



MADE AND ENTERED INTO BY AND
BETWEEN:

**LEPHALALE LOCAL
MUNICIPALITY**

**AS REPRESENTED BY THE ACTING
MUNICIPAL MANAGER**

Adv. MOKGADI BETTY MAKGATO

AND

NOKO CHARLES LEKAKA
THE EMPLOYEE OF THE MUNICIPALITY

**PERFORMANCE
AGREEMENT**

FOR THE

FINANCIAL YEAR:
1 JULY 2014 – 30 JUNE 2015

ENTERED INTO BY AND BETWEEN:

The Municipality herein represented by Adv. Mokgadi Betty Makgato In her capacity as the Acting Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Noko Charles Lekaka Employee 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 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties"
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.
- 1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act.

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 Act as well as the employment contract entered into between the parties.
- 2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, 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.
- 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.
- 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	<p>3.1 This Agreement will commence on 1 July 2014 and will remain in force until 30 June 2015 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.</p> <p>3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.</p> <p>3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.</p> <p>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.</p> <p>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.</p>
4. Performance Objectives	<p>4.1 The Performance Plan (Annexure A) sets out-</p> <p>4.1.1 Key Performance Areas that the employee should focus on.</p> <p>4.1.2 Core competencies required from employees.</p> <p>4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee.</p> <p>4.1.4 The time frames within which those performance objectives and targets must be met.</p> <p>4.2 The performance objectives, key performance indicators and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include strategic objectives, key performance indicators, targets, projects and activities that may include dates and weightings. A description of these elements follows:</p> <p>4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved.</p> <p>4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.</p> <p>4.2.3 The target dates describe the timeframe in which the work must be achieved.</p> <p>4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.</p>

5. Performance Management System

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employee, 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 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, Key Performance Areas and core Competency Requirements, 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 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.
 - 5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.6 The Employee's assessment will be based on his / her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the 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
Spatial Rationale	N/A
Service Delivery	N/A
Financial Viability	80%
Local Economic Development	N/A
Municipal Transformation and Organisational Development	N/A
Good Governance and Public Participation	20%
Total	100%

- 5.7 Manager's responsibilities are also directed in terms of the abovementioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added 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 as prescribed by Regulation 21 of 2014 (Annexure A) and the applicable weightings out of 100% are indicated below:

Competencies	Components	Weighting (Total 100%)
Leading competencies		
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	10%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	10%
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	10%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	10%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	10%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • Cooperative Governance 	10%
Core Competencies		
Moral competence		10%
Planning and Organising		10%
Analysis and Innovation		5%
Knowledge and Information Management		5%
Communication		5%
Results and Quality Focus		5%
TOTAL WEIGHTING:		100%

6. Evaluating Performance

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out:
 - 6.1.1 The standards and procedures for evaluating the Employee's performance.
 - 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 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 strategic objectives and strategies set out in the Employer's IDP.
- 6.5 The Annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the Performance Plan:
 - (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
 - (b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement.
 - (c) The applicable assessment ratings and scores will calculate a final KPA score.
 - 6.5.2 Assessment of the Competencies:
 - (a) Each Competency 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 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 (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final Competency score.
 - 6.5.3 Overall rating:

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.
- 6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and Competencies:

Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	0 - 66

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

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

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

7. Schedule for Performance Reviews

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

First quarter	July – September 2014	(October 2014)
Second quarter	October – December 2014	(January 2015)
Third quarter	January – March 2015	(April 2015)
Fourth quarter	April – June 2015	(July 2015)

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

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

	7.4	The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
	7.5	The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.
8. Developmental Requirements		The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.
9. Obligations of the Employer	9.1	The Employer shall:
	9.1.1	Create an enabling environment to facilitate effective performance by the employee.
	9.1.2	Provide access to skills development and capacity building opportunities.
	9.1.3	Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee.
	9.1.4	On the request of the Employee delegate such powers reasonably required by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement.
	9.1.5	Make available to the Employee such resources as the Employee may reasonably require from time to time to assist 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.
	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:-

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

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

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

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

12. Dispute Resolution

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

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

13. General

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

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

14. Signatures

Thus done and signed at Lephalale on this the 30 day of July 2014.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

