



# PERFORMANCE AGREEMENT

Made and entered into by and between:

**KHETHUKUTHULA JOSEPH ZULU**

\_\_\_\_\_  
(The Municipal Manager of the Ray Nkonyeni Municipality)

AND

**MTHANDENI BRIGHT NDWALANE**

\_\_\_\_\_  
(HOD: COMMUNITY SERVICES)

## **1. INTRODUCTION**

The Ray Nkonyeni Municipality (“the employer”) has entered into a contract of employment with the Employee in terms of Section 57 (1)(1) of the Local Government: Municipal Systems Act 32 of 2000 (“the Systems Act”).

Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the employer and the employee, requires the parties to conclude an annual Performance Agreement.

The parties will 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 the Ray Nkonyeni Municipality’s goals.

The parties will ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

## **2. THE PARTIES**

The Ray Nkonyeni Municipality duly represented by the Municipal Manager KJ Zulu in his capacity as the Municipal Manager, (hereinafter referred to as “The Employer”)

**AND**

**MTHANDENI BRIGHT NDWALANE**

.....  
(hereinafter referred to as the “The Employee”)

## **3. PURPOSE OF THER AGREEMENT**

The purpose of this Agreement is to:-

Comply with the provision of Section 57(1)(b), (4A), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

Specify objectives and targets established for the Employee and to communicate to the employee the Employer’s expectations of the Employee’s performance and accountabilities;

Specify accountabilities as set out in the Performance Plan (Annexure A);

Monitor and measure performance against set targeted outputs;

Use the Performance Agreement and Performance Plan as the basis for assessing whether the Employee has met with performance expectations applicable to his job;

Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance;

Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

#### **4. COMMENCEMENT AND DURATION**

This Agreement will commence on 1 July 2024 and will remain in force until 30 June 2025, where-after 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.

The parties will review the provisions of this Agreement during April each year and will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year but not later than the beginning of each successive financial year.

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

The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

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.

## **5. PERFORMANCE OBJECTIVES**

The Performance Plan (Annexure A) sets out :-

- 5.1 The performance objectives and targets that must be met by the Employee; and
- 5.2 The time frames within which those performance objectives and targets must be met.

The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Budget and the Service Delivery and Budget Implementation Plan (SDBIP) of the Employer, and shall include key objectives, key performance indicators, target dates and weightings.

The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

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 (IDP).

## **6. PERFORMANCE MANAGEMENT SYSTEM**

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.

The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.

## **7. PERFORMANCE ASSESSMENT**

The Employee agrees to participate in the performance management and development system that the Employer adopts.

The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Area's (KPA's) [including special projects relevant to the employee's responsibilities] within the local government framework.

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.

- 7.1 The Employee must be assessed against both components with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
- 7.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 7.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.

The Employee's assessment will be on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure "A"), which are linked to KPA's and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

The CCR's will make up the other 20% of the Employee's assessment score, which will be recorded in the performance plan (Annexure "A")

## **8. EVALUATING PERFORMANCE**

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

The standards and procedures for evaluation the Employee's performance ; and the intervals for the evaluation of the Employee's performance.

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.

Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to, and implementation must take place within set time frames.

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

The annual performance appraisal will involve;

8.1 Assessment of the achievement of results as outlined in the performance plan:

- a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- b) An indicative rating on the five-point scale should be provided for each KPA.
- c) The applicable assessment rating calculator (refer to paragraph 8.3 below) must then be used to add the scores and calculate final KPA score.

## 8.2 Assessment of the CCRs

- a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- b) An indicative rating on the five-point scale should be provided for each CCR.
- c) The applicable assessment rating calculator (refer to paragraph 8.1 above) must then be used to add the scores and calculate final CCR score.

## 8.3 Overall Rating

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

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

<b>Level</b>	<b>Terminology</b>	<b>Description</b>	<b>RATING 1 2 3 4 5</b>
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 full achieved all others throughout the year.	
3	Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan	
2	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.	
<b>Level</b>	<b>Terminology</b>	<b>Description</b>	<b>Rating</b> <b>1 2 3 4 5</b>
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.	



