

# 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

**LESEGO SEAMETSO**

in her capacity as

**Municipal Manager**

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

and

**JOHANNES JOHANNA PILUSA**

as the

**Acting Director: Technical and Infrastructure**

(hereinafter referred to as the **Employee**)

For the Period

1 November 2023 to 31 December 2023

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# PERFORMANCE AGREEMENT

## ENTERED INTO BY AND BETWEEN:

The CITY OF MATLOSANA herein represented by LESEGO SEAMETSO (ID NR. 870301 0275 080) in her capacity as the MUNICIPAL MANAGER (hereinafter referred to as the Employer) and JOHANNES JOHANNA PILUSA (ID NR. 720210 5840 081) in his capacity as the ACTING 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.

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### 3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 NOVEMBER 2023** and will remain in force until **31 DECEMBER 2023** 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 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.3 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.
- 3.4 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**.

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- 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	56%
Municipal Institutional Development and Transformation	5%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	2%
Good Governance and Public Participation	37%
<b>Total</b>	<b>100%</b>

- 5.7 In the case of Senior Managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The competencies will make up the other 20% of the **Employee's** assessment score. The competencies are split into two groups, Leading competencies that drive strategic intent and direction and Core competencies which drive the execution of the leading competencies.

LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	8.33%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	8.33%

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Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	8.33%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	8.33%
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	8.33%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	8.33%
<b>CORE COMPETENCIES</b>		<b>WEIGHTING</b>
Moral Competence		8.33%
Planning and Organising		8.33%
Analysis and Innovation		8.33%
Knowledge and Information Management		8.33%
Communication		8.33%
Results and Quality Focus		8.33%
<b>TOTAL PERCENTAGE</b>		<b>100%</b>

## 6. EVALUATING PERFORMANCE

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

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

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

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

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

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

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

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

6.7 The annual performance appraisal will involve:

6.7.1 **Assessment of the achievement of results as outlined in the Performance Plan:**

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.

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

**6.7.2 Assessment of the Competencies**

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

**6.7.3 Overall rating**

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

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

**Rating scale for KPA's**

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

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

#### Rating scale for Competencies

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

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

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

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

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

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

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## 7. SCHEDULE FOR PERFORMANCE REVIEWS

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

<b>First quarter</b>	:	July 2023 – September 2023
<b>Second quarter</b>	:	October 2023 – December 2023

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**.

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

## 11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

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

- 11.3 In the case of unacceptable performance, the **Employer** shall –
- 11.3.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
- 11.3.2 After appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

## 12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 The MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 Any other person appointed by the MEC.
- 12.1.3 In the case of Senior Managers directly accountable to the Municipal Manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

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

**13. GENERAL**

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

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

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

**14. PERFORMANCE APPRAISALS**

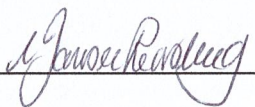
14.1 The **Employee** will be responsible for developing annual performance work plans and conducting performance appraisals with all staff in the Directorate as stipulated in Section 27 of the 2020 Performance Management System Framework document and Local Government Municipal Staff Regulations in terms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

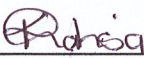
**15. MINIMUM COMPETENCY LEVELS**

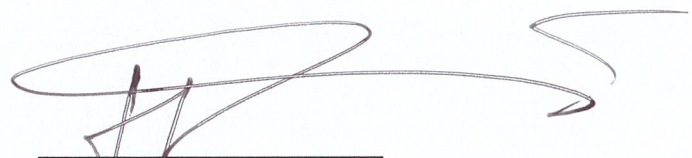
15.1 The **Employee** shall ensure to attain the minimum competency levels required for the position within 18 months after the date of appointment, published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice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

Thus **done** and **signed** at KLERKSDORP on this the 3<sup>rd</sup> day of NOVEMBER 2023

**AS WITNESSES:**


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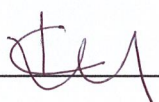
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**EMPLOYEE**

Thus **done** and **signed** at KLERKSDORP on this the 3<sup>rd</sup> day of NOVEMBER 2023

**AS WITNESSES:**

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**EMPLOYER**

# Performance Plan

**ACTING DIRECTOR: TECHNICAL  
AND INFRASTRUCTURE  
JJ PILUSA**

CITY OF MATLOSANA  
Period 1 November 2023 to 31 December 2023

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ACTING DIRECTOR TECHNICAL AND INFRASTRUCTURE  
MR. J.J. PILUSA

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

- Service Delivery & Infrastructure Development (24)
- Municipal Institutional Development and Transformation (2)
- Infrastructure Development (10)
- Financial Management (1)
- Municipal Financial Viability & Management (1)
- Social Governance and Public Participation (16)