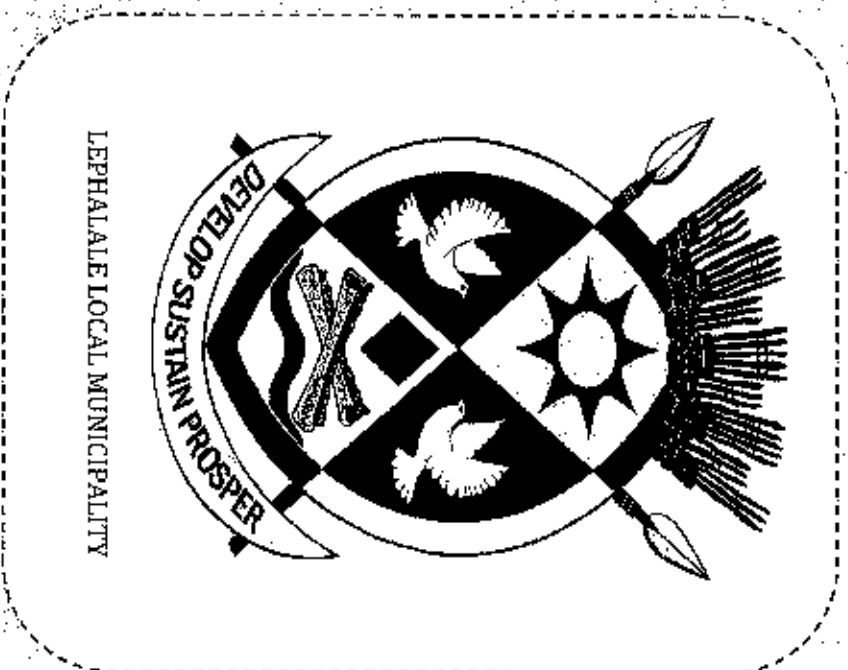
1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

Annexure A

Personal Performance Plan



Name: Noko Charles Lekaka

Position: Chief Financial Officer

Accountable to: The Municipal Manager

Plan Period: 1 July 2014 – 30 June 2015



CONTENTS

1. INTRODUCTION	3
2. PURPOSE OF THE POSITION	4
3. SERVICE DELIVERY AND PERFORMANCE INDICATORS	11
4. DETAILED CAPITAL WORKS PLAN	18
5. COMPETENCIES	19
6. SUMMARY SCORECARD	21
7. RATING SCALES	22
8. PERFORMANCE ASSESSMENT PROCESS	23
9. APPROVAL	25
ANNEXURE A1 - COMPETENCY DETAILS	26



1. INTRODUCTION

PURPOSE:

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

STRATEGIC ALIGNMENT:

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

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



2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The Municipality's Vision:

"To build a vibrant city and be the energy hub of Africa"

The Municipality's Mission:

"We are committed to rural development, provision of quality, sustainable and affordable services, financial viability and good governance, local economic development and job creation"

The Values of Lephalale Local Municipality to which the employee subscribes are:

Value	Description
Community orientation	Provide and deliver sustainable services for the whole community.
Transparency	Invite and encourage public sharing and democratic participation in council's activities.
Commitment	Focus and concentrate on council's core activities in a consistent manner.
Business orientation	Subscribe to, and comply with, the best business practices.
Integrity	Conduct council's business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council's actual performance.
Environmental Care	With all the development in Lephalale, the municipality will focus on taking care of the environment.
Empowerment	To be seen to be empowering our people, knowledge is power.



The Vision of the Budget and Treasury Office is as follows:

“To enable quality and affordable service delivery through sound financial management and safeguarding the municipality’s cash and non-cash assets”

In the day to day activities, the employee is also required to contribute to the achievements of the following operational objectives and strategies:

PROGRAMMES / FOCUS AREAS	PROGRAMME OBJECTIVE	IMMEDIATE STRATEGIES (1-2 YRS)	SHORT TERM STRATEGIES (3-5 YRS)	MEDIUM TERM STRATEGIES (5-10 YRS)	LONG TERM STRATEGIES (10 YRS+)
Expenditure Management	<ul style="list-style-type: none"> • Payment of creditors within 30 days 	<ul style="list-style-type: none"> • Cash flow management 	<ul style="list-style-type: none"> • Cash flow management • Implementation of a streamlined and integrated creditors payment system 	<ul style="list-style-type: none"> • Extending the capacity of expenditure the unit 	<ul style="list-style-type: none"> • Extending the capacity of the expenditure unit
Revenue Management	<ul style="list-style-type: none"> • To increase own revenue through credit control and lobby for more external funding 	<ul style="list-style-type: none"> • Improve on billing accuracy • Creating community awareness • Identification of potential additional revenue sources • Implementation of pre-paid electricity and smart metering • Manage external debt collectors • Review credit control policy and closing all loop holes • Revise tariff structures • Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding 	<ul style="list-style-type: none"> • Resolving electricity distribution and collection in Marapong and Thabo Mbeki • Improve on billing accuracy • Creating community awareness • Identification of potential additional revenue sources • Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding • Pursuing the signing of agency agreement for unfunded mandates • Implementing signed agency agreements 	<ul style="list-style-type: none"> • Implement credit control policy and continuously identify additional revenue sources • Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding • Implementing signed agency agreements • Review valuation roll 	<ul style="list-style-type: none"> • Implement credit control policy and continuously identify additional revenue sources. • Development business plans for projects that need funding and submit to WDM donor funder to lobby for funding • Implementing signed agency agreements



PROGRAMMES / FOCUS AREAS	PROGRAMME OBJECTIVE	IMMEDIATE STRATEGIES (1-2 YRS)	SHORT TERM STRATEGIES (3-5 YRS)	MEDIUM TERM STRATEGIES (5-10 YRS)	LONG TERM STRATEGIES (10 YRS+)
Free Basic Services	<ul style="list-style-type: none"> To provide free basic services to qualifying indigents 	<ul style="list-style-type: none"> Update and verify indigent register. Providing indigents with free basic services. Community awareness. Develop action plan and changing over to pre-paid system Establish vending points and systems for the establishment of pre-paid electrical system. Upgrading of existing household connections to prepaid meters 	<ul style="list-style-type: none"> Update and verify indigent register. Providing indigents with free basic services. Community awareness 	<ul style="list-style-type: none"> Update and verify indigent register. Providing indigents with free basic services. Community awareness 	<ul style="list-style-type: none"> Update and verify indigent register. Providing indigents with free basic services. Community awareness



PROGRAMMES / FOCUS AREAS	PROGRAMME OBJECTIVE	IMMEDIATE STRATEGIES (1-2 YRS)	SHORT TERM STRATEGIES (3-5 YRS)	MEDIUM TERM STRATEGIES (5-10 YRS)	LONG TERM STRATEGIES (10 YRS+)
Budget and Reporting	<ul style="list-style-type: none"> Continuous compliance with regulatory frameworks Continuously implement cost management accounting 	<ul style="list-style-type: none"> Timely drafting and submitting monthly financial statements to relevant internal departments, Council and organs of state Implement cost account management Accurate monthly projections developed and provided to B&R by Directorates at the beginning of financial year and to be used for cash flow forecasts Implement quarterly budget banking Prepare maintenance budget informed by maintenance plan Enforce market testing of prices during budget processes Implementation of SCOA 	<ul style="list-style-type: none"> Implement proper cost management system Implementation of SCOA Increase capacity of B&R division to realise cost account management 	<ul style="list-style-type: none"> To redefine and implement credible cost accounting systems Implementation of SCOA 	<ul style="list-style-type: none"> To have a cost management automated system
Asset Management	<ul style="list-style-type: none"> Continuously ensure that the asset register is compliant with GRAP and other prescriptions 	<ul style="list-style-type: none"> Verification and updating of asset register Development and implementation of an infrastructure investment framework and plan Increase the capacity in asset management unit 	<ul style="list-style-type: none"> Verification and updating of asset register Building capacity in the municipality to implement investment framework 	<ul style="list-style-type: none"> Verification and updating of asset register Building capacity in the municipality to implement investment framework 	<ul style="list-style-type: none"> Verification and updating of asset register Develop and implement proper asset management system



