PERFORMANCE AGREEMENT

IN TERMS OF THE:

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

AND

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

AND

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

Entered into by and between

The **CITY OF MATLOSANA** herein represented by

THEETSI SOLOMON ROGER NKHUMISE

in his capacity as

Municipal Manager
(hereinafter referred to as the **Employer**)

And

RATIDZAI MADIMUTSA

As the

Director: Technical and Infrastructure
(hereinafter referred to as the **Employee**)

For the Period

1 July 2019 to 30 June 2020

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **THEETSI SOLOMON ROGER NKHUMISE (ID NR. 7212265390082)** in his capacity as the **MUNICIPAL MANAGER (**hereinafter referred to as the **Employer**) and **RATIDZAI MADIMUTSA (ID NR. 7004026454186)** in his capacity as the **DIRECTOR: TECHNICAL AND INFRASTRUCTURE** of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000, as amended ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".

1.2 Section 57(1)(b) of the Systems Act, as amended read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.

1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.

1.4 The parties wish to ensure that there is compliance with Sections 57(4a), 57(4b) and 57(5) of the Systems Act and Section 57(4c) of the Systems Amendment Act.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

2.1 comply with the provisions of Section 57(1)(b), (4a), (4b) and (5) of the Systems Act, Section 57(4c) of the Systems Amendment Act, as well as the employment contract entered into between the parties;

2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;

2.3 specify accountabilities as set out in a performance plan, which forms an Annexure to the Performance Agreement;

2.4 monitor and measure performance against set targeted outputs and outcomes;

2.5 use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;

2.6 in the event of outstanding performance, to appropriately reward the employee; with Section 11 of this agreement and

2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the **1 JULY 2019** and will remain in force until **30 JUNE 2020** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2 The parties will include a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.

3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment.

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

3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out-

4.1.1 The performance objectives and targets that must be met by the **Employee**; and

4.1.2 The time frames within which those performance objectives and targets must be met.

4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 are required, to operate effectively as senior manager in the Local Government environment.

4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:

4.2.1 Key objectives that describe the main tasks that needs to be done.

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.

4.2.3 Target dates that describe the timeframe in which the work must be achieved.

4.2.4 Weightings that show the relative importance of the key objectives to each other.

4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.

4.4 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

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

5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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

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

5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.

5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Competencies respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.

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

Key Performance Areas (KPA's)	**Weighting**
Service Delivery & Infrastructure Development	66.7%
Municipal Institutional Development and Transformation	3.3%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	0%
Good Governance and Public Participation	30.0%
Total	**100%**

5.7 In the case of Senior Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.

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

LEADING COMPETENCIES		**WEIGHTING**
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	8.33%
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	8.33%

Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	8.33%
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	8.33%
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	8.33%
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	8.33%
CORE COMPETENCIES		**WEIGHTING**
Moral Competence		8.33%
Planning and Organising		8.33%
Analysis and Innovation		8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
Results and Quality Focus		8.33%
TOTAL PERCENTAGE		**100%**

6. EVALUATING PERFORMANCE

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

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

6.1.2 The intervals for the evaluation of the **Employee**'s performance.

6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.

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

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

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

6.6 The annual performance appraisal will involve:

6.6.1 **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) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.

(c) The **Employee** will submit his/her self – evaluation to the **Employer** prior to the final assessment.

(d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.

(e) An overall score will be calculated based on the total of the individual scores calculated above.

(f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.6.2 **Assessment of the Competencies**

(a) Each competency will be assessed in terms of the description provided in (Annexure B).

(b) An indicative rating on the five-point scale should be provided for each competency.

(c) This rating should be multiplied by the weighting given to each competency during the contracting process, to provide a score.

(d) The applicable assessment rating calculator must be used to add the scores and calculate a final competency score.

6.6.3 **Overall rating**

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

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

Rating scale for KPA's

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.

Level	Terminology	Description
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Rating scale for Competencies

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

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

6.8.1 Executive Mayor;
6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.8.3 Member of the Mayoral Committee;
6.8.4 Mayor and/or Municipal Manager from another municipality; and
6.8.5 Member of a ward committee as nominated by the Executive Mayor.

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

6.9.1 Municipal Manager;
6.9.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
6.9.3 Municipal Manager from another municipality.

6.10 The Performance Management Unit of the municipality must provide secretariat services to the evaluation panels referred to in paragraphs 6.8 and 6.9.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

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

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

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

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of (Annexure A) from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of (Annexure A) whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as (Annexure C). Such plan may be implemented and/or amended as the case may be after each assessment.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;

9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and

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

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 A direct effect on the performance of any of the **Employee**'s functions;

10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 A substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

Performance Score		Performance Bonus Percentage
From	To	
130%	133%	5%
134%	137%	6%
138%	141%	7%
142%	145%	8%
146%	149%	9%
150%	153%	10%
154%	157%	11%
158%	161%	12%
162%	165%	13%
166%	169%	14%

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

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

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

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

12.1.2 Any other person appointed by the MEC.

12.1.3 In the case of Senior Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause relevant of the Contract of Employment shall apply.

13. GENERAL

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

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

13.3 The performance assessment results of the **Employee** must be submitted to the municipal council by the **Employer** within fourteen (14) days after the conclusion of the assessment for information purposes.

14. PERFORMANCE APPRAISALS

14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2017 Performance Management System Framework document.

