>	<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 adjustments to timelines, steps, and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Manage multiple programs 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>	<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 actions plans</li> <li>• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Financial Management		
<b>Competency Definition</b>	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<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>	<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 approach 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 as 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>

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Change Leadership		
<b>Competency Definition</b>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Display an awareness of change interventions, and the benefits of transformation initiatives</li> <li>• Able to identify basic needs for change</li> <li>• Identify gaps between the current and desired state</li> <li>• Identify potential risk and challenges to transformation, including resistance to change factors</li> <li>• Participate in change programs and piloting change interventions</li> <li>• Understand the impact of change interventions on the institution within the broader scope of local government</li> </ul>	<ul style="list-style-type: none"> <li>• Perform an analysis of the change impact on the social, political and economic environment</li> <li>• Maintain calm and focus during change</li> <li>• Able to assist team members during change and keep them focused on the deliverables</li> <li>• Volunteer to lead change efforts outside of own work team</li> <li>• Able to gain buy-in and approval for change from relevant stakeholders</li> <li>• Identify change readiness levels and assist in resolving resistance to change factors</li> <li>• Design change interventions that are aligned with the institution's strategic objectives and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Actively monitor change impact and results and convey progress to relevant stakeholders</li> <li>• Secure buy-in and sponsorship for change initiatives</li> <li>• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness</li> <li>• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change</li> <li>• Take the lead in impactful change programs</li> <li>• Benchmark change interventions against best change practices</li> <li>• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation</li> <li>• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsor change agents and create a network of change leaders who support the interventions</li> <li>• Actively adapt current structures and processes to incorporate the change interventions</li> <li>• Mentor and guide team members on the effects of change, resistance factors and how to integrate change</li> <li>• Motivate and inspire others around change initiatives</li> </ul>

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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Governance Leadership		
<b>Competency Definition</b>	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<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 of cooperative government but requires guidance on fostering workable relationships between stakeholders</li> <li>• Provide input into policy formulation</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 institution</li> <li>• Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Able to link risk initiatives into key institutional objectives and drivers</li> <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> <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>	<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 Government on risk management strategies, best practice interventions and compliance management</li> <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>


  
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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Moral Competence		
<b>Competency Definition</b>	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<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> </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>

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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Planning and Organising		
<b>Competency Definition</b>	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives</li> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans</li> <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>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task</li> <li>• Recognise the urgency and importance of tasks</li> <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>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <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> </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 short, medium and long term requirements of the institution and local government</li> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives</li> </ul>

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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Analysis and Innovation		
<b>Competency Definition</b>	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation problem solving of analysis, but lack detail and thoroughness</li> <li>Able to balance independent analysis with requesting assistance from others</li> <li>Recommend new ways to perform tasks within own function</li> <li>Propose simple remedial interventions that marginally challenges the status quo</li> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate Logical techniques and approaches and provide rationale for recommendations</li> <li>Demonstrate objectivity, insight, and thoroughness when analysing problems</li> <li>Able to break down complex problems into manageable parts and identify solutions</li> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery</li> <li>Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</li> <li>Continuously identify opportunities to enhance internal processes</li> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li> </ul>	<ul style="list-style-type: none"> <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 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>	<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 engage in national and international local government seminars and conferences</li> </ul>

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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Knowledge and Information Management		
<b>Competency Definition</b>	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		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<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>	<ul style="list-style-type: none"> <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>	<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>

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**DISCLOSURE FORM FOR BENEFITS AND INTERESTS**

I, the undersigned (Surname and Initials)  
SEAMETSO L

Postal Address PO BOX 10539  
KLERKSDORP 2570

Residential Address 1 HO'CHAMI LIZA AVENUE  
FLANWOOD, KLERKSDORP

Position Held MUNICIPAL MANAGER

Name of Municipality CITY OF MATLOSANA

Tel: 018487 8009 Email: lseamets@klerksdorp.org

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
<del>_____</del>			

**2. Interest in a trust**

Name of trust	Amount of Remuneration/ Income
<u>SEAMETSO FAMILY TRUST</u>	<u>TRUSTEE</u>

**3. Membership, directorships and partnerships**

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income
<del>_____</del>		

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**4. Remunerated work outside the Municipality (Must be sanctioned by Council.)**

Name of Employer	Type of Work	Amount of remuneration/Income

Confidential

Signature by Executive Mayor: \_\_\_\_\_

Date: 5 June 2024

**5. Consultancies, Retainer ships and Relationship**

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

**6. Subsidies, grants and sponsorships by any organisation**

Source of assistance	Descriptions of assistance	Value of assistance

**7. Gifts and Hospitality from a source rather than a family member**

Description	Value	Member

**8. Land and Property**

Description	Extent	Area	Value
1 HO'CHANI LIZA		FLANWOOD	R1.3M.
AVENUE			

\_\_\_\_\_  
SIGNATURE OF SENIOR MANAGER

DATE: 5 June 2024

PLACE: Klerksdorp

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**OATH/AFFIRMATION**

- 1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:
  - (i) Do you know and understand the contents of the declaration?  
Answer: Yes
  - (ii) Do you have any objection to taking the prescribed oath or affirmation?  
Answer: No
  - (iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?  
Answer: Yes
  
- 2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

  
**Commissioner of Oath /Justice of the Peace**

Full first names and surname: Ms. Cherel Jansen van Rensburg (Block letters)

Designation (rank): Manager Performance Management Ex Officio Republic of South Africa

Street address of institution: Corner of Bram Fischer and Emily Hobhouse Streets

Klerksdorp

Date: 5 June 2024

Place: Klerksdorp

  
**CONTENTS NOTED: EXECUTIVE MAYOR**

5 June 2024  
**DATE**

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