PROGRAMMES / FOCUS AREAS	PROGRAMME OBJECTIVE	IMMEDIATE STRATEGIES (1-2 YRS)	SHORT TERM STRATEGIES (3-5 YRS)	MEDIUM TERM STRATEGIES (5-10 YRS)	LONG TERM STRATEGIES (10 YRS+)
Demand and Acquisition	<ul style="list-style-type: none"> • Ensure compliance with SCM regulatory framework • Timely, cost effective, efficient, equitable, transparent and fair procurement of goods and services • Creating a healthy working environment that takes diversity into consideration to improve efficiency and effectiveness 	<ul style="list-style-type: none"> • Fill vacant positions. • Conduct supplier workshops about procurement • Conduct internal workshops on SCM • Identify recurring procurement that can be outsourced • Conduct awareness on SCM processes during induction of new staff • Updating of database on annual basis • Data cleansing of suppliers • Revision of procurement policy on annual basis 	<ul style="list-style-type: none"> • Development and implementation of an efficient and effective demand management system • Updating of database on annual basis • Revision of procurement policy to make provision for small enterprises regarding registration requirements. • Building the capacity in the SCM unit • Revision of procurement policy on annual basis 	<ul style="list-style-type: none"> • Centralisation of procurement processes. • Updating of database on annual basis • Building the capacity in the SCM unit • Revision of procurement policy on annual basis 	<ul style="list-style-type: none"> • Building the capacity in the SCM unit • Updating of database on annual basis • Revision of procurement policy on annual basis

In terms of Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers¹, focus should also be on applying the eight Batho Pele Principles².

The Batho Pele principles are as follows:

Consultation:

There are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure

¹ Regulation 21 of 2014, Local Government: Regulations on appointment and conditions of employment of senior managers is available on: www.gpwonline.co.za

² Batho Pele Principles are available on: http://www.ipid.gov.za/about%20us/batho_pele.asp



comprehensiveness and representativeness. Consultation is a powerful tool that enriches and shapes government policies such as the Integrated Development Plans (IDPs) and its implementation in Local Government sphere.

Setting service standards:

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

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

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

Increasing access:

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

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

Ensuring courtesy:

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

The public service is committed to continuous, honest and transparent communication with the citizens. This involves communication of services, products, information and problems, which may hamper or delay the efficient delivery of services to promised standards. If applied properly, the principle will help demystify the negative perceptions that the citizens in general have about the attitude of the public servants.



Providing information:

As a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.

Openness and transparency:

A key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilise the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.

Redress:

This principle emphasises a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery programme.

Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.

Value for money:

Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.



3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

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

KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	ID	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Asset management	M - 6 3 1	Number of infrastructure investment framework and plan developed and approved by Council	Count the Number of infrastructure investment framework and plan developed and approved by Council YTD	0	Not applicable this quarter	Not applicable this quarter	1	1
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Asset management	M - 1 7	Number of Asset Verification conducted YTD	Count the Number of Asset Verification conducted YTD	1	Not applicable this quarter	1	1	2
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Budget and Reporting	M - 2 5	Number of quarterly financial reports submitted to Council YTD	Count the Number of quarterly financial reports submitted to Council YTD	4	1	2	3	4
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Budget and Reporting	M - 6 3 2	Number of quarterly interdepartmental meetings held to discuss budget matters	Count the Number of quarterly interdepartmental meetings held to discuss budget matters YTD		1	2	3	4



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Demand and Acquisition	M Average number of days between closing of tender and adjudication YTD 2 8 5	Count the number of days it took for each tender to be adjudicated from date of closure and divide it by all the number of tenders that closed	120	90 days	90 days	90 days	90 days
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	M Debt coverage (total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year) 2 0 5	Total R-value operating revenue received minus R-value Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year	200%	200%	200%	200%	200%
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	M Percentage of total capital budget spent YTD 7 1 7	R-value total capital budget spent YTD / R-value capital budget approved as %	15%	50%	75%	100%	
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	M Percentage infrastructure capital budget spent YTD 7 1 7	R-value infrastructure capital budget spent YTD / R-value infrastructure capital budget approved as %	10%	50%	80%	100%	



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	ID	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	M - 6 3 4	Percentage Capital budget actually spent on capital projects identified for financial year i.t.o. IDP	R-value capital budget actually spent YTD / R-value capital projects on IDP as %	42%	15%	40%	70%	100%
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Free basic services	M - 6 3 8	Number of updated and credible indigents register in place	Count the Number of updated and credible indigents register in place		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Free basic services	M - 7 5 1	Percentage (registered) households earning less than R3 500 (as per indigent policy) per month with access to free basic water	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic water / Percentage households earning less than R3 500 (as per indigent policy) as %	100%	100%	100%	100%	100%



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	ID	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Free basic services	M-7-5-2	Percentage (registered households earning less than R3 500 (as per indigent policy) per month with access to free basic sanitation	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic sanitation (VIP) / Percentage households earning less than R3 500 (as per indigent policy) as %	100%	100%	100%	100%	100%
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Free basic services	M-7-5-3	Percentage (registered households earning less than R3 500 (as per indigent policy) per month with access to free basic electricity	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic electricity / Percentage households earning less than R3 500 (as per indigent policy) as %	100%	100%	100%	100%	100%