Thus **done** and **signed** at **KLERKSDORP** on this the 24 day of June 2019

AS WITNESSES:

1. _____

2. _____

_____
EMPLOYEE

Thus **done** and **signed** at **KLERKSDORP** on this the 26 day of June 2019

AS WITNESSES:

1. MCruger

2. FO Hoff

_____
EMPLOYER

Performance Plan

DIRECTOR: TECHNICAL AND INFRASTRUCTURE

R MADIMUTSA

CITY OF MATLOSANA

Period 1 July 2019 to 30 June 2020

DIRECTORATOR TECHNICAL AND INFRASTRUCTURE
MR R MADIMUTSA

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

Service Delivery & Infrastructure Development (51)	85.0%
Municipal Institutional Development and Transformation (2)	3.3%
Local Ecionomic Development (0)	0.0%
Municipal Financial Viability & Management (0)	0.0%
Good Governance and Public Participation (7)	11.7%
	100%

IDP PROJECTS

Top Layer / Bottom Layer	IDP Linkage / Project ID.	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI) and Type	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
TL	IDP - MIG Funded - (Multi-Year project) Roll-Over - Outcome 9 - Output 1		PMU1	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To improve water supply from Midvaal end point to Jouberton and Alabama to increase the water supply capacity to the community	Water supply from Midvaal end point to Jouberton and Alabama constructed	Constructing one 2 km of 800mm diameter oPVC pipeline for water supply from Midvaal end point to Jouberton and Alabama (Phase 1A / B) (Wards 4,5,6) by December 2019	R 17 615 333			1	Excavation, laying, 2 chambers and back filling of 1km pipeline							Previous and new appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Excavation, laying, 2 chambers and back filling of 1km pipeline. R17 615 333							
														3	-							
														4	-							
TL	IDP - MIG Funded - (Multi-Year project) Partial Roll-Over - Outcome 9 - Output 1	45106446020MGC37ZZWM	PMU2	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To improve water supply from Midvaal end point to Jouberton and Alabama to increase the water supply capacity to the community	Water supply from Midvaal end point to Jouberton and Alabama constructed.	Constructing 1,586 km of 800mm diameter oPVC pipeline and constructing 0,227 km of 630mm diameter oPVC pipeline and 4 air valve chambers, 1 Control Valve Chamber and 1 Connection box chamber for water supply from Midvaal end point to Jouberton and Alabama (Phase 1B) (Wards 4, 5, 6) by June 2020.	R 22 393 704			1	Execavation, laying and back filling of 1 km of 800mm diameter oPVC pipeline. Construct 2 chambers and install 2 air valves							Previous and new appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Execavation, laying and back filling of 0,586 km of 800mm diameter and 0.227 km of 630mm diameter oPVC pipeline. Construct 2 chambers and install 2 air valves							
														3	Construct 1 control valve chamber and 1 connection box. Install 1 control valve and 1 connection box							
														4	Project completed with 1.813km pipeline constructed. R22 393 704							
TL	IDP - MIG Funded - (Multi-Year project) Roll-Over - Outcome 9 - Output 1	45106446020MGC72ZZWM & 45106446020MGC41ZZWM	PMU3	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To improve bulk water supply in Alabama / Manzilpark (Phase 3B) to ensure basic water services to the community	Bulk water supply improved with a water pressure tower constructed for Alabama / Manzilpark (Phase 3B)	Water tightness testing of one bulk water 2 Mℓ pressure tower in Alabama / Manzilpark (Phase 3) (Wards 3,4,5 & 8) by December 2019	R 8 440 723		Up to shaft 23 completed R7 075 659	1	Complete roof slab.							Previous appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Reconcilliation spreadsheet. Photos. Completion
														2	Complete pipe work and valve chambers, 'Water tightness testing. Project completed. R8 440 723							
														3	-							
														4	-							
TL	IDP - MIG Funded - Outcome 9 - Output 1	75156449420MGC33ZZWM	PMU4	K Dikgwathe	Service Delivery & Infrastructure Development		1.66%	To upgrade the electrical and mechanical equipment at the Kanana Pump-station (Phase 1) to maintain the current infrastructure	Number of electrical and mechanical equipment at the Kanana Pump-station (Phase 1) upgraded	Upgrading 2 pump-stations with replacing 4 existing centrifugal pumps, 2 existing screens and conveyors as well as all pipework and the installation of 2 inline macerators, eletrical wiring and control panels by June 2020	R 2 318 900			1	Approval of detailed designs							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Approval of tender documents and advertisement							
														3	Procurement of the contractor. Site establishment.							
														4	Replacing pipework in two pumpstations. 'Replacing 4 existing centrifugal pumps. Replacing of 2 existing screens and conveyors. Installing 2 inline macerators. Eletrical wiring and installation of control panels. Project completed. R2 318 900							