- 50%
- 5%
- 0%
- 2%
- 37%
- 100%

IDP PROJECTS	Top Layer / Bottom Layer	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	e2E / C88 / DDM	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	IPF - NDEG Funded (Multi-Year Project) - Project ID: Outcome 9 - Output 1	PMU 1	M Ntse (Phitwa)	Service Delivery & Infrastructure Development	Infrastructure Services / C88 / DDM	2,3%	To improve public access to mobility and control and direct the flow of traffic in the vicinity of a new taxi rank with facilities (Ward 37) with the construction of a new taxi rank with facilities	Number of taxi ranks with facilities constructed in Jobabato Ext 19 (Ward 37) 37	Completing construction of 1 new taxi rank with facilities by mid-August Ext 19 by installing: - 1 office facility - 1 trading area - 4.917m <sup>2</sup> roof covering for the main taxi rank and waiting area, and - 9566m <sup>2</sup> paving by 31 March 2024	R: 22 227 360	1	Installing roof for 1 main abutment facility, 1 office facility, 1 trading area and 2 small abutment facilities	R: 1 313 619	The Contractor has capacity to carry out the work	Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO40 Photos, Reconciliation spreadsheet, Photos Completion report and certificate	Green	Installing roof for 1 main abutment facility, 1 office facility, 1 trading area and 2 small abutment facilities	R: 1 313 619	Slow progress by the contractor Notice to terminate contractor issued to contractor on 20 July 2023.	The Contractor has capacity to carry out the work	Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO40 Photos, Reconciliation spreadsheet, Photos Completion report and certificate					
																						2	Installing 4.917m <sup>2</sup> roof covering for the main taxi rank and waiting area. Installing 9566m <sup>2</sup> paving	Project completed. Final Payment: R22 227 360		
																									3	Project completed. Final Payment: R22 227 360
TL	IPF - MIG Grant	PMU 2	M Ntse (Phitwa)	Service Delivery & Infrastructure Development	Infrastructure Services / C88 / DDM	2,3%	To improve accessibility and mobility and control and direct the flow of traffic in the vicinity of a new taxi rank with facilities (Phase 9) (Ward 33) (Phase 9) (Ward 33)	Kilometre of taxi routes paved and km <sup>2</sup> of storm-water drainage constructed in Jobabato Ext 11 (Phase 9) (Ward 33) (Phase 9) (Ward 33) - installing 8.4km kerbing by 30 June 2024	R: 21 457 136	1	2.27km of layer works (subgrade and subbase) and laying of 1.4km of storm water pipes in 4.2m layer works and 1.14km of box cutting/excavation in Ext 11.	Red	Laid 0.5296 km of stormwater, 0.532 km of box cutting (roadbed)	R: 883 238	Slow progress by the contractor Notice to terminate contractor issued to contractor on 20 July 2023.	Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO40 Photos, Reconciliation spreadsheet, Photos Completion report and certificate										
																	2	Installing of 1.14km paving and 2.27km kerbing in Shosana	Laying of 2.190m of (600mm, 320mm and 150mm) stormwater pipes and 0.859km of box cutting/excavation in Ext 11.							
																				3	1.14km of box cutting/excavation and 1.56km of layer works (subgrade, subbase and subbase) in Ext 11. Installing of 0.73m paving and 1.46m kerbing in Extension 11					
																						4	Installing of 1.28m paving and 2.54m kerbing in Extension 11. Project Completed. Final Payment: R21 457 136			
TL	IPF - MIG Grant	PMU 3	M Ntse (Phitwa)	Service Delivery & Infrastructure Development	Infrastructure Services	2,3%	To upgrade sections of the existing sewer line in Jobabato Ext 19 (Phase 1) (Wards 7, 8 & 37) to increase the capacity of the sewer system.	Upgrading sections of the sewer pipeline in Jobabato Ext 19 (Phase 1) (Wards 7, 8 & 37) by constructing 2,413km of 355mm uPVC pipeline by 30 June 2024	R: 19 000 000	1	Appointment of the contractor Site establishment	R: 0	Draft tender document submitted to SCM on 21 September 2023	Slow progress by the Consultant to submit the draft tender document on 24 July 2023.	SCM to be asked to list track the advertisement for the contractor	Appointment letter, Progress report, Invoices, vote number, GO40 Photos, Reconciliation spreadsheet, Photos										
																	2	Constructing 0.8km of 355mm uPVC pipeline								
																			3	Constructing 1m of 355mm uPVC pipeline						
																					4	Constructing 0.613km of 355mm uPVC pipeline. Scope completed. R19 000 000				