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	ID	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Free basic services	M-7-5-4	Percentage (registered households earning less than R3 500 (as per indigent policy) per month with access to free solid waste removal	Percentage households earning less than R3 500 (as per indigent policy) per month with access to free basic refuse removal / Percentage households earning less than R3 500 (as per indigent policy) as %	100%	100%	100%	100%	100%
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Revenue Management	M-3-4-5	R-value Debt amount owed to the municipality	Calculate R-value Debt amount owed to the municipality YTD	1270000000	1300000000	1270000000	1220000000	1200000000
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Revenue Management	M-6-3-7	Number of credit control policies reviewed and approved by Council	Count the Number of credit control policies reviewed and approved by Council YTD		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Revenue Management	M-6-3-5	Percentage debtors collection rate	R-value debt collected YTD / R-value debt owed to the municipality YTD as %		98%	98%	98%	98%



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	ID	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Revenue Management	M - 7 4 4 4	Percentage outstanding service debtors to revenue (R-value total outstanding service debtors divided by R-value annual revenue actually received for services)	R-value total outstanding service debtors divided by R-value annual revenue actually received for services	15%	30%	30%	25%	25%
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Revenue Management	M - 7 4 5	Percentage Cost coverage (R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure)	R-value all cash at a particular time plus R-value investments, divided by R-value monthly fixed operating expenditure		200%	200%	200%	200%
KPA6: Good Governance and Public Participation	Responsible, accountable, effective and efficient corporate governance	Auditor General	M - 6 5 0	Number of Unqualified Audit Opinion received from AG	Count the Number of Unqualified Audit Opinion received from AG	Qualified	Not applicable this quarter	1	1	1



KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	I D	INDICATOR TITLE	METHOD OF CALCULATING	BASELINE	TARGET Q1 (JUL - SEPT)	TARGET Q2 (OCT - DEC)	TARGET Q3 (JAN - MAR)	TARGET Q4 (APR - JUN)
KPA6: Good Governance and Public Participation	Responsible, accountable, effective and efficient corporate governance	Auditor General	M 1740	Number of audit findings against the municipality regarding financial statements	Count the Number of audit findings against the municipality regarding financial statements		Not applicable this quarter	0	0	0



4. DETAILED CAPITAL WORKS PLAN

The projects for which the employee is responsible to implement and report on follows:

KPA	STRATEGIC OBJECTIVE	PROGRAMME / FOCUS AREA	PROJECT NAME	N O	COMPLETION DATE (DD/MM/YY)	QUARTER 1 % PROG	ACTIVITY / MILESTONE	QUARTER 2 % PROG	ACTIVITY / MILESTONE	QUARTER 3 % PROG	ACTIVITY / MILESTONE	QUARTER 4 % PROG	ACTIVITY / MILESTONE
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	Fridge	P 0	31/12/2014	10%	Procurement process - quotation	100%	Fridge purchased	100%	Fridge purchased	100%	Fridge purchased
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	Round table and chairs	P 0	31/12/2014	10%	Procurement process - quotation	100%	Round table and chairs purchased	100%	Round table and chairs purchased	100%	Round table and chairs purchased
KPA3: Financial Viability and Financial Management	Enhance Revenue and Financial Management	Expenditure Management	Furniture	P 0	31/12/2014	10%	Procurement process - quotation	100%	Office furniture for BTO purchased	100%	Office furniture for BTO purchased	100%	Office furniture for BTO purchased



5. COMPETENCIES

According to the leading and core competencies as prescribed by Regulation 21 of 2014 the employee should conform to and will be assessed and evaluated against the following:

Competencies	Components	Competency Definition	Weighting % (total 100%)
Leading competencies			
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	10%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10%
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	10%



Competencies	Components	Competency Definition	Weighting % (total 100%)
Governance Leadership	<ul style="list-style-type: none"> ▪ Policy Formulation ▪ Risk and Compliance management ▪ Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	10%
Core Competencies			
Moral competence		Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	10%
Planning and Organising		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10%
Analysis and Innovation		Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	5%
Knowledge and Information Management		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	5%
Communication		Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	5%
Results and Quality Focus		Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	5%



More details related to each competency is attached as Annexure A1 to this plan.

6. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPA's) and 20% for competency requirements. It is also required that the KPA's relevant to the employees functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPA's. It is also necessary to allocate weightings amongst KPIs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS	KPA WEIGHTINGS	KPI / PROJECT WEIGHTING	ASSESS WEIGHTING
Key Performance Areas			80%
Spatial Rationale	N/A	N/A	N/A
Service Delivery and Infrastructure	N/A	N/A	N/A
Financial Viability	80%	KPI's	90%
		Projects	10%
Local Economic Development	N/A	N/A	N/A
Transformation and Organisational Development	N/A	N/A	N/A
Good Governance and Public Participation	20%	KPI's	100%
Total	100%		
Competency Requirements			20%



7. RATING SCALES

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

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



8. PERFORMANCE ASSESSMENT PROCESS

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

1. Performance Assessment:
 - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
 - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
 - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
 - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
 - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
 - 3.1. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.
 - 3.2. The employee to motivate for higher ratings where applicable.
 - 3.3. The panel to rate the employee's core competency requirements on the 5 point scale. Decimal places can be used.
 - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / Competencies. Overall scores are calculated by taking weightings into account where applicable.
 - 3.5. The final KPA's rating will account for 80% of the final assessment total. The Competencies are to account for 20% of the final assessment total.
4. The five point rating scale referred to in regulation 805 correspond as follows:

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.



6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2006.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all-inclusive remuneration package as indicated in table below:

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

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



9. APPROVAL

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

Undertaking of the employer	Undertaking of the employee
<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>	<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.</p>



Signed and accepted on behalf of Council:		Signed and accepted by the Employee:	
DATE: 30/07/2014		DATE: 28/07/2014	

ANNEXURE A1 – COMPETENCY DETAILS

The required achievement levels in terms of Regulation 21 of 2014, that provides a guide to the allocation of performance ratings during assessments and evaluation are as follows:

Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Leading competencies				
Strategic Direction and Leadership	<ul style="list-style-type: none"> Understand institutional and departmental strategic objectives, but lacks the ability to inspire other to achieve set mandate Describe how specific tasks link to institutional strategies but has limited influence in 	<ul style="list-style-type: none"> Give direction to a team in realising the institution's strategic mandate and set objectives Has a positive impact and influence on the morale, engagement and participation of team members Develop action plans to execute and guide strategy implementation Assist in defining performance measures to monitor 	<ul style="list-style-type: none"> Evaluate all activities to determine value and alignment to strategic intent Display in-depth knowledge and understanding of strategic planning Align strategy and goals across all functional areas Actively define performance measures to monitor the progress and effectiveness of 	<ul style="list-style-type: none"> Structure and position the institution to local government priorities Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework Hold self accountable for strategy execution and results Provide impact and influence



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
	<p>directing strategy • Has a basic understanding of institutional performance management but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision-makers</p>	<p>the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work</p>	<p>the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex situations and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</p>	<p>through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation • Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</p>



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
People Management	<ul style="list-style-type: none"> Participate in team goal-setting and problem-solving Interact and collaborate with people of diverse backgrounds Aware of guidelines for employee development, but requires support in implementing development initiatives 	<ul style="list-style-type: none"> Seek opportunities to increase team contribution and responsibility Respect and support the diverse nature of others and be aware of the benefits of a diverse approach Effectively delegate tasks and empower others to increase contribution and execute functions optimally Apply relevant employee legislation fairly and consistently Facilitate team goal-setting and problem-solving Effectively identify capacity requirements to fulfil the strategic mandate 	<ul style="list-style-type: none"> Identify ineffective team and work processes and recommend remedial interventions Recognise and reward effective and desired behaviour Provide mentoring and guidance to others in order to increase personal effectiveness Identify development and learning needs within the team Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism Inspire a culture of performance excellence by giving positive and constructive feedback to the team Achieve agreement or consensus in adversarial environments Lead and unite diverse teams across divisions to achieve institutional objectives 	<ul style="list-style-type: none"> Develop and incorporate best practice people management processes, approaches and tools across the institution Foster a culture of discipline, responsibility and accountability Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution Develop comprehensive integrated strategies and approaches to human capital development and management Actively identify trends and predict capacity requirements to facilitate unified transition and performance management