8.4 For purposes of evaluating the performance of the Employees, an evaluation panel constituted by the following persons will be established:

8.4.1 Municipal Manager,

8.4.2 Chairperson of the Audit Committee,

8.4.3 Member of the Executive Committee,

8.4.4 The Municipal Manager of the other Municipality within the District

## 9. SCHEDULE FOR PERFORMANCE REVIEWS

The performance of each Employee in relation to his/her performance agreement shall be reviewed on the following dates:

Activity	1 <sup>st</sup> quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
Submission of report	06 October	12 January	12 April	15 July
Management evaluation	20 October	29 January	06 May	05 August
Quarterly evaluation session	<b>21 November</b>	<b>20 February</b>	<b>04 June</b>	<b>20 August</b>

The Employer shall keep a record of all reviews and assessment meetings.

Performance feedback shall be based on the Employers' assessment of the Employee's Performance.

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.

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.

## 10. DEVELOPMENT REQUIREMENTS

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

## **11. OBLIGATIONS OF THE EMPLOYER**

The Employer shall:-

- 11.1 Create an enabling environment to facilitate effective performance by the employee;
- 11.2 Provide access to skills development and capacity building opportunities;
- 11.3 Work collaboratively with the Employee to solve problems and general solutions to common problems that may impact on the performance of the Employee;
- 11.4 Where necessary delegate such powers to the 'employee to enable his to meet the performance objectives and targets established in terms of the Agreement; and
- 11.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assist his to meet the performance objectives and targets established in terms of this Agreement.

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2 A performance bonus of between 5% and 14% of the inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment rating calculator; provided that:-
  - 12.2.1 a score of 130% to a 149% is awarded, a performance bonus ranged from 5% to 9% and
  - 12.2.2 a score of 150% and above is awarded, a performance bonus ranging from 10% to 14%.

12.3 The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of at least 12 (TWELVE) consecutive months service at the current remuneration package on 30 June (end of financial year) subject to a fully effective assessment.

12.4 In the case of unacceptable performance, the Employer shall, after appropriate performance counselling and having provided the necessary guidance and /or support as well as a reasonable time for improvement in performance take steps to terminate the contracts of employment of the employee on the grounds of unfitness or incapacity to carry out his or her duties

### **13. DISPUTE RESOLUTION**

13.1 Any dispute about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment, and / or salary increment in there agreement shall be mediated by : -

13.1.1 Municipal Manager

13.1.2 The mediation shall take place within a period of 30 (thirty) days of receipt of a formal dispute from the employee; and

13.1.3 The mediator's decision will be final and binding on both parties.

13.2 Any disputes about the outcome of the employee's performance evaluation, must be mediated by :-

13.2.1. a member of the Municipal Council provided that such member was not part of the evaluation panel referred to in Clause 8.4 above;

13.2.2. the mediation shall take place within a period of 30 (thirty) days of receipt of a formal dispute from the employee; and

13.2.3. the mediator's decision will be final and binding on both parties.

**14. GENERAL**

14.1 The contents of this agreement shall be placed on the Employer's website.

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

SIGNED AT PORT SHEPSTONE ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_ 2025

**AS WITNESSES:**

1. .... THE EMPLOYER  
2. ....

SIGNED AT PORT SHEPSTONE ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_ 2025

**AS WITNESSES:**

1. .... THE EMPLOYEE  
2. ....

## **APPENDIX 1**

### **Commitment of Management Team reporting directly to The Head of Department: Community Services**

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We, the Managers hereby make this commitment to support the Head of Department: Community Services, Mr Mthandeni Bright Ndwane, to achieve targets as set in this performance contract between him and the employer. As support staff, we understand that his targets are impossible to achieve without our full support and co-operation. We, therefore, accept both our individual and collective responsibilities towards the attainment of the set targets.

#### **Signed by**

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**Mr. P Sithole, Manager: Waste Management (Depot North)**

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**Mr. A Davis, Manager: Waste Management (Depot South)**

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**Mrs Z. Mzimela, Manager: Education & Waste Minimisation**

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**Mrs T Khawula, Manager: Arts and Culture**

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**Mr S Langeni, Manager: Aquatic Safety**

## **APPENDIX 2**

### **1. OBLIGATIONS OF THE EMPLOYER (KEY ASSUMPTIONS)**

#### **1.1 Office Accommodation**

During the full period of the performance agreement the employer shall provide adequate office accommodation for The Head of Department: Community Services. The occupational cost including the attendant ground rent obligations will be borne by the Employer.