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Top Layer / Bottom Layer	DP Linkage / Project ID	Budget Linkage	Item Nr	Responsible Person	Key Performance Indicators (KPIs)	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	PMU4 IDP - M/G Grant			M Nise (Phiswa)	Service Delivery & Infrastructure Development	Infrastructure Services	2.3%	To ensure the safe and disposal of waste to protect human health and to reduce the risk of environmental pollution in Khekebon (Ward 19)	Developing the Khekebon Landfill Site Cell 3 (Phase 2) (Ward 19) by appointing the contractor and establishing the site. - clearing 15,526m² site; - excavating 192,270m³; - installing 3,458km perforated and 0,052km HDPE sub-soil drainage pipes. - construct 3 layers of clay all liner by 30 June 2024	R: 35 471 188		New project	1 2 3 4	Appointment of the contractor. Establishing the site. Clearing the site 15,526m². Bulk excavation and stockpile 192,270m³. Construct layer works (1 selected layer, 1 rip and compact Layer) Installing 3,458km perforated and 0,052km HDPE sub-soil drainage pipes. Construct 3 layers of clay all liner. Project completed. Final payment, R35 471 188	R 354 296	Delays in SCM processes resulted in the delay of advertising the project. Consulting Engineer's contract ended on 04/09/2023. New consultant appointed on 11/05/2023	SCM to fast track appointment of the contractor.		Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO4J, Photos, Reconciliation spreadsheet, Photos, Completion report and certificate	
TL	PMU5 IDP - W/SIG Grant	7515644920WGD26ZMM		M Nise (Phiswa)	Service Delivery & Infrastructure Development	Infrastructure Services	2.3%	To provide dignified sanitation that is structural compliant and safe to use and promote good health and hygiene to the people of Kanana (Wards 20 & 24)	Re-constructing and refurbishing toilets in Kanana Proper and Kanana Ext 4 (Wards 20 & 24) by advertising tender; - constructing 1,200 toilets, and; - refurbishing 20 toilets by 30 June 2024	R: 11 417 615		New project	1 2 3 4	Advertising tender. Appointment of the contractor. Site establishment Constructing 500 toilets in Kanana Proper, and refurbishing 120 toilets in Kanana Extension 4. Constructing 750 toilets in Kanana Extension 4. R11 417 615	R 1 340 382	Slow progress by the Consultant to submit the draft tender document.	SCM to be asked to fast track the advertisement for the Contractor		Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO4J, Photos, Reconciliation spreadsheet, Photos, Completion report and certificate	
TL	PMU6 IDP - NDPG Grant			M Nise (Phiswa)	Service Delivery & Infrastructure Development	Infrastructure Services	2.3%	To improve the social and economic activities for the community of Joburton.	Constructing 1 New Youth Development Centre in Joburton Ext 19 precinct (Ward 37) by: - advertising tender; - appointing the contractor and establishing the site; - excavating and constructing layerworks 100%; - constructing foundations and top structure for 1 youth centre by 30 June 2024	R 8 934 620		New project	1 2 3 4	Advertising tender. Appointment of the contractor. Site establishment Excavating and constructing layerworks. Constructing foundation for the 1 youth centre building. Constructing top structure for 1 youth centre building. R8 934 620	R 0	National Investor has not given permission to Municipality to request Permission form National Treasury to advertise project progress on the T&X Bank project.	Municipality to request Permission form National Treasury to advertise project		Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO4J, Photos, Reconciliation spreadsheet, Photos, Completion report and certificate	
TL	PMU7 IDP - M/G Funded (Multi-Year Project) - Outcome 9 - Output 1			M Nise (Mamoko)	Service Delivery & Infrastructure Development	Infrastructure Services / O&M / DDM	2.3%	To improve water supply from Joburton Reservoir to Kanana community.	Constructing 1 water supply pipeline from Joburton Reservoir to Kanana Bulk water treatment plant (Ward 19) by: - advertising tender for the Contractor - appointment of the contractor and site establishment - construction 3,356km of 200mm diameter pipe; - construction of 4,410mm of 500 mm diameter pipe - construction of 12 air valves and construction of 4 air valves by 30 June 2024	R: 19 000 000		New project	1 2 3 4	Appointment of the contractor. Site establishment Construction of 0,900km of 200mm diameter water line. Construction of 4 airvalves. Construction of 12 air valves. Construction of 2,458km of 200mm diameter water line with all the valves. Construction of 2,616km of 500mm diameter water line. Construction of 4 airvalves. Construction of 1 1500 air valve. R19 000 000	R 0	Delays by SCM to advertise for the appointment for the Contractor	SCM requested to fast track the advertisement to be on 12 October 2023.		Appointment letter, Implementation plan, Progress report, Invoices, vote number, GO4J, Photos, Reconciliation spreadsheet, Photos, Completion report and certificate	

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Top Layer / Bottom Layer	Project ID	Budget	Linkage	Item Nr.	Responsible Person	Key Performance Indicators (KPIs)	Objectives	Key Performance Indicators (KPIs) 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	IPD - WSIG Grant (Multi-Year Project) - Outcome 9 - Output 1	R 14 319 717	Infrastructure Services	PMU 8	M Nise (Cosigo)	Service Delivery & Infrastructure Development	2.3%	To upgrade sections of the sewer pipeline in the urban area by installing 250mm sewer pipe and 900mm concrete manholes. Installation of 11 200mm concrete manholes. Installation of 6 315mm concrete manholes. Scope completed R14 319 717	Upgrading sections of the sewer pipeline in the urban area by installing 250mm sewer pipe and 900mm concrete manholes. Installation of 11 200mm concrete manholes. Installation of 6 315mm concrete manholes. Scope completed by 30 June 2024.	R 14 319 717		New project	1	Tender advertisement	🔴	Tender document submitted to SCM on 17 August 2023 and appeared at bid specification on 19 September 2023	R 0	Delays in SCM advertising of the project	SCM to fast track processes to advertise.		Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40. Photos. Reconciliation spreadsheet. Photos. Completion report and certificate
TL	IPD - WSIG Grant (Multi-Year Project) - Outcome 9 - Output 1		Infrastructure Services	PMU 9	M Nise (Mamoko)	Service Delivery & Infrastructure Development	2.3%	To construct high mast lights to enhance a safe social economic environment in Brakspruit/Nagasing (Phase 1)	Number of high mast lights at Brakspruit / Nagasing constructed (Phase 1)	Constructing 3 high mast lights in Brakspruit / Nagasing GPAs (Phase 1) by 30 June 2024			New project	1	Tender Advertisement	🔴	BID specification sat on 20 September 2023	R 0	Delays in getting a quotation from Eskom to confirm that there is a capacity to connect the high mast lights	SCM to be asked to fast track the advertisement.	Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40. Photos. Reconciliation spreadsheet. Photos. Completion report and certificate
TL	IPD - M/G Funded (Multi-Year Project) - Outcome 9 - Output 1	R 2 188 652	Infrastructure Services	PMU 10	M Nise (Mamoko)	Service Delivery & Infrastructure Development	2.3%	To construct high mast lights to enhance a safe social economic environment in Alabama Ex 4 & 5 (Phase 2) (Wards 4-5)	Number of high mast lights at Alabama Ex 4 & 5 constructed (Phase 2) (Wards 4 & 5)	Constructing 6 high mast lights in Alabama Ex 4 & 5 (Phase 2) (Wards 4 & 5) by 30 June 2024			New project	1	Tender Advertisement	🔴	BID specification sat on 20 September 2023	R 0	Delays on the implementing agent to finalize the draft of tender document for the advertisement for the Contractor	SCM to be asked to fast track the advertisement for the Contractor	Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40. Photos. Reconciliation spreadsheet. Photos. Completion report and certificate
TL	IPD - NEP Grant - Outcome 9 - Output 1	R 1 732 000	Infrastructure Services	PMU 11	M Nise (Cosigo)	Service Delivery & Infrastructure Development	2.3%	Pre-engineering of Jobabaton substation to determine which substation the specification of Ex 25 will draw electrical from	Number of feasibility studies and designs on the Jobabaton substation	Pre-engineering on 1x Jobabaton substation by appointing a consulting engineer. -developing a feasibility study report, and -submitting a feasibility study report, and report by 30 June 2024	R 1 732 000		New project	1	Appointment of Consultant	🟢	Appointment of Consultant on the 30 August 2023	R 0			Appointment letter. Implementation plan. Progress report. Invoices, vote number, GO40. Photos. Reconciliation spreadsheet. Photos. Completion report and certificate