TL	IDP - MIG Funded - (Multi-Year project) Roll-Over - Outcome 9 - Output 1	7515649420MGC35ZZWM	PMU5	K Dikgwaltlhe	Service Delivery & Infrastructure Development		1.66%	To ensure that the waste water treatment is functioning at its optimum capacity.	Kilometres of sewage pumpline in Kanana Ext 11 upgraded	Constructing 1. 40 km of sewer pumpline consisting of 250 mm diameter uPVC pipe, 1 new isolating valve chamber, 1 new outlet chamber and installing 3 airvalves at Kanana Ext 11 by June 2020	R 1 475 057			1	Approval of detailed designs									Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Approval of tender documents and advertisement										
														3	Procurement of the contractor. Site establishment. .										
														4	Construct 0.7 km of sewer pumpline consisting of 250 mm diameter uPVC pipe. Construct 1 new isolating valve chamber. Construct 1 new outlet chamber. Installation of										
TL	IDP - MIG Funded - Outcome 9 - Output 1	4025647242OMGC23ZZWM	PMU6	K Dikgwaltlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To improve accesibility and mobility and control and direct the flow of storm-water and prevent road erosion	Km of Tigane taxi route paved and km of storm-water drainage constructed (Phase 9)	Paving and constucting 2.4km taxi route and storm-water draingage in Tigane (Phase 9) at Lephoi, Pudi, Kwena, Nku, Kgomo, Malcom X, More, Mahatma Gandhi, Helen Josph, Oupa Matlhoko and Nyakallong Streets by June 2020	R 15 837 356			1	Appointment of the contractor. Site establishment.									Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Clear and grub and locating existing services. Construction of 1,2 km of road bed and sub base layers.										
														3	Laying of 1.2 km paving bricks and kerbing, and construction of 1,2 km of road bed and sub base										
														4	Laying of 1,2 km paving bricks with kerbs, complete all road markings and signage on all identified streets. Project completed. R15 837 356										
TL	IDP - MIG Funded (Multi-Year Project) - Outcome 9 - Output 1	4025647242OMGC21ZZWM	PMU7	K Dikgwaltlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To improve accesibility and mobility and control and direct the flow of storm-water and prevent road erosion	Km of Jouberton taxi route paved and km of storm-water drainage constructed (Phase 8)	Laying of 2,93 km paving bricks with kerbs (1.75 km of Lebaleng road and 1,18 km of Mpiseka road) in Jouberton Ext 24 (Phase 8)(Ward 12) by June 2020	R 7 000 000			1	Laying of 2,93 km paving bricks with kerbs, complete road markings and signage on both Lebaleng and Mpiseka streets.									Previous appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion
														2	Project completed. R7 000 000										
														3	-										
														4	-										
TL	IDP - MIG Funded (Multi-Year Project) - Outcome 9 - Output 1	3020647352OMGC19ZZ09	PMU8	K Dikgwaltlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To construct a new sports complex in Khuma Extension 9 (Ward 31) to provide recreational facilities for the community	Number Sports Complex in Khuma constructed	Constructing a sport/athletic track field and internal services at the Khuma Sports Complex in Khuma Extension 9 (Ward 31) (Phase 1) according to the technical scoping report by June 2020	R 15 000 000			1	Appointment of the contractor. Site establishment.									Previous and new appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Construct a guard house, perimeter fence, storm-water drainage and relocation of sewer services.										
														3	Construct the sport/athletic track field: 50% layer works complete.										
														4	Construct the sport/athletic track field: 100% layer works complete.Installation of athlete track.R15 000										
TL	IDP - MIG Funded (Multi-Year Project) - Outcome 9 - Output 1		PMU9	K Dikgwaltlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To upgrade the Fresh Produce Market (Phase 1) to ensure	Fresh Produce Market upgraded	Upgrading of the existing Fresh Produce Market (Phase 1) according to the technical scoping report by June 2020	R 11 609 533			1	Approval of detailed designs									Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Approval of tender documents and advertisement										
														3	Procurement of the contractor. Site establishment. Install 2 cladding and shutter doors. Roof sheeting replaced. Toilets and storage units built on										
														4	Cold rooms built on western side, Water, sewer and electrical connections done. Off-loading platforms completed. R11 609 533										

TL	IDP - MIG Funded - Outcome 9 - Output 1	4510644602OMGC71ZZWM & 4510644602OMGC37ZZWM	PMU10	K Dikgwatlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To adress the inadequacies/ challenges in the current waste management system by implementation of a new solid waste cell.	Approved designs for the Construction of a New Solid Waste Cell between Kleksdorp and Stillfontein	Design approval, and procurement oof the contrcator for the Construction of a New Solid Waste Cell between Kleksdorp and Stillfontein by June 2020.	R 3 000 000			1	Approval of detailed designs by municipality								Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Approval of Technical report by DWS.								
														3	Approval of tender document and advertisement								
														4	Procurement of the contractor. Site establishment. R3 000 000								
TL	IDP - NDPG Funded (Multi-Year Project) - Outcome 9 - Output 1	40256472420NDC382Z32	PMU11	K Dikgwatlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide internal infrastructure services for the proposed Jouberton / Alabama pricint development to improve the social and economic environment	Number of Jouberton / Alabama pricint internal services infrastructure plans designed	Construting 3 internal infrastructure services (2,1 km road network. 1.52 km of 160 mm diameter water reticulation, 0.16 km of 160mm diameter sewer pipe. for the proposed Jouberton / Alabama Pricint development by June 2020	R 12 874 379			1	Clear and grub 2.1 km road servitue and locating existing services. Construction of 0.6 km of road bed and sub base layers.								Previous appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Construction of 0.5 km of road bed and sub base layers. Construct 1 km of 160mm diameter water pipeline.								
														3	Construction of 1 km of road bed and sub base layers. 1.1km Road Surfacing. Construct 0.52 km of 160mm diameter water pipeline. Construct 4 valve chambers and install 4								
														4	Construction of 1,0 km road surfacing. Construct 0.16 km of 160mm diameter sewer pipe. Project completed. R12 874 379								
TL	IDP - NDPG Funded (Multi-Year Project) Roll-over - Outcome 9 - Output 1	4510644502ONDC40ZZWM	PMU12	K Dikgwatlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide bulk services for the proposed Jouberton / Alabama pricint development to improve the social and economic environment	Number of Jouberton / Alabama Precinct Bulk Services (2Ml pressure tower, switching station and cables) constructed	Construction lift shafts 6-11 of a 2 ML pressure tower (new bulk service and testing for water tightness for the proposed Jouberton / Alabama precinct development (wards 3, 4, 5 & 37) by by December 2019	R 2 185 377			1	Casting of lift 6 to 9 of a 2 Ml pressure tower.								Appointment letters, scoping report, advert, Invoices / expenditure, GO 40
														2	Casting of lift 9 to 11 of a 2 Ml pressure towe. R 2 185 377								
														3	-								
														4	-								
TL	IDP - NDPG Funded (Multi-Year Project) - Outcome 9 - Output 1	4510644502ONDC40ZZWM; 5510643242ONDC13ZZWM; 7515644942ONDC46ZZWM	PMU13	K Dikgwatlhe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide bulk services for the proposed Jouberton / Alabama pricint development to improve the social and economic environment	Number of Jouberton / Alabama Precinct Bulk Services (2Ml pressure tower, switching station and cables) constructed	Installation of 6 km 11 KV underground electrical cable from the Manzilpark substation to the precinct electrical switching substation in Jouberton, upgrading of Jagspruit pump-station and construction lift shafts 6 - 23 of a 2 ML pressure tower (new bulk service) for the proposed Jouberton / Alabama precinct development (wards 3, 4, 5, 12 & 37) by June 2010	R36 425 278 (R22 017 664 R9 833 627 R4 573 987)			1	Excavations and installations of the MV incomer cables and MV network cables completed. 2 Mechnical screens and conveyors replaced.								Appointment letters, scoping report, advert, Invoices / expenditure, GO 40
														2	Casting of lift 12 to 17 of a 2 Ml pressure tower. Construction of switching station completed. Degritting pumps and pipe work refurbished.								
														3	Casting of lift 18 to 22 of a 2 Ml pressure tower. Installation of MV switch gear and equipment at switching station completed. New pista traps constructed								
														4	Casting of lift 23 to 28, bowl and roof slab of a 2 Ml pressure tower completed. Testing of water tightness. Testing and commission of switching station, MV cable and network completed. Channel sluice gates refurbished. Waste bin system installed. R36 425 278								

