

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

S.G. MABUDA

in his capacity as

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

And

L.M. MORE

As the

Acting Director: Civil Services and Human Settlements
(hereinafter referred to as the **Employee**)

For the Period

1 July 2016 to 31 December 2016

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The **CITY OF MATLOSANA** herein represented by **SIPHO GIFT MABUDA (ID NR. 6707285530089)** in his capacity as the **ACTING MUNICIPAL MANAGER** (hereinafter referred to as the **Employer**) and **LAZARUS MOEKETSI MORE (ID NR. 6603125865084)** in his/her capacity as the **ACTING DIRECTOR CIVIL SERVICES AND HUMAN SETTLEMENTS** of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

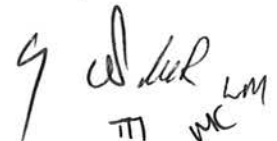
1. INTRODUCTION

- 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.

Handwritten signatures and initials in the bottom right corner of the page. There are two distinct signatures, one appearing to be 'S. Gift Mabuda' and the other 'Lazarus Moeketsi More', along with some initials and a date '11/11/11'.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1 JULY 2016** and will remain in force until **31 DECEMBER 2016** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will included a new performance agreement that replaces this agreement at least once a year not later than 31st of July of the succeeding financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 The performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
 - 4.1.3 The Competencies (Annexure B) – definitions in terms of regulation 21 of 17 January 2014 required to operate effectively as senior manager in the Local Government environment.
- 4.2 The performance objectives and targets reflected in the Performance Plan (Annexure A) are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan (IDP), Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done.
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved.
 - 4.2.4 Weightings that show the relative importance of the key objectives to each other.
- 4.3 The Personnel Development Plan (Annexure C) sets out the employee's personnel development requirements in line with the objectives and targets of the employer.
- 4.4 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

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

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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 KPAs (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 (KPAs) 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 KPAs 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	75%
Municipal Institutional Development and Transformation	-
Local Economic Development (LED)	-
Municipal Financial Viability and Management	8%
Good Governance and Public Participation	17%
Total	100%

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

LEADING COMPETENCIES		WEIGHTING
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	8,333%
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management 	8,333%

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Program and Project Management	<ul style="list-style-type: none"> • Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation 	8,333%
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring 	8,333%
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation 	8,333%
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance 	8,333%
CORE COMPETENCIES		
Moral Competence		8,333%
Planning and Organising		8,333%
Analysis and Innovation		8,333%
Knowledge and Information Management		8,333%
Communication		8,333%
Results and Quality Focus		8,333%
TOTAL PERCENTAGE		100%

6. EVALUATING PERFORMANCE

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

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

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

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

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

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

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

6.6 The annual performance appraisal will involve:

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

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) A rating on the five-point scale described in 6.7 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the score.
- (c) The **Employee** will submit his/her self – evaluation to the **Employer** prior to the final assessment.

- (d) In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The **Employee** should provide sufficient evidence in such instances.
- (e) An overall score will be calculated based on the total of the individual scores calculated above.
- (f) The applicable assessment rating calculator must be used to add the scores and calculate a final KPA score.

6.6.2 Assessment of the Competencies

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

6.6.3 Overall rating

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

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

Rating scale for KPA's

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

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

Rating scale for Competencies

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

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

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

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

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

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

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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:

First quarter	:	July – September 2016
Second quarter	:	October – December 2016

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

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 On the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

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

- 10.1.1 A direct effect on the performance of any of the **Employee's** functions;
- 10.1.2 Commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

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

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

11. MANAGEMENT OF EVALUATION OUTCOMES

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

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

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

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

12. DISPUTE RESOLUTION

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

whose decision shall be final and binding on both parties.

- 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 2016 Performance Management System Framework document.

Thus **done** and **signed** at KLERKSDORP on this the 20 day of JUNE 2016

AS WITNESSES:

1. 

2. 


EMPLOYEE

Thus **done** and **signed** at KLERKSDORP on this the 20 day of JUNE 2016.

AS WITNESSES:

1. 

2. 


EMPLOYER

Performance Plan

ACTING DIRECTOR: CIVIL SERVICES AND HUMAN SETTLEMENTS LM MORE

CITY OF MATLOSANA
Period 1 July 2016 to 31 December 2016

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ACTING DIRECTORATE CIVIL SERVICES AND HUMAN SETTLEMENTS

MR. ML MORE

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

Service Delivery & Infrastructure Development %
 Municipal Institutional Development and Transformation %
 Municipal Financial Viability & Management %
 Good Governance and Public Participation %