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Top Layer / Bottom Layer	IDP / Project ID	Budget / Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	B23 / C88 / Other	Weightings	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	D111	N/A		JJ Piussa	Municipal Institutional Development	B23 / C88 / Other	2.3%	To ensure an effective external audit process (Exception report / communications)	Percentage of external audit queries answered within required time frame	Answering 100% of all the directorate's audit findings raised in the 2021/22 and 2022/23 AG Management Report by 30 June 2024 (P1445)	R 0			1	100% of audit queries resolved / Nr of audit queries answered	🟢	No audit queries (exception report/communications) received from the Auditor-General during 1st quarter					Tracking document, Exception letters / notes	
TL	D112	N/A		JJ Piussa	Good Governance and Public Participation	B23 / C88 / Other	2.3%	To ensure that all audit findings raised in the AG report and audit process (Exception report) are assigned, monitored and executed effectively and consistently	Percentage of assigned audit findings raised in the AG report and Management Report resolved	Resolving at least 100% of assigned audit findings raised in the 2021/22 and 2022/23 AG Management Report by 30 June 2024 (P1445)	R 0			1	100% Nr of assigned audit findings received / Nr of assigned audit findings resolved (2021/22 FY)	🟢	Already received in previous financial year, 100% and 9 Assigned audit findings received / 9 assigned audit findings resolved (2021/22)					2021/22 FY PAAP 2022/23 FY PAAP	
TL	D113	N/A		JJ Piussa	Municipal Financial Viability & Management	B23 / C88 / Other	2.3%	To ensure an effective revenue collection systems in terms of section 64 (1) of the Municipal Finance Management Act No 56 of 2003, as amended (Council's Financial Recovery Plan)	Percentage of the activities as per the Council's approved Financial Recovery Plan resolved	Resolving at least 50% of all the activities as per the Council's approved Financial Recovery Plan by 30 June 2024	R 0			1	50% Nr of activities received / Nr of activities resolved	🟡							Approved Financial Recovery Plan Management response / Progress, Updated FRP report
BL	D114	N/A		JJ Piussa	Good Governance and Public Participation	Good Governance	2.3%	To ensure that all the directorates KPIs are catered for	Directorates SDBIP inputs provided before the 2024/25 SDBIP is tabled	Providing the offices' SDBIP inputs before the start 2024/25 SDBIP is submitted by 31 May 2024	R 0			1	50% Creditable 2024/25 SDBIP inputs provided	🟡							Signs off SDBIP planning template Attendance Register
TL	D115	N/A		JJ Piussa	Municipal Institutional Development and Public Participation	Institutional Capacity	2.3%	To attend to all LIF meetings to ensure industrial harmony	Number of LIF meetings attended	Attending 7 LIF meetings by 30 June 2024	R 0			1	2 LIF meetings attended	🟢	3 LIF meetings attended						Notice, Agenda Attendance register, Minutes
BL	D116	N/A		JJ Piussa	Good Governance and Public Participation	Good Governance	2.3%	To ensure that the set goals of council are achieved	Number of SDBIP meetings with senior personnel in own directorate conducted	Conducting 12 SDBIP meetings with senior personnel in own directorate by 30 June 2024	R 0			1	3 SDBIP meetings conducted	🟢	3 SDBIP meetings conducted						Notice, Agenda Attendance Register, Minutes