R.M TT MC MR

TL	IDP - NDPG Funded (Multi-Year Project) - Outcome 9 - Output 1	40256472420NDC122232	PMU14	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	Construction of a new taxi rank with facilities in Jouberton Ext 19 (Ward 37) to improve public access to transport	Number of taxi ranks construted in Jouberton Ext 19 (Ward 37)	Constructing a new taxi rank with facilities in Jouberton Ext 19 (Ward 37) according to the technical scope report by June 2020	R 10 700 342			1	Appointment of the contractor. Site establishment.							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Construct roof covering over taxi drop off area. Erect fencing							
														3	Construct office facilities, store room and refuse bin facility.							
														4	Construct undercover trading and public ablution facilities. R10 700 342							
TL	IDP - MIG Grant Roll-Over - Outcome 9 - Output 1	55106433020MGC44ZZWM	PMU15	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To replace obsolete high mast lights to enhance a safe social economic environment	Number of Khuma Highmast Lights (Phase 1) replaced	Replacing of 5 High Mast Lights by erecting steel structures and installing new mast lights and electrical reticulation in Khuma (Wards 31, 34 & 39) (Phase 1) by December 2019	R 1 500 000			1	Erection of steel structures and energizing completed. 5 High mast light replaced - electrical reticulation and commission.							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Project Complete R1 500 000							
														3	-							
														4	-							
TL	IDP - MIG Grant - Outcome 9 - Output 1	55106433020MGC44ZZWM	PMU16	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To replace obsolete high mast lights to enhance a safe social economic environment	Number of Khuma Highmast Lights (Phase 2) replaced	Replacing 5 obsolete high mast lights in Khuma Proper (Wards 31, 34 & 39) (Phase 2) by June 2020	R 1 920 000			1	Approval of detailed designs and tender							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Advertisement and appointment of contractors.							
														3	Excavation and foundation works							
														4	Erection of steel structures and energizing completed. 5 High mast light replaced - electrical reticulation and commission R1 920 000							
TL	IDP - MIG Grant Roll-Over - Outcome 9 - Output 1	55106433020MGC43ZZWM	PMU17	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To replace obsolete high mast lights to enhance a safe social economic environment	Number of Kanana High Mast Lights (Phase 1) replaced	Replacing of 8 High Mast Lights by erecting steel structures and installing new mast lights and electrical reticulation in Kanana (Wards 23 - 27)(Phase 1) by December 2019	R 2 400 000			1	Erection of steel structures and energizing completed. 8 High mast light replaced - electrical reticulation and commission							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Project Complete. R2 400 000							
														3	-							
														4	-							
TL	IDP - MIG Grant - Outcome 9 - Output 1	55106433020MGC43ZZWM	PMU18	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To replace obsolete high mast lights to enhance a safe social economic environment	Number of Kanana High Mast Lights (Phase 2) replaced	Replacing 8 obsolete high mast lights in Kanana (Wards 23 - 27)(Phase 2) by June 2020	R 2 560 000			1	Approval of detailed designs and tender documents							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Advertisement and appointment of contractors.							
														3	Excavation and foundation works							
														4	Erection of steel structures and energizing completed. 8 High mast light replaced - electrical reticulation and commission R2 560 000							
TL	IDP - EEDSM Grant - Roll-Over - Outcome 9 - Output 1		PMU19	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	Reduce electricity losses assosiated with municipal own consumption	Retrofit of street lighting with LED lights	Replacing of 1 555 conventional street lights with LED lights by December 2019	R 6 908 763			1	1 000 Conventional street lights replaced with LED lights.							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion
														2	555 Conventional street lights replaced with LED lights. Project completed. R6 908 763							
														3	-							
														4	-							
TL	IDP - EEDSM Grant - Outcome 9 - Output 1		PMU20	K Dikgwathe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	Reduce electricity losses assosiated with municipal own consumption	Retrofit of street lighting with LED lights	Retrofitting 456 conventional street lights with LED lights by June 2020	R 3 000 000			1	Advertisement and appointment of							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet.
														2	456 Conventional street lights replaced with LED lights							
														3	Project completed. R3 000 000							
														4								