#### **1.2 Personnel**

The employer shall be required to hire managers reporting directly to The Head of Department: Community Services.

#### **1.3 Facilities and Equipment**

1.3.1 During the full period of the performance contract, the employer shall avail to The Head of Department: Community Services all existing facilities and equipment which he will need in executing her duties.

#### **1.4 Other provisions**

##### **1.4.1 Approvals**

The Employer shall make a decision/comment on items submitted for approval/comment within two (2) week of receipt of the items.

##### **1.4.2 Tasks to the Employer**

The employer undertakes to execute all crucial activities that fall under her responsibility as required by this contract in order not to derail the continuity of department operations. If there is failure on the employer's part and The Head of Department: Community Services feels that the attainment

of targets of this contract is at stake, the two parties will meet and agree on the way forward.

1.4.3 Substitution of The Head of Department: Community Services:

The employer reserves the right to take appropriate action to replace The Head of Department: Community Services as per employment contract of The Head of Department: Community Services.

**2. OBLIGATIONS OF THE HEAD OF DEPARTMENT: COMMUNITY SERVICES**

2.1 Conditions of service

2.1.1 The Head of Department: Community Services shall be the Head of the Department, subject to the conditions of service as stipulated by the employer. The conditions of service of The Head of Department: Community Services shall include but not restricted to:

2.1.1.1 Setting of specific of targets for managers reporting to her.

2.1.1.2 Advise Municipal Manager on all matters including progress made in the implementation of the SDBIP.

2.1.1.3 Setting and monitoring of performance indicators for the municipality and execute corrective measures as and when necessary.

2.1.1.4 Ensuring that organisational assets are in a good working condition.

2.1.1.5 Provision of high quality service within all the departments in a cost effective manner within agreed time frames.

2.1.1.6 Completing and submitting performance reports for the municipality, to the Municipal Manager or Executive Committee on a quarterly basis for information purposes.

2.1.1.7 Assessing performance reports for departmental staff where necessary.

2.1.1.8 Preparation of the annual budget and once approved, adhering to it.

2.1.1.9 Implementing strategies to improve the morale of staff.

2.1.1.10 Attending meetings and other occasions on behalf of organisation.

2.1.2 The Head of Department: Community Services shall ensure that her staff has access and is well informed about the disciplinary procedure of the municipality.

2.1.3 Determining the optimum staff level necessary for the accomplishment of targets and advising the employer on reduction or increase of staff in the department. Staff restructuring or reduction will utilize the existing municipal 'staff pool' as will be mutually agreed between the employer and The Head of Department: Community Services in fulfilment of the current staff reduction policy. If such staff is to be laid off due to the staff reduction policy, the cost of severance and other terminal benefits shall be borne by the employer as required by the Labour Laws of RSA.

## 2.2 Standard of Service

2.2.1 The Head of Department: Community Services shall exercise all her skills, reasonable care, responsibility and diligence in discharge of her duties under this contract. The Acting Head of Department: Community Services shall do so with sound professional conduct in accordance with generally accepted standards.

2.2.2 Nothing in this Agreement diminishes the obligations, duties or accountabilities of The Head of Department: Community Services in terms of her contract of employment, or the



effects of existing or new regulations, circulars, policies, directives or other instruments.

### 2.3 Supervision of Personnel in the Municipality

The Head of Department: Community Services undertakes to ensure the supervision of personnel in the organisation. If he is dissatisfied with performance of any staff, provisions of the relevant internal policy and legislative framework of RSA shall apply.

### 2.4 Targets and Milestones

2.4.1 The Head of Department: Community Services shall do all in her power to achieve the targets and milestones indicated in the municipal IDP and Performance Management System.

2.4.2 The Head of Department: Community Services undertakes to achieve the organisational targets, which shall be directly related to the expected improvement in the level of services and therefore improvement in the quality of life within the municipality. The organisational targets are those defined as performance requirements in the Performance Plan of this contract.

### 2.5 Reporting

2.5.1 The Head of Department: Community Services shall submit detailed quarterly reports on the operation of the municipality to the employer. The reports shall include details of achievement of targets and milestones for that quarter for information purposes. The quarterly report should reach the employer within one month after the quarter in question has lapsed.