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Top Layer / Bottom Layer	Project ID	Budget Linkage	Item Nr.	Responsible Person	Key Performance Indicators (KPIs)	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	N/A	WAT3	MT Thoko	Good Governance and Public Participation	B28 / C88 / DDM	To obtain at least 98% of quality compliance working towards achieving the Blue Drop Award and to comply with the environmental health protection regulation	A minimum score of 98% of quality compliance achieved	Obtaining a minimum score of 98% of quality compliance achieved in the Sanitation and IRIS water compliance system by 30 June 2024	R 0			1	Monthly compliance documentation submitted to DWS. Obtaining 98% on IRIS water compliance system		Monthly compliance documentation submitted to DWS. Obtaining 98% on IRIS water compliance system							Blue Drop Assessment Report Sanitation Working Towards Blue Drop Award Blue Drop Status Feedback report
													2	Monthly compliance documentation submitted to DWS. Obtaining 98% on IRIS water compliance system									
													3	Monthly compliance documentation submitted to DWS. Obtaining 98% on IRIS water compliance system									
													4	Monthly compliance documentation submitted to DWS. Obtaining 98% on IRIS water compliance system									
BL	Operational	N/A	WAT4	MT Thoko	Good Governance and Public Participation	B28 / C88 / DDM	To maintain existing infrastructure	Percentage of water losses reduced	Reducing water losses with 5% (50% to 55%) by replacing 2,400 consumer stuck / blocked / too deep / unreachable water meters by 30 June 2024	R 0			1	Replacement of 600 consumer stuck water meters (58% to 57%)		320 faulty water meters replaced. Water balance not concluded due to unavailability of billing info from Finance						Meter replacement schedule Reconciliation spreadsheet, GO40 Photos	
													2	Replacement of 600 consumer stuck water meters (57% to 56%)									
													3	Replacement of 600 consumer stuck water meters (56% to 54.5%)									
													4	Replacement of 600 consumer stuck water meters (54.5% to 53%)									
BL	Operational	N/A	WAT5	MT Thoko	Good Governance and Public Participation	B28 / C88 / DDM	To maintain existing infrastructure	Percentage of all water leaks and burst pipe complaints resolved	Resolving at least 61% of all water leaks and burst pipe complaints resolved in the Matieland (telephonic, written and verbal) received by 30 June 2024	R 0			1	61% Complaints resolved / Nr. resolved		149 158 Complaints resolved / 1 022 resolved 927 Rotted-over / 848 resolved						Complaints Register Monthly reports to Council	
													2	61% Nr. Complaints resolved / Nr. resolved									
													3	61% Nr. Complaints resolved / Nr. resolved									
													4	61% Nr. Complaints resolved / Nr. resolved									
TL	Operational	N/A	SAM1	J J Piusa	Good Governance and Public Participation	B28 / C88 / DDM	To provide basic municipal services	Percentage of households in the CoM area provided with access to basic level of sanitation	Providing at least 92% of households in the CoM area with access to basic level of sanitation by 30 June 2024	R 0			1	92% Nr. of HH below minimum level		2 New connections approved						Register of HH with access Urban areas Sewer house connection register with new installations	
													2	92% Nr. of HH below minimum level									
													3	92% Nr. of HH below minimum level									
													4	92% Nr. of HH below minimum level									
BL	Operational	N/A	SAM2	J J Piusa	Service Delivery & Infrastructure Development	B28 / C88 / DDM	To address main / outfall sewer blockages to ensure a healthy environment for the community	Kilometres of main / outfall sewers and blockages cleaned	Cleaning 40 km of main / outfall sewers as per program in the CoM municipal area by 30 June 2024	R 1 270 864			1	10 km of main / outfall sewers cleaned R2 817 674		5 km of main / outfall sewers cleaned R 2 864 310						Annual programme Sewer cleaning Main / outfall sewer Clean-up plan Photos	
													2	10 km of main / outfall sewers cleaned R5 035 347									
													3	10 km of main / outfall sewers cleaned R6 456 021									
													4	10 km of main / outfall sewers cleaned R11 270 864									

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Top Layer / Bottom Layer	IDP Linkage / Project ID	Budget Linkage	Item No.	Responsible Person	Key Performance Areas (KPA)	B2E / C88 / DDM	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								
OPERATIONAL	BL	SNA3	N/A	JJ Pilusa	Good Governance and Public Participation	Infrastructure Services / C88 / DDM	2.3%	To improve the Green Drop score for water and sewer water quality management	A percentage of the minimum score of the mS-Green Drop score obtained by 30 June 2024.	Obtaining a minimum score of 70% of effluent treatment plant performance or Water & Sewerage - IRIS/Green Drop compliance system by 30 June 2024.	R 0			1	Monthly compliance documentation submitted to DWS. Obtaining 70% IRIS wastewater effluent compliance system	🔴	Monthly compliance documentation submitted to DWS. Obtaining 70% IRIS wastewater effluent compliance system.		Sample results of September 2023 don't appear due to system adjustments on credentials for loading and viewing. Due to the plants and pump-stations are not yet repaired	Problem resolved on credentials and the data loading for September 2023 will be adjusted in the following month. Security was increased for the plants and pump-stations are not yet repaired		Monthly Green Drop Systems Report Green Drop Status feedback report Green Drop Assessment Report								
								2	Monthly compliance documentation submitted to DWS. Obtaining 70% IRIS wastewater effluent compliance system	🔴																				
								3	Monthly compliance documentation submitted to DWS. Obtaining 70% IRIS wastewater effluent compliance system	🔴																				
								4	Monthly compliance documentation submitted to DWS. Obtaining 70% IRIS wastewater effluent compliance system	🔴																				
	BL	SNA4	N/A	JJ Pilusa	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To maintain existing infrastructure and respond to all complaints related to sewer backlogs	A percentage of all main / outfall sewers backlog complaints in the Mallosana area resolved received by 30 June 2024.	Resolving at least 95% of all main / outfall sewage complaints within 30 days in the Mallosana area (telephonic, written and verbal) received by 30 June 2024.	R 0			1	95% Nt. Complaints received / Nt. resolved	🟢	95% 1594 Complaints received / 1520 resolved 52. Complaints rolled over / 62 resolved		Constant cleaning boosted performance	Complaints Register Monthly reports to Council										
								2	95% Nt. Complaints received / Nt. resolved	🟢																				
								3	95% Nt. Complaints received / Nt. resolved	🟢																				
								4	95% Nt. Complaints received / Nt. resolved	🟢																				
	BL	BUB1	N/A	J Sekwani	Good Governance and Public Participation	Infrastructure Services	2.3%	To maintain existing infrastructure and respond to all sewer and waste line complaints related to all municipal buildings facilities	A percentage of all municipal facility default sewer and waste line complaints in the Mallosana area resolved	Resolving at least 95% of all municipal facility default sewer and waste line complaints within 30 days in the Mallosana area (telephonic, written and verbal) received by 30 June 2023	R 0			1	95% Nt. Complaints received / Nt. resolved	🟢	100% 19 Complaints received / 19 resolved		Experienced and Dedicated staff and time management	Job card Complaints Register - Summary Monthly reports to Council										
								2	95% Nt. Complaints received / Nt. resolved	🟢																				
								3	95% Nt. Complaints received / Nt. resolved	🟢																				
								4	95% Nt. Complaints received / Nt. resolved	🟢																				
	BL	BUB2	N/A	J Sekwani	Good Governance and Public Participation	Infrastructure Services	2.3%	To intensify outreach maintain and respond to all sewer and waste line complaints related to all municipal buildings facilities	A percentage of all municipal facility sewer backlogs complaints in the Mallosana area resolved	Resolving at least 95% of all municipal facility sewer backlogs complaints in the Mallosana area (telephonic, written and verbal) received by 30 June 2024.	R 0			1	95% Nt. Complaints received / Nt. resolved	🟢	100% 104 Complaints received / 69 resolved		Experienced and Dedicated staff and time management	Job card Complaints Register - Summary Monthly reports to Council										
								2	95% Nt. Complaints received / Nt. resolved	🟢																				
								3	95% Nt. Complaints received / Nt. resolved	🟢																				
								4	95% Nt. Complaints received / Nt. resolved	🟢																				