TL	IDP - INEP Grant - Outcome 9 - Output 1		PMU21	K Dikgwalthe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To construct 11kV feeder line from Alabama substation to Alabama Ext 4 to provide for the increased electricity supply demand	Kilometres of feeder line constructed from Alabama substation to Alabama Ext 4	Constructing 2.5 km 11kV feeder line from Alabama substation to Alabama Ext 4 (Ward 4) by June 2020	R 3 900 000			1	Appointment of consultant. Approval of detailed designs and							Appointment letters. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Advertisement and appointment of contractors.							
														3	Construct 2.5 km 11kV feeder line							
														4	Testing, energizing and commission R3 900 000							
TL	IDP - INEP Grant - Outcome 9 - Output 1	5510643042OINC422ZWM	PMU22	K Dikgwalthe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To construct a loop-in-loop-out new 88 kV medium voltage line, primary and secondary plant at Alabama (Matlosana) substation (Phase 3) to maintain the current infrastructure and to cater for the increased electricity supply demand	Number of loop-in-loop-out new 88 kV medium voltage line, primary and secondary plant at Alabama (Matlosana) substation (Phase 3) constructed	Constructing 2km loop-in-loop-out new 88 kV medium voltage line, primary and secondary plant at Alabama (Matlosana) substation (Phase 3) by March 2020	R 9 200 000			1	2km loop-in-loop-out new 88 kV medium voltage line constructed,							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion
														2	Primary and secondary plant completed. Testing and Commissioning							
														3	Project Complete R9 200 000							
														4	-							
TL	Council Funded Capital	55106456020OCFC60ZZWM	PMU23	K Dikgwalthe	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	Reduce electricity losses assosiated with municipal own consumption	Number of anti-tampering of pillar boxes supplied	Supplying and installing of 35 anti-tampering pillar boxes by March 2020	R 2 000 000			1	Advertisement for contractor.							Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40, Photos. Reconcilliation spreadsheet. Photos. Completion report and certificate
														2	Appointment of contractor. Supply and installation of 20 anti-tampering anti-tampering pillar boxes							
														3	Supply and installation of 15 anti-tampering pillar boxes Project completed R2 000 000							
														4	-							

OPERATIONAL

Top Layer / Bottom Layer	IDP Linkage / Project ID.	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI) and Type	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line	Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure / Revenue	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
BL	Operational - Outcome 9 - Output 6	N/A	DTI1	R Madimutsa	Municipal Institutional Development and Transformation	Financial Management	1.66%	To ensure an effective external audit process (Exception report)	% Of external audit queries answered within required time frame	Answering 100% of all audit queries (exception report) received from the Auditor-General within the required time frame by November 2019	R 0			1	100% Nr. received / Nr answered							Tracking document. Execution letters / notes
														2	100% Nr. received / Nr answered							
														3	-							
														4	-							
TL	Operational	N/A	DTI2	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To ensure good governance by executing the mandate of council	% of Resolutions implementation within required timeframe	Implementing 87% of the directorates Municipal Manager / Executive Mayor / MayCo / Council resolutions by June 2020	R 0			1	87% Nr received / Nr implemented							Resolution register. Copy of resolutions. Execution letters / notes (supporting documents)
														2	87% Nr received / Nr implemented							
														3	87% Nr received / Nr implemented							
														4	87% Nr received / Nr implemented							
BL	Operational	N/A	DTI3	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To reduce risk areas and protect the municipality against legal actions	% of all identified high / maximum / extreme risks mitigated by implementing corrective measures	Mitigating 50% of the directorate's identified high / maximum / extreme risks by implementing corrective measures by June 2020	R 0			1	50% Nr received / Nr mitigated							Director's risk register. Execution letters / notes
														2	50% Nr received / Nr mitigated							
														3	50% Nr received / Nr mitigated							
														4	50% Nr received / Nr mitigated							
BL	Operational	N/A	DTI4	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To ensure the that the quality of the information is on an acceptable standard	Directorate's 2018/19 Annual Report input provided before tabling of the draft annual report	Providing the directorate's 2018/19 Annual Report input before the draft annual report is tabled by October 2019	R 0			1	Draft information submitted							Signed-off AR template and narritve
														2	Credible 2018/19 Annual Report input							
														3	-							
														4	-							