2.5.2 The Head of Department: Community Services also undertakes to submit any other report/s as required by the employer.

## 2.6 Expenditure

The Head of Department: Community Services shall be responsible for the implementation of the approved operational and capital budget of the municipality.

## 2.7 Maintenance of Assets (fixed and movable) in the Municipality

The Head of Department: Community Services shall assist the municipality in the maintenance of assets in the departments having authority to enter into service contracts with service providers to carry out such maintenance.

## 2.8 Purchases

2.8.1 The Head of Department: Community Services undertakes to utilize the most recently approved Municipal Supply Chain Management Policy (SCM) to handle all procurement within the municipality, according to the provisions of this contract. No procurement shall be allowed to proceed outside of the approved SCM policy, and the Municipal Internal Auditor shall ensure that no payments are effected contrary to this arrangement.

2.8.2

## 2.9 Books and Records

The Head of Department: Community Services shall keep accurate books and records of all finance operations and shall permit the employer to inspect them and make copies where necessary.

## 2.10 Financial Procedures

2.10.1 Financial year shall commence on the 1<sup>st</sup> July and end on the 30<sup>th</sup> June, such period defined as the financial year shall be used for purposes of budgets, expenditures, cash flows and other operational requirements.

2.10.2 The employer reserves the right to ensure that finances are operated in accordance with the government's financial regulations and can utilize the services of an auditor in this regard.

2.10.3 The Head of Department: Community Services must ensure strict adherence of all approved municipal financial policies, including issues of cost effectiveness, cost efficiency and over expenditure.

## 2.11 Budget

2.11.1 During the budget process The Head of Department: Community Services shall make the necessary submissions to financial services reflecting the projected financial needs of the municipality for the following financial year.

2.11.2 The approval of the municipal budget shall constitute the authority to The Head of Department: Community Services to incur expenditure accordingly and in line with the performance targets indicated in this performance contract.

## 2.12 Liability

The Head of Department: Community Services shall be responsible towards the municipality for the performance of services in accordance with the provisions of this contract, subject to the following limitation.

2.12.1 The Head of Department: Community Services shall not be liable for any damage or injury caused by or arising out of the act, neglect, default or omission, of any personnel in the organisation in the course of duty or anybody subcontracted by the municipality.

2.13. IPMS (Individual Performance Management System)

Individual Performance Management is a strategic human resource process aimed at attaining multiple organizational objectives. It is a vital process of enhancing the contribution levels of individuals to be in line with priorities, objectives, indicators, and targets contained in the Municipality’s Integrated Development Plan. Head of Department is to ensure that employees under this department comply with IPMS requirements.

2.14. Compliance Matters

Key Performance Area	Key Outcomes	Activities	Means of verification
Good Governance & Public Participation	Achievement of Clean Audit	No material findings from your Department on Audit report.	Audit Report
	Implementation of AG Corrective action plan	100% of findings to be resolved as per action plan	Internal Audit update report
	Back to Basics reports submitted on time	Submission of credible information for Back to Basics within timeframes	Proof of submission to PM&E section
	SDBIP reports are credible and supported by POE	Submission of valid POEs with quarterly report	PM&E verification report
	Development of credible Annual Report	Submission of information within timeframes	PM&E verification report
Municipal Transformation and Organisational Development	Ensuring attendance of scheduled meetings <i>(special meetings excluded)</i> and holding management meetings	1) Portfolio Committee (10 meetings) 2) Council/EXCO	Attendance Register

Key Performance Area	Key Outcomes	Activities	Means of verification
	2)Develop IPMS and ensure it is cascaded to managers, supervisors and all staff	(9/18 meetings) 3)Departmental Management & Staff meetings (12 & 4 respectively) 4) Local Labour Forum (9 meetings)*	Attendance Register or verification report
		Conduct PMS workshops or training for the department	
Municipal Financial Viability & Management	Conclusion of bids within 4 months	Submission of Departments' technical reports within 10 days after bid has closed.	List of submissions
	Payment of creditors within 30 days	Submission of invoices to Treasury within 10 days of acknowledgment of receipt by Department.	List of all invoices not paid within 30 days

\*Only applicable to those HODs who sit on LLF

### 3. OTHER PROVISIONS

#### 3.1 Unforeseen conditions

There may be some unforeseen conditions necessary for the success of this performance contract. If either party discovers such circumstances, during the course of operation of this performance contract, the matter shall be brought to the attention of the other, in writing. A meeting, whose timing shall be mutually agreed, shall then be convened to discuss the outstanding issues. The minutes of such a meeting shall form an addendum to this contract.