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Top Layer / Bottom Layer	IP Linkage / Project ID - Output 2	Budget Linkage	Item Nr.	Responsible Person	Key Performance Indicators (KPIs) & Performance Metrics (KPIs)	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	National KPI - Outcome 9 - Output 2	N/A	ELE1	D Ramona	Service Delivery & Infrastructure Development	E2B / C88 / C88 / DDM	2.3%	To provide basic municipal services	R 0			1	Providing at least 95% of households in the CoM area with access to basic level of electricity by 30 June 2024							Register of HH with access to electricity's - Register of total HH in Matielasana	
BL	Operational	N/A	ELE2	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To maintain existing infrastructure services	R 0			1	Reducing technical electrical losses by - repairing at 100% of faulty conventional / pre-paid meters, - carrying out 800 schedule inspection on suspected tampering and illegal connections and technical losses, - Servicing of 120 transformers & RMU's in municipal supplied areas, - Servicing of 600 anti-tampering boxes by 30 June 2024							100% - 135 faulty meters replaced, 291 conventional / pre-paid meters replaced, 16 RMU's serviced and zero installation of anti-boxes	Appointment letter, Monthly report, Monthly report, Layout plan, Photos.
BL	Operational	N/A	ELE3	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To maintain existing infrastructure services	R 0			1	Resolving 80% of all low voltage complaints in the CoM licensed area (telephonic, written and verbal) received in accordance to NRS-047-1 Electricity Supply Quality of Service (Minimum Standard) by 30 June 2024 (Time to resolve customer complaints received in person/telephonic - 24 hours / Time to resolve customer written complaints - 2 weeks)							Available resource increased percentage of achievement	Complaints Register / Monthly reports to Council
BL	Operational	N/A	ELE4	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To maintain existing infrastructure services	R 0			1	Resolving at least 95% of all medium voltage forced interruptions within existing standard in accordance to NRS-047-1 Electricity Supply Quality of Service (Minimum Standard) by 30 June 2024 (Time to restore supply after a forced interruption - 24 hours / Time to restore supply after a forced interruption requiring investigative work - 2 weeks)							Available resource increased percentage of achievement	Interruption Register / Monthly reports to Council

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Top Layer / Bottom Layer	IDP Linkage / Project ID	Budget Linkage	Item Nr.	Responsible Person	Key Performance Areas (KPA)	B2B / C88 / DDM	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	N/A	ELE5	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88 / DDM	2.3%	To maintain existing infrastructure	Percentage of street lights complaints resolved	Resolving at least 50% of all street lights complaints in the CoM licensed area (telephonic, written and verbal) within a month from received by 30 June 2024	R 0				1	50% of complaints received / Nr of complaints resolved	47% 145 received / 309 resolved 72% follow up / 348 resolved		Resource constraints	procurement of required resources		Complaints Register Monthly reports to Council									
										2	50% of complaints received / Nr of complaints resolved																				
										3	50% of complaints received / Nr of complaints resolved																				
										4	50% of complaints received / Nr of complaints resolved																				
BL	Operational	N/A	ELE6	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To maintain existing infrastructure	Percentage of high mast light complaints resolved	Resolving at least 80% of all high mast lights complaints within 30 days in the CoM licensed area (telephonic, written and verbal) within a month from received by 30 June 2024	R 0				1	80% of complaints received / Nr of complaints resolved	65% 48 received / 27 resolved 12 follow up / 9 resolved		Resource constraints	Procurement of required resources		Complaints Register Monthly reports to Council									
										2	80% of complaints received / Nr of complaints resolved																				
										3	80% of complaints received / Nr of complaints resolved																				
										4	80% of complaints received / Nr of complaints resolved																				
BL	Operational	N/A	ELE7	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To maintain existing infrastructure	Percentage of traffic control signals complaints resolved	Resolving 50% of all traffic control signals complaints within 30 days in the CoM licensed area (telephonic, written and verbal) received by 30 June 2024	R 0				1	50% of complaints received / Nr of complaints resolved	67% 32 received / 25 resolved 7 follow up / 11 resolved		Resource constraints	Procurement of required resources		Complaints Register Monthly reports to Council									
										2	50% of complaints received / Nr of complaints resolved																				
										3	50% of complaints received / Nr of complaints resolved																				
										4	50% of complaints received / Nr of complaints resolved																				
BL	Operational	N/A	ELE8	D Ramona	Good Governance and Public Participation	Infrastructure Services / C88	2.3%	To reduce possible fraud and illegal tampering to Council's electricity network assets	Percentage of electricity meter tampering investigations complaints resolved	Conducting at least 100% of all electricity meter tampering investigations as received from areas and community ip-calls by 30 June 2024	R 0				1	100% of complaints received / Nr of complaints resolved	100% 21 received / 21 resolved		Resource constraints	Procurement of required resources		Complaints Register Monthly reports to Council									
										2	100% of complaints received / Nr of complaints resolved																				
										3	100% of complaints received / Nr of complaints resolved																				
										4	100% of complaints received / Nr of complaints resolved																				

KPIs 43

100%

11.24 BL 19

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JU PILUSA

ACTING DIRECTOR TECHNICAL AND INFRASTRUCTURE



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# Local Government: Competency Framework for Senior Managers

**ACTING DIRECTOR: TECHNICAL  
AND INFRASTRUCTURE  
JJ PILUSA**

CITY OF MATLOSANA  
Period 1 November 2023 to 31 December 2023

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## LOCAL GOVERNMENT: COMPETENCY FRAMEWORK FOR SENIOR MANAGERS

### 1. Definitions

In this framework –

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

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

### 2. Competency Framework

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

### 3. Competency Framework Structure

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

LEADING COMPETENCIES	
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
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.