BL	Operational	N/A	DTI5	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To ensure that the programmes and projects of the directorate are incorporated	Directorate's IDP inputs provided before the 2020/21 IDP is tabled	Providing the directorate's IDP inputs before the 2020/21 IDP is tabled by 30 May 2020	R 0			1	–									Signed-off IPD needs and priority list
														2	–									
														3	–									
														4	Credible 2020/21 IDP inputs provided									
BL	Operational	N/A	DTI6	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To ensure that the all the directorates KPI's are catered for	Directorate's SDBIP inputs before the draft 2020/21 SDBIP is	Providing the directorate's SDBIP inputs before the draft 2020/21 SDBIP is submitted by 25 May 2020	R 0			1	–									Signed-off SDBIP planning template. Attendance Register
														2	–									
														3	–									
														4	Credible 2020/21 SDBIP inputs provided									
BL	Operational	N/A	DTI7	R Madimutsa	Municipal Institutional Development and	Institutional Capacity	1.66%	To attend to all LLF meetings to ensure industrial harmony	Number of LLF meetings attended	Attending 11 LLF meetings by June 2020	R 0			1	3 Meetings attended									Notices. Agenda. Attendance register. Minutes
														2	2 Meetings attended									
														3	3 Meetings attended									
														4	3 Meetings attended									
TL	Operational	N/A	DTI8	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To ensure that the mandate of Audit Committee is executed	% of Resolutions of the Audit Committee implementation within required timeframe	Implementing 90% of all directorates Audit Committee resolutions by June 2020	R 0			1	90% Nr received / Nr implemented									Resolution register. Copy of resolutions. Execution letters / notes (supporting documents)
														2	90% Nr received / Nr implemented									
														3	90% Nr received / Nr implemented									
														4	90% Nr received / Nr implemented									
BL	Operational	N/A	DTI9	R Madimutsa	Good Governance and Public Participation	Good Governance	1.66%	To ensure that the set goals of council are achieved	No of SDBIP meetings with senior personnel in own directorate conducted	Conducting 22 SDBIP meetings with senior personnel in own directorate by June 2020	R 0			1	6 Meetings conducted									Notices. Agenda. Attendance Register. Minutes.
														2	5 Meetings conducted									
														3	5 Meetings conducted									
														4	6 Meetings conducted									
TL	Outcome 9 - Output 4	402522836620PRP98ZZWM	ROA1	W Matsi	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To grade roads to maintain the existing road infrastructure	Km roads graded in the KOSH area	Grading of 200 km roads in the KOSH as per maintenance programme by June 2020	R 10 520 000			1	30 km Graded R1 578 000									Annual maintenance programme Monthly reports Reconcilliation spreadsheet GO40 Lay-out plan
														2	40 km Graded R3 682 000									
														3	60 km Graded R6 838 000									
														4	70 km Graded R10 520 000									
BL	Operational	N/A	ROA2	W Matsi	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To address cleaned blockages to ensure reactive maintenance of cleaned throughout the year	Km of open storm-water channels cleaned	Cleaning 30 km of storm-water channels as per maintenance programme in the CoM municipal area by June 2020	R 0			1	5.1 Km Cleaned									Annual maintenance programme Maintenance report Lay-out plan
														2	8.3 Km Cleaned									
														3	8.3 Km Cleaned									
														4	8.3 Km Cleaned									
BL	Operational	N/A	ROA3	W Matsi	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To address main sewer blockages to ensure reactive maintenance of main sewers throughout the year	Number of storm-water catch pits cleaned	Cleaning 300 of storm-water catch pits as per maintenance programme in the CoM municipal area by June 2020	R 0			1	75 Catch pits cleaned									Annual maintenance programme Maintenance report Lay-out plan
														2	75 Catch pits cleaned									
														3	75 Catch pits cleaned									
														4	75 Catch pits cleaned									
TL	National KPI - Outcome 9 - Output 2	N/A	WAT1	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of water - Urban Settlements	99% of Households with access to basic level of water by June 2020 - Urban Settlements	R 0			1	–									Water Billing records. Register of Hh with access Urban areas Water meter register with new installations.
														2	–									
														3	–									
														4	99% Nr of total Hh with access to water									
BL	Operational	N/A	WAT2	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To eliminate water backlogs and provide basic municipal services	Nr. of water backlogs eliminated - Urban Settlements	Zero water backlogs eliminated according to maintenance budget by June 2020 - Urban Settlements (Squatters on unpromulgated land)	R 0			1	–									Water Billing records Register of Hh with access Urban areas. Water meter register with new installations.
														2	–									
														3	–									
														4	0 Backlogs eliminated									
TL	National KPI - Outcome 9 - Output 2	N/A	WAT3	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of water - Rural Settlements	85% of Households with access to basic level of water by June 2020 - Rural Settlements	R 0			1	–									Aerial photos. Register of Hh with access in rural areas. Register of total Hh in Matlosana rural areas
														2	–									
														3	–									
														4	85% Nr of total Hh with access to water (rural)									
BL	Operational	N/A	WAT4	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To eliminate water backlogs and provide basic municipal services	Nr. of water backlogs eliminated - Rural Settlements	Zero water backlogs eliminated according to maintenance budget by June 2020 - Rural Settlements	R 0			1	–									Aerial photos. Register of Hh with access in rural areas. Register of total Hh in
														2	–									
														3	–									
														4	0 Backlogs eliminated									

BL	Operational	450522836200WAQ192 ZHO; 450523206020WAQ357	WAT5	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To clean reservoirs to comply with legislation	Number of reservoirs cleaned	Cleaning 28 reservoirs according to the programme in the Matlosana area by June 2020	R1 556 874 (R21 389 + R15 080 + R520 555 + R1 000 000)			1	8 Reservoirs cleaned R444 821																	Annual programme. Cleaning check list. GO40. Photos.
														2	-																
														3	8 Reservoirs cleaned R889 642																
														4	12 Reservoirs cleaned R1 556 874																
BL	Operational	N/A	WAT6	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To obtain at least 95% of quality compliance working towards achiving the Blue Drop Award and to comply with the environmental heatlth protection regulation	A minimum standard of 95% of quality compliance obtained	Obtaining a minimum score of 95% of quality compliance on the Department of Water and Sanitation and IRIS water compliance system by June 2020.	R 0			1	Monthly compliance documentation submitted to DWS. Obtaining 95% on IRIS water compliance system																	Blue Drop Assessment Report. Monthly Blue Drop Systems Report Blue Drop Status Feedback report.
														2	Monthly compliance documentation submitted to DWS. Obtaining 95%																
														3	Monthly compliance documentation submitted to DWS. Obtaining 95% on IRIS water compliance system																
														4	Monthly compliance documentation submitted to DWS. Obtaining 95% on IRIS water compliance system																
BL	Operational	N/A	WAT7	MT Tholo	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Water losses reduced	Reducing water losses by installing of 8 pressure control valves in Klerksdorp, metering / verifying of 120 possible un-metered municipal consumption points and replacing 2 400 consumer stuck water meters by June 2020	R 0			1	Replacement of 600 consumer stuck water meters. Metering / verifying of 30 possible un-metered municipal buildings. Approval of tender document for valves and																	Bulk water meter business plan. Meter replacement schedule. PRV installation report. Reconcilliation spreadsheet. GO40. Photos
														2	Replacement of 600 consumer stuck water meters. Appointment of Service Provider for supply of valves. Installation of 4 pressure control valves in City of Matlosana area. Metering / verification of												
														3	Replacement of 600 consumer stuck water meters. Metering / verification of 30 possible un-metered municipal buildings will be metered												
														4	Replacement of 600 consumer stuck water meters. Metering / verification of 30 possible un-metered municipal buildings will be metered.												
TL	National KPI - Outcome 9 - Output 2	N/A	SAN1	JJ Pilusa	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of sanitation - Urban Settlements	99% of Households with access to basic level of sanitation by June 2020 - Urban Settlements	R 0			1	-																Sewer Billing Record. Register of Hh with access Urban areas. Sewer house connection register with new installations
														2	-																
														3	-																
														4	99% Nr of Hh with access to sanitation in urban areas																
BL	Operational	N/A	SAN2	JJ Pilusa	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To eliminate sanitation backlogs and provide basic municipal services	Nr. of sanitation backlogs eliminated - Urban Settlements	214 Sanitation backlogs eliminated according to maintenance budget by June 2020 (bucket eradication). Completion of incomplete toilets - Urban Settlements	R 0		1 123 Sanitation backlogs elimnated	1	-																Sewer Billing Record. Register of Hh with access Urban areas. Sewer house connection
														2	-																
														3	-																
														4	214 Backlogs eliminated																
TL	National KPI - Outcome 9 - Output 2	N/A	SAN3	JJ Pilusa	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of sanitation - Rural Settlements	75% Households with access to basic level of sanitation by June 2020 - Rural Settlements	R 0		74% 2 575 Hh with access to sanitation / 910 Hh	1	-																Register of Hh with access in rural areas. Register of total Hh in Matlosana rural areas. Sewer house connection register
														2	-																
														3	-																
														4	75% Nr of Hh with access to sanitation in rural areas																
BL	Operational	N/A	SAN4	JJ Pilusa	Service Delivery & Infrastructure	Infrastructure Services	1.66%	To eliminate sanitation backlogs and provide basic municipal services	Nr. of sanitation backlogs eliminated - Rural Settlements	Zero Sanitation backlogs eliminated according to capital budget by June 2020 - Rural Settlements	R 0		0 Sanitation backlogs eliminated	1	-																Signed happy letters Completion Reports
														2	-																
														3	-																
														4	0 Backlogs eliminated																