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Programme and Project Management	<ul style="list-style-type: none"> Initiate projects after approval from higher authorities Understand procedures of programme and project management methodology, implications and stakeholder involvement Understand the rational of projects in relation to the institution's strategic objectives Document and communicate factors and risk associated with own work Use results and approaches of successful project implementation as guide 	<ul style="list-style-type: none"> Establish broad stakeholder involvement and communicate the project status and key milestones Define the roles and responsibilities of the project team and create clarity around expectations Find a balance between project deadline and the quality of deliverables Identify appropriate project resources to facilitate the effective completion of the deliverables Comply with statutory requirements and apply policies in a consistent manner Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation 	<ul style="list-style-type: none"> Manage multiple programmes and balance priorities and conflicts according to institutional goals Apply effective risk management strategies through impact assessment and resource requirements Modify project scope and budget when required without compromising the quality and objectives of the project Involve top-level authorities and relevant stakeholders in seeking project buy-in Identify and apply contemporary project management methodology Influence and motivate project team to deliver exceptional results Monitor policy implementation and apply procedures to manage risks 	<ul style="list-style-type: none"> Understand and conceptualise the long-term implications of desired project outcomes Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives Consider and initiate projects that focus on achievement of the long-term objectives Influence people in positions of authority to implement outcomes of projects Lead and direct translation of policy into workable action plans Ensure that programmes are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Financial Management	<ul style="list-style-type: none"> Understand basic financial concepts and methods as they relate to institutional processes and activities display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems Understand the importance of financial accountability Understand the importance of asset control 	<ul style="list-style-type: none"> Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate Assess, identify and manage financial risks Assume a cost-saving approval to financial management Prepare financial reports based on specified formats Consider and understand the financial implications of decisions and suggestions Ensure that delegation and instructions are required by National Treasury guidelines are reviewed and updated Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget 	<ul style="list-style-type: none"> Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility Prepare budgets that are aligned to the strategic objectives of the institution Address complex budgeting and financial management concerns Put systems and processes in place to enhance the quality and integrity of financial management practices Advise on policies and procedures regarding asset control Promote National Treasury's regulatory framework for Financial Management 	<ul style="list-style-type: none"> Develop planning tools to assist in evaluating and monitoring future expenditure trends Set budget frameworks for the institution Set strategic direction for the institution on expenditure and other financial processes Build and nurture partnerships to improve financial management and achieve financial savings Actively identify and implement new methods to improve asset control Display professionalism in dealing with financial data and processes



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Change Leadership	<ul style="list-style-type: none"> • Display an awareness of change interventions, and the benefits of transformation initiatives• Able to identify basic needs for change• Identify gaps between the current and desired state• Identify potential risk and challenges to transformation, including resistance to change factors• Participate in change programmes and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of local government 	<ul style="list-style-type: none"> • Perform an analysis of the change impact on the social, political and economic environment• Maintain calm and focus during change• Able to assist team members during change and keep them focused on the deliverables• Volunteer to lead change efforts outside of own work team• Able to gain buy-in and approval for change from relevant stakeholders• Identify change readiness levels and assist in resolving resistance to change factors• Design change interventions that are aligned with the institution's strategic objectives and goals 	<ul style="list-style-type: none"> • Actively monitor change impact and results and convey progress to relevant stakeholders• Secure buy-in and sponsorship for change initiatives• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness• Build an nurture relationships with various stakeholders to establish strategic alliance in facilitating change• Take and lead in impactful change programmes• Benchmark change interventions against best change practices• Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation• Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation 	<ul style="list-style-type: none"> • Sponsor change agents and create a network of change leaders who support the interventions• Actively adapt current structures and processes to incorporate the change interventions• Mentor and guide team members on the effects of change, resistance factors and how to integrate change• Motivate and inspire others around change initiatives



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Governance Leadership	<ul style="list-style-type: none"> • Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation 	<ul style="list-style-type: none"> • Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives 	<p>Able to link risk initiative into key institutional objectives and drivers</p> <ul style="list-style-type: none"> • Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement 	<ul style="list-style-type: none"> • Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Core Competencies				