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## 5. Competency Descriptions

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Strategic Direction and Leadership		
<b>Competency Definition</b>	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate</li> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole</li> <li>Demonstrate a basic understanding of key decision- makers</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>Develop actions plans to execute and guide strategy implementation</li> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>Displays an awareness of institutional structures and political factors</li> <li>Effectively communicate barriers to execution to relevant parties</li> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>Understand the aim and objectives of the institution and relate it to own work</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent</li> <li>Display in-depth knowledge and understanding of strategic planning</li> <li>Align strategy and goals across all functional areas</li> <li>Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>Consistently challenge strategic plans to ensure relevance</li> <li>Understand institutional structures and political factors, and the consequences of actions</li> <li>Empower others to follow strategic direction and deal with complex situations</li> <li>Guide the institution through complex and ambiguous concern</li> <li>Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities</li> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>Hold self accountable for strategy execution and results</li> <li>Provide impact and influence through building and maintaining strategic relationships</li> <li>Create an environmental that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions</li> <li>Integrate various systems into a collective whole to optimise institutional performance management</li> <li>Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> </ul>

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

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Program and Project Management		
<b>Competency Definition</b>	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Initiate projects after approval from higher authorities</li> <li>• Understand procedures of program and project management methodology, implications and stakeholder involvement</li> <li>• Understand the rational of projects in relation to the institution's strategic objectives</li> <li>• Document and communicate factors and risk associated with own work</li> <li>• Use results and approaches of successful project implementation as guide</li> </ul>	<ul style="list-style-type: none"> <li>• Establish broad stakeholder involvement and communicate the project status and key milestones</li> <li>• Define the roles and responsibilities of the project team and create clarity around expectations</li> <li>• Find a balance between project deadline and the quality of deliverables</li> <li>• Identify appropriate project resources to facilitate the effective completion of the deliverables</li> <li>• Comply with statutory requirements and apply policies in a consistent manner</li> <li>• Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Manage multiple programs and balance priorities and conflicts according to institutional goals</li> <li>• Apply effective risk management strategies through impact assessment and resource requirements</li> <li>• Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>• Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>• Identify and apply contemporary project management methodology</li> <li>• Influence and motivate project team to deliver exceptional results</li> <li>• Monitor policy implementation and apply procedures to manage risks</li> </ul>	<ul style="list-style-type: none"> <li>• Understand and conceptualise the long-term implications of desired project outcomes</li> <li>• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives</li> <li>• Consider and initiate projects that focus on achievement of the long-term objectives</li> <li>• Influence people in positions of authority to implement outcomes of projects</li> <li>• Lead and direct translation of policy into workable actions plans</li> <li>• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed</li> </ul>

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Financial Management		
<b>Competency Definition</b>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>• Understand the importance of financial accountability</li> <li>• Understand the importance of asset control</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate</li> <li>• Assess, identify and manage financial risks</li> <li>• Assume a cost-saving approach to financial management</li> <li>• Prepare financial reports based on specified formats</li> <li>• Consider and understand the financial implications of decisions and suggestions</li> <li>• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated</li> <li>• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>• Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>• Address complex budgeting and financial management concerns</li> <li>• Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>• Advise on policies and procedures regarding asset control</li> <li>• Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>• Set budget frameworks for the institution</li> <li>• Set strategic direction for the institution on expenditure and other financial processes</li> <li>• Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>• Actively identify and implement new methods to improve asset control</li> <li>• Display professionalism in dealing with financial data and processes</li> </ul>

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

<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Governance Leadership		
<b>Competency Definition</b>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements</li> <li>• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders</li> <li>• Provide input into policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these</li> <li>• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution</li> <li>• Actively drive policy formulation within the institution to ensure the achievement of objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Able to link risk initiatives into key institutional objectives and drivers</li> <li>• Identify, analyse and measure risk, create valid risk forecasts, and map risk profiles</li> <li>• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> <li>• Demonstrate a thorough understanding of risk retention plans</li> <li>• Identify and implement comprehensive risk management systems and processes</li> <li>• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate a high level of commitment in complying with governance requirements</li> <li>• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework</li> <li>• Able to advise Local Government on risk management strategies, best practice interventions and compliance management</li> <li>• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government</li> <li>• Able to shape, direct and drive the formulation of policies on a macro level</li> </ul>



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

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

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

<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Knowledge and Information Management		
<b>Competency Definition</b>	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Collect, categorise and track relevant information required for specific tasks and projects</li> <li>• Analyse and interpret information to draw conclusions</li> <li>• Seek new sources of information to increase the knowledge base</li> <li>• Regularly share information and knowledge with internal stakeholders and team members</li> </ul>	<ul style="list-style-type: none"> <li>• Use appropriate information systems and technology to manage institutional knowledge and information sharing</li> <li>• Evaluate data from various sources and use information effectively to influence decisions and provide solutions</li> <li>• Actively create mechanisms and structures for sharing of information</li> <li>• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively predict future information and knowledge management requirements and systems</li> <li>• Develop standards and processes to meet future knowledge management needs</li> <li>• Share and promote best- practice knowledge management across various institutions</li> <li>• Establish accurate measures and monitoring systems for knowledge and information management</li> <li>• Create a culture conducive of learning and knowledge sharing</li> <li>• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information</li> <li>• Establish partnerships across local government to facilitate knowledge management</li> <li>• Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach</li> <li>• Recognise and exploit knowledge points in interactions with internal and external stakeholders</li> </ul>

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

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

Handwritten initials and signatures including 'LM', 'MN', 'Ckm', and a stylized signature.