BL	Operational	N/A	SAN5	JJ Pilusa	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To address main / outfall sewer blockages to ensure a healthy environment for the community	Km of main / outfall sewers cleaned	Cleaning120 km of main / outfall sewers as per program in the CoM municipal area by June 2020	R 0			1	30 km of main / outfall sewers cleaned								Annual programme. Sewer cleaning checklist. Lay-out plan. Photos
														2	30 km of main / outfall sewers cleaned								
														3	30 km of main / outfall sewers cleaned								
														4	30 km of main / outfall sewers cleaned								
BL	Operational	N/A	SAN6	JJ Pilusa	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To improve 50% of effluent quality compliance working towards achiving the Green Drop Award and to comply with the environmental heatlth protection regulation	A minimum standard of 50% of effluent quality compliance obtained	Obtaining a minimum score of 50% of effluent quality compliance on the Department of Water and Sanitation and IRIS water compliance system by June 2020.	R 0			1	Monthly compliance documentation submitted to DWS. Obtaining 50% on IRIS water compliance system								Monthly Green Drop Systems Report. Green Drop Status Feedback report. Green Drop Assessment Report.
														2	Monthly compliance documentation submitted to DWS. Obtaining 50% on IRIS water compliance system								
														3	Monthly compliance documentation submitted to DWS. Obtaining 50% on IRIS water compliance system								
														4	Monthly compliance documentation submitted to DWS. Obtaining 50% on IRIS water compliance system								
TL	National KPI - Outcome 9 - Output 2	N/A	ELE1	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of electricity	98% of Households with access to basic level of electricity by June 2020 - Urban Settlement	R 0			1	–								Register of Hh with access to electricity urban areas . Register of total Hh in Matlosana urban areas
														2	–								
														3	–								
														4	98% Nr of Hh with access to electricity urban areas								
BL	Operational	N/A	ELE2	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To eliminate electricity backlogs and provide basic municipal services	Nr. of electricity backlogs eliminated - Urban Settlements	0 Electricity backlogs to be eliminated according to capital budget by June 2020 - Urban Settlement	R 0			1	–								Register of Hh with access to electricity urban areas . Register of total Hh in Matlosana urban areas
														2	–								
														3	–								
														4	0 Backlogs eliminated								
TL	National KPI - Outcome 9 - Output 2	N/A	ELE3	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of electricity	55% of Households with access to basic level of electricity by June 2020 - Rural Settlement	R 0			1	–								Register of Hh with access to electricity rural areas . Register of total Hh in Matlosana rural areas
														2	–								
														3	–								
														4	55% Nr of Hh with access to electricity rural areas								
BL	Operational	N/A	ELE4	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To eliminate electricity backlogs and provide basic municipal services	Nr. of electricity backlogs eliminated - Rural Settlements	0 Electricity backlogs to be eliminated according to Eskom plan by June 2020 - Rural Settlement (Jurisdiction of Eskom)	R 0			1	–								Letter to Eskom on backlogs in the area of supply
														2	–								
														3	–								
														4	0 Backlogs eliminated. Report to Eskom								
BL	Operational	N/A	ELE5	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Electricity losses eliminated	Eliminating electrical losses by servicing 120 transformers and RMU's in CoM municipal area and carrying out 600 schedule inspection on suspected tempering and illegal connections municipal supplied areas by June 2020	R 0			1	Approval of tender document for procurement of Service Providers and advertisement. Carry out 150 tampering inspections in the CoM area								Appointment letter. RMU and transformer maintenance schedule. Monthly report. Layout plan. Photos.
														2	Appoint a Service Providers for RMU's and transformers. Serviced 30 RMU's and transformers and carry out 150 tampering inspections in the CoM area								
														3	Serviced 30 RMU's and transformers and carry out 150 tampering inspections in the CoM area								
														4	Serviced 30 RMU's and transformers and carry out 150 tampering inspections in the CoM								