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Moral competence	<ul style="list-style-type: none"> Realise the impact of acting with integrity, but requires guidance and development in implementing principles Follow the basic rules and regulations of the institution Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent 	<ul style="list-style-type: none"> Conduct self in alignment with the values of local Government and the institution Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver Actively report fraudulent activity and corruption within local government Understand and honour the confidential nature of matters without seeking personal gain Able to deal with situations of conflict of interest promptly and in the best interest of local government 	<ul style="list-style-type: none"> Identify, develop, and apply measures of self-correction Able to gain trust and respect through aligning actions with commitments Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders Present values, beliefs and ideas that are congruent with the institution's rules and regulations Takes an active stance against corruption and dishonesty when noted Actively promote the value of the institution to internal and external stakeholders Able to work in unity with a team and not seek personal gain Apply universal moral principles consistently to achieve moral decisions 	<ul style="list-style-type: none"> Create an environment conducive of moral practices Actively develop and implement measures to combat fraud and corruption Set integrity standards and shared accountability measures across the institution to support the objectives of local government Take responsibility for own actions and decisions, even if the consequences are unfavourable



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Planning and Organising	<ul style="list-style-type: none"> • Able to follow basic plans and organise tasks around set objectives• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans• Able to follow existing plans and ensure that objectives are met• Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation 	<ul style="list-style-type: none"> • Actively and appropriately organise information and resources required for a task• Recognise the urgency and importance of tasks• Balance short and long-term plans and goals and incorporate into the team's performance objectives• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources• Measures progress and monitor performance results 	<ul style="list-style-type: none"> • Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation• Identify in advance required stages and actions to complete tasks and projects• Schedule realistic timelines, objectives and milestones for tasks and projects• Produce clear, detailed and comprehensive plans to achieve institutional objectives• Identify possible risk factors and design and implement appropriate contingency plans• Adapt plans in light of changing circumstances• Prioritise tasks and projects according to their relevant urgency and importance 	<ul style="list-style-type: none"> • Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of the institutional objectives



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Analysis and Innovation	<ul style="list-style-type: none"> • Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking 	<ul style="list-style-type: none"> • Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention 	<ul style="list-style-type: none"> • Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs 	<ul style="list-style-type: none"> • Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Knowledge and Information Management	<ul style="list-style-type: none"> Collect, categorise and track relevant information required for specific tasks and projects Analyse and interpret information to draw conclusions Seek new sources of information to increase the knowledge base Regularly share information and knowledge with internal stakeholders and team members 	<ul style="list-style-type: none"> Use appropriate information systems and technology to manage institutional knowledge and information sharing Evaluate data from various sources and use information effectively to influence decisions and provide solutions Actively create mechanisms and structures for sharing of information Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency 	<ul style="list-style-type: none"> Effectively predict future information and knowledge management requirements and systems Develop standards and processes to meet future knowledge management needs Share and promote best-practice knowledge management across various institutions Establish accurate measures and monitoring systems for knowledge and information management Create a culture conducive of learning and knowledge sharing Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches 	<ul style="list-style-type: none"> Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information Establish partnerships across local government to facilitate knowledge management demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach Recognise and exploit knowledge points in interactions with internal and external stakeholders



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Communication	<ul style="list-style-type: none"> • Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately 	<ul style="list-style-type: none"> • Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents 	<ul style="list-style-type: none"> • Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline 	<ul style="list-style-type: none"> • Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant



Competencies	Basic (2)	Competent (3)	Advanced (4)	Superior (5)
Results and Quality Focus	<ul style="list-style-type: none"> Understand quality of work but requires guidance in attending to important matters Show a basic commitment to achieving the correct results Produce the minimum level of results required in the role Produce outcomes that is of a good standard Focus on the quantity of output but requires development in incorporating the quality of work Produce quality work in general circumstances, but fails to meet expectation when under pressure 	<ul style="list-style-type: none"> Focus on high-priority actions and does not become distracted by lower-priority activities Display firm commitment and pride in achieving the correct results Set quality standards and design processes and tasks around achieving set standards Produce output of high quality Able to balance the quantity and quality of results in order to achieve objectives Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed 	<ul style="list-style-type: none"> Consistently verify own standards and outcomes to ensure quality output Focus on the end result and avoids being distracted Demonstrate a determined and committed approach to achieving results and quality standards Follow task and projects through to completion Set challenging goals and objectives to self and team and display commitment to achieving expectations Maintain a focus on quality outputs when placed under pressure Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution 	<ul style="list-style-type: none"> Coach and guide others to exceed quality standards and results Develop challenging, client-focused goals and sets high standards for personal performance Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations Take appropriate risks to accomplish goals Overcome setbacks and adjust action plans to realise goals Focus people on critical activities that yield a high impact