**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.

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LM

# Personal Development Plan (PDP)

**ACTING DIRECTOR: TECHNICAL  
AND INFRASTRUCTURE  
JJ PILUSA**

CITY OF MATLOSANA  
Period 1 November 2023 to 31 December 2023

*LR*  
*LM*  
*cam* *5* *107*



**Personal Development Plan of: Mr JJ Pilusa**

Compiled on: 3 November 2023

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.	Adjusted CPMD training to be in line with published in the Local Government Finance Management Act, 2003 Amendments to Municipal Regulations on Minimum Competency levels 2007, Government Notice 41996 of 26 October 2018.					Skills
2.						
3.						
4.						

Acting Director's signature: \_\_\_\_\_

Municipal Manager's signature: \_\_\_\_\_



Handwritten notes: *Mr Cum*, *Mr LM*, *Mr A*



## DISCLOSURE FORM FOR BENEFITS AND INTERESTS

I, the undersigned (Surname and Initials)

Postal Address \_\_\_\_\_

Residential Address \_\_\_\_\_

Position Held \_\_\_\_\_

Name of Municipality \_\_\_\_\_

Tel: \_\_\_\_\_

Email: \_\_\_\_\_

hereby certify that the following information is complete and correct to the best of my knowledge:

**1. Shares, securities and other financial interests (Not bank accounts with financial institutions.)**

Number of shares/Extent of financial interest	Nature	Nominal Value	Name of Company/Entity

**2. Interest in a trust**

Name of trust	Amount of Remuneration/ Income

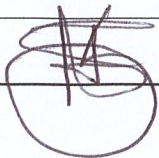
**3. Membership, directorships and partnerships**

Name of corporate entity, partnership or firm	Type of business	Amount of Remuneration/ Income

LM  
 Mm  
 cam

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

Name of Employer	Type of Work	Amount of remuneration/ Income

Confidential  
Signature by Municipal Manager: \_\_\_\_\_ 

Date: 3 November 2023

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

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

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

Source of assistance	Descriptions of assistance	Value of assistance

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

Description	Value	Member

**8. Land and Property**

Description	Extent	Area	Value

  
SIGNATURE OF ACTING SENIOR MANAGER

DATE: PLACE: 3 November 2023

m7

MR

LM  
cam

**OATH/AFFIRMATION**

1. I certify that before administering the oath/affirmation I asked the deponent the following questions and wrote down her/his answers in his/her presence:

(i) Do you know and understand the contents of the declaration?

Answer Yes

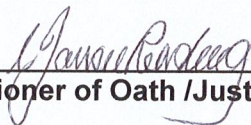
(ii) Do you have any objection to taking the prescribed oath or affirmation?

Answer No

(iii) Do you consider the prescribed oath or affirmation to be binding on your conscience?

Answer Yes

2. I certify that the deponent has acknowledged that she/he knows and understands the contents of this declaration. The deponent utters the following words: "I swear that the contents of this declaration are true, so help me God." / "I truly affirm that the contents of the declaration are true". The signature/mark of the deponent is affixed to the declaration in my presence.

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

Full first names and surname: CHERÈL JANSEN VAN RENSBURG (Block letters)

Designation (rank) MANAGER PERFORMANCE MANAGEMENT Ex Officio Republic of South Africa

Street address of institution c/o Bram Fischer and Emily Hobhouse Street

KLERKSDORP

Date 3 November 2023

Place KLERKSDORP

  
**CONTENTS NOTED: MUNICIPAL MANAGER**

3 November 2023  
**DATE**

*Handwritten notes:*  
m  
LM  
R can

**CC  
184/2023**

**EXTENSION FOR ACTING IN THE VACANT POSITIONS OF DIRECTOR:  
COMMUNITY DEVELOPMENT, DIRECTOR: TECHNICAL AND  
INFRASTRUCTURE AND DIRECTOR: PUBLIC SAFETY**

**(ITEM 4.1 PP 1-2 – SPCC 31/10/2023)**

**RESOLVED**

- a) That Council extend the acting appointment of Ms Makgantse Jerminah Masilo with the necessary skills, expertise, competencies and qualifications, as acting Director Community Development, in terms of Section 56 of the Local Government: Municipal System Act, 2000 as amended, for another period of 2 months (1 November 2023 – 31 December 2023) and that a performance agreement be signed.
- b) That Council extend the acting appointment of Mr Johannes Johanna Pilusa with the necessary skills, expertise, competencies and qualifications, as acting Director Technical and Infrastructure, in terms of Section 56 of the Local Government: Municipal System Act, 2000 as amended, for another period of 2 months (1 November 2023 – 31 December 2023) and that a performance agreement be signed.
- c) That Council appoints Morulaganyi Botsheleng as acting Director Public Safety, with the necessary skills, expertise, competencies and qualifications, in terms of Section 56 of the Local Government: Municipal System Act, 2000 as amended, for a period of 3 months, 1 November 2023 – 31 January 2024) not exceeding, unless the period is extended by the MEC responsible for local government in the province.
- d) That concurrence be obtained from MEC responsible for local government in the province for the extension of the above-mentioned acting appointment.