BL	Operational	N/A	ELE6	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Percentage of low voltage complaints resolved	Resolving 100% of all low voltage complaints in the CoM licensed area (telephonic, written and verbal) received by June 2020	R 0			1	100% Nr. received / Nr resolved								Complaints Register. Monthly reports to Council
														2	100% Nr. received / Nr resolved								
														3	100% Nr. received / Nr resolved								
														4	100% Nr. received / Nr resolved								
BL	Operational	N/A	ELE7	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Percentage of medium voltage forced interruptions complaints resolved	Resolving at least 100% of all medium voltage forced interruptions in the CoM licensed area by June 2020	R 0			1	100% Nr. received / Nr resolved								Interruption Register. Monthly reports to Council
														2	100% Nr. received / Nr resolved								
														3	100% Nr. received / Nr resolved								
														4	100% Nr. received / Nr resolved								
BL	Operational	N/A	ELE8	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Percentage of street lights complaints resolved	Resolving at least 85% of all street lights complaints in the Matlosana licensed area (telephonic, written and verbal) received by June 2020	R 0			1	85% Nr. received / Nr resolved								Complaints Register. Monthly reports to Council
														2	85% Nr. received / Nr resolved								
														3	85% Nr. received / Nr resolved								
														4	85% Nr. received / Nr resolved								
BL	Operational	N/A	ELE9	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Percentage of high mast light complaints resolved	Resolving at least 70% of all high mast lights complaints in the CoM licensed area (telephonic, written and verbal) received by June 2020	R 0			1	70% Nr. received / Nr resolved								Complaints Register. Monthly reports to Council
														2	70% Nr. received / Nr resolved								
														3	70% Nr. received / Nr resolved								
														4	70% Nr. received / Nr resolved								
BL	Operational	N/A	ELE10	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To maintain existing infrastructure	Percentage of traffic control signals complaints resolved	Resolving 100% of all traffic control signals complaints in the CoM licensed area (telephonic, written and verbal) received by June 2020	R 0			1	100% Nr. received / Nr resolved								Complaints Register. Monthly reports to Council
														2	100% Nr. received / Nr resolved								
														3	100% Nr. received / Nr resolved								
														4	100% Nr. received / Nr resolved								
BL	Operational	N/A	ELE11	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To investigate possible fraud and illegal tampering to Council's assets	Percentage of electricity meter tampering investigations complaints resolved	Resolving at least 60% of all electricity meter tampering investigations, as received from finance by June 2020	R 0			1	60% Nr. received / Nr resolved								Complaints Register. Monthly Inspection report. Counci Resolution.
														2	60% Nr. received / Nr resolved								
														3	60% Nr. received / Nr resolved								
														4	60% Nr. received / Nr resolved								

BL	Operational		ELE12	D Rannona	Service Delivery & Infrastructure Development	Infrastructure Services	1.66%	To ensure effective fleet operations	Percentage of all vehicles complaints received resolved	Resolving 50% of all vehicles complaints received by June 2020	R 0			1	50% Nr. received / Nr resolved							Monthly Fleet Repair report. Council Resolution.
														2	50% Nr. received / Nr resolved							
														3	50% Nr. received / Nr resolved							
														4	50% Nr. received / Nr resolved							
			KPI's 60 TL 33 BL 25				100%															

DIRECTOR TECHNICAL AND INFRASTRUCTURE

MUNICIPAL MANAGER

Local Government: Competency Framework in Senior Managers

DIRECTOR: TECHNICAL AND INFRASTRUCTURE

R MADIMUTSA

CITY OF MATLOSANA

Period 1 July 2019 to 30 June 2020

LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

1. Definitions

In this framework –

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

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

2. Competency Framework

2.1 This competency framework replaces regulation 26(8) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, (Government Notice No. 805) as published in *Government Gazette No.* 29089 of 1 August 2006.

2.2 A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:

(a) Critical leading competencies that drive the strategic intent and direction of local government;
(b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
(c) The eight Batho Pele principles.

2.3 The competency framework consists of six leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

2.4 The competency framework further involves six (6) core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

2.5 There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

2.6 The competency framework is underscored by four (5) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession planning, and promotion.

3. Competency Framework Structure

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

LEADING COMPETENCIES	
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management

Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring
Change Leadership	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

4. Minimum Requirements

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

5. Competency Descriptions

Cluster	Leading Competencies		
Competency Name	Strategic Direction and Leadership		
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in 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	• 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 actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor 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	• 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 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 and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• 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 through building and maintaining strategic relationships • Create an environmental 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

Cluster	Leading Competencies
Competency Name	People Management
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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 fulfill the strategic mandate	• 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	• 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

Cluster	Leading Competencies
Competency Name	Program and Project Management
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable actions plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

Cluster	Leading Competencies
Competency Name	Financial Management
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach 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 as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• 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	• 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

Cluster	Leading Competencies
Competency Name	Change Leadership
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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 programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

Cluster	Leading Competencies
Competency Name	Governance Leadership
Competency Definition	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

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• Able to link risk initiatives into key institutional objectives and drivers • 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	• 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

Cluster	Core Competencies
Competency Name	Moral Competence
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow the basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable

Cluster	Core Competencies
Competency Name	Planning and Organising
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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 institutional objectives

Cluster	Core Competencies
Competency Name	Analysis and Innovation
Competency Definition	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

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand the basic operation problem solving of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate Logical techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

Cluster	Core Competencies
Competency Name	Knowledge and Information Management
Competency Definition	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

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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	• 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

Cluster	Core Competencies
Competency Name	Communication
Competency Definition	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 to achieve the desired outcome

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in an manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally

Cluster	Core Competencies
Competency Name	Results and Quality Focus
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• 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	• 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	• 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 work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• 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

6. Achievement Levels

The achievement levels indicated in the table below serve as a benchmark for appointments, succession planning and development interventions.

6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.

6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

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

Personal Development Plan (PDP)

DIRECTOR: TECHNICAL AND INFRASTRUCTURE

R MADIMUTSA

CITY OF MATLOSANA

Period 1 July 2019 to 30 June 2020

Personal Development Plan of: Mr R Madimutsa

Compiled on: 1 July 2019

1. Skills / Performance Gap *(in order of priority)*	2. Outcomes Expected *(measurable indicators: quantity, quality and time frames)*	3. Suggested training and / or development activity	4. Suggested mode of delivery	5. Suggested Time Frames	6. Work opportunity created to practice skill / development area	7. Support Person
1. FINANCIAL MGT						
2. PEOPLE MGT						
3. CORPORATE GOVERNANCE						
4.						

Director's signature: _____ Municipal Manager's signature: _____