## **HoD COMMUNITY SERVICES'S PERFORMANCE PLAN (Annexure A)**

### **1. PURPOSE**

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

### **2. KEY RESPONSIBILITIES**

The following objects of local government will inform The Head of Department Community Services performance against set performance indicators:-

Provide democratic and accountable government for local communities;  
Ensure the provision of services to communities in a sustainable manner;  
Promote social and economic development;  
Promote a safe and healthy environment;  
Encourage the involvement of communities and community organisations in the matters of local government.

### **3. KEY PERFORMANCE AREAS**

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006), inform the strategic objectives listed in the table below: -

Municipal Transformation and Organisational Development  
Service Delivery  
Local Economic Development  
Municipal Financial Viability and Management  
Good Governance and Public Participation  
Cross Cutting Issues

**4. KEY PERFORMANCE OBJECTIVES AND INDICATORS FOR THE HOD: COMMUNITY SERVICES**

The provisions and statutory time frames contained in the following legislation are required to be reported on and measured.

Section 157 of the Constitution of the Republic of South Africa, 1996, August 2006 Regulation No. 796 (Local Government: Municipal Planning and Performance Management Regulations, 2001) dated 24 August 2001 Municipal Finance Management Act, 2003, in particular, but not limited to, Chapter 8 (Must include, inter alia, tariff policy, rates policy, credit control and debt collection policy, supply chain management policy and unqualified Auditor General's report). Property Rates Act, 2004. Municipal Structures Act, 1998, in particular, but not limited to Chapter 5 (Powers and functions as determined by legislation or agreement), Municipal Systems Act, 2000, in particular, but not limited to section 55 to 57. Any other applicable legislation specific to the Municipal Manager.

The period of this plan is from 1 July 2024 to 30 June 2025.

SIGNED AND ACCEPTED .....

JOB TITLE : HoD COMMUNITY SERVICES

DATE: ...../...../2025

Signed by KJ Zulu .....  
MM on behalf of Ray Nkonyeni Municipality

DATE: ...../...../2025

**CORE COMPETENCY REQUIREMENTS (CCR's) (20% OF THE FINAL SCORE)**

<b>Leading Competencies</b>				
		<b>Weights</b>	<b>Self-Score</b>	<b>Panel Score</b>
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning &amp; Management</li> <li>• Organisational Awareness</li> </ul>	<b>20</b>		
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning &amp; Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	<b>15</b>		
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning Management &amp; Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project monitoring &amp; evaluation</li> </ul>	<b>10</b>		
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>	<b>5</b>		
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision &amp; Strategy</li> <li>• Process Design &amp; Improvement</li> <li>• Change Impact &amp; Monitoring &amp; Evaluation</li> </ul>	<b>10</b>		
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk &amp; Compliance Management</li> <li>• Cooperative Governance</li> </ul>	<b>10</b>		
<b>Core Competencies</b>				
Moral Competence		<b>5</b>		
Planning & Organising		<b>5</b>		
Analysis and Innovation		<b>5</b>		
Knowledge and Information Management		<b>5</b>		
Communication		<b>5</b>		
Results and Quality Focus		<b>5</b>		
<b>Total</b>		<b>100%</b>		



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

## PERSONAL DEVELOPMENT PLAN

### ANNEXURE B: PERSONAL DEVELOPMENT PLAN

<b>Department</b>	<b>Community Services</b>		
<b>Job title</b>	<b>Head of Department</b>		
<b>Incumbent</b>	<b>MB Ndwalane</b>		
<b>Job Purpose</b>	Provision of strategic leadership to the Department for the achievement of Organisational goals and IDP Objectives related to the Department.		
<b>Area identified for development</b>	<b>Objective of development</b>	<b>Type of intervention identified</b>	<b>Quarter targeted for completion</b>
No submission	No submission	No submission	No submission

EMPLOYEE SIGNATURE: ..... DATE:...../...../2025

MM SIGNATURE: ..... DATE:..../...../ 2025