IDP Projects	IDP Linkage / Roll	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI) and Type	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line			Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
													Current Status	Demand	Backlog								
IDP - NDPG grant Roll Over (Multi-Year project)	PMU1			T. Maphuthu	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To upgrade the road system to ensure a better accessibility to the community	Upgrade of Jabulane Street in Jouberton	Upgrading 1.1 km of Jabulane street in Jouberton at a cost of R 15 000 000 by June 2017	R 12 500 000			None	None	1	1.1 Km layer works, sidewalks and storm-water						Invoices. Proof of payment. Vote number. GO40. Photos Close out report
																2	Installation of Street lighting						
																3	Landscaping of side walk						
																4	Constructing 1.1 km road						
IDP - NDPG grant Roll Over (Multi-Year project)	PMU2			M. Dithobolo	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To improve bulk water supply in Alabama / Manzilpark (Phase 3B) to ensure a basic water service	Bulk water supply improved with a water pressure tower for Alabama / Manzilpark (Phase 3B)	Elevating one bulk water 2 M pressure tower supplied for Alabama / Manzilpark (Phase 3B) by June 2017	R 11 170 413			None	None	1	Site establishment						Invoices. Proof of payment. Vote number. GO40. Photos
																2	Excavations of pad footings and foundation						
																3	Construction of pad footings and foundation						
																4	Steel foing and shuttering of lower shaft						
IDP - MIG Funded - (Multi-Year project)	PMU3			M. Dithobolo	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To improve water supply from Mkhwaal end point to Jouberton and Alabama to upgrade	Water supply from Mkhwaal End Point to Jouberton and Alabama by June 2017	Water Supply from Mkhwaal End Point to Jouberton and Alabama by June 2017	R 6 765 665			None	None	1	Technical report to be submitted to DWS for project approval and recommendation letter						1. Technical report
																2	Advertising & Contractor appointment						2. DWS recommendation
																3	Civil Works: Excavations 2km pipeline route						3. Appointment Letter
																4	Commissionary of pipeline - Civil Works laying of 2km pipe - Project Completed						4. Invoices, vote number, GO40, Photos
IDP - MIG Funded - (Multi-Year project)	PMU4			M. Dithobolo	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To install and upgrade the sewer network in Khuma Proper (North East) to maintain the current infrastructure	Number of km sewer network installed and upgraded	Installing a 1.3km 250mm diameter uPVC main outfall sewer line, 17km 160mm diameter sewer network lines, 5.2 km 110mm diameter house connections and upgrading of existing traile pump stations for the sewer network in Khuma Proper (North East) by June 2017	R 12 021 811			None	None	1	Excavation of pipeline 6.135 km						Technical report Invoices / expenditure, GO 40. Photos
																2	Installing 6.135km pipes and 119 manholes						Completion certificate
																3	Backfill of 6.135km pipeline						
																4	House connections, testing of sewer lines, connect to new sewer project completed						
IDP - MIG Funded	PMU5			M. Dithobolo	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To upgrade and installing mechanical and electrical equipment at Lerato Pumpstation in Kanana to maintain the current infrastructure and to cater for the increased effluent demand	Lerato Pumpstation in Kanana upgraded	Upgrading and installing mechanical and electrical equipment at Lerato Pumpstation in Kanana as per the technical report by June 2017	R 7 668 929			None	None	1	Site establishment						Technical report. Invoices / expenditure, GO 40. Photos. Completion certificate
																2	Installation of 2 new 3rd back-up pump set. Refurbishment of 2 existing pump sets						
																3	Installation of new mechanical screen, compactor and wash water system						
																4	Replacement of MCC and star delta starters. Project completed						

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IDP - MIG Funded	PMU6	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To upgrade and install mechanical and electrical equipment at the Swart Street pump-station in Outdorp to maintain the current infrastructure and to cater for the increased effluent demand	Swart Street Pump Station in Outdorp upgraded	Upgrading and installing mechanical and electrical equipment at the Swart Street Pump Station in Outdorp as per the technical report by June 2017	R 5 495 532			R 5 495 532	None	1	Site establishment						Technical report Invoices / expenditure, GO 40. Photos. Completion certificate
													2	Installation of 1 new pump set.						
													3	Installation of new mechanical screen, compactor and wash water system						
													4	Replacement of MCC. Project completed						
IDP - MIG Funded	PMU7	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To improve accessibility and mobility and control and direct the flow of storm-water and prevent road erosion	Tigane Paving of Taxi Routes and Stormwater Drainage (Phase 8)	Paving of 1.8km taxi route and constructing 1.8km of storm-water drainage in Tigane (Phase 8) at Albert Luthuli, Matthew Goniwe, RS Kraai, Morebudi and S Mahlangu streets by June 2017	R 6 273 800			1.8 Km - R6 273 800	None	1	Site establishment, clear and grub and locating taxi routes						Invoices / expenditure, GO 40. Photos. Completion certificate
													2	Construction of 0.8km of taxi routes						
													3	Construction of 0.5km of taxi routes						
													4	Construction of 0.5km of taxi routes. Project completed						
IDP - MIG Funded	PMU8	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To improve accessibility and mobility and control and direct the flow of storm-water and prevent road erosion	Alabama Paving of Taxi Routes and Stormwater Drainage (Phase 7)	Paving of 1.8km taxi route and constructing 1.8km of storm-water drainage in Alabama (Phase 7) at Rosebank, Van Wyk, Campbell, Brink and Moses streets by June 2017	R 6 273 800			1.8 Km - R6 273 800	None	1	Site establishment, clear and grub and locating existing services.						Invoices / expenditure, GO 40. Photos. Completion certificate
													2	Construction of 0.8km of taxi routes						
													3	Construction of 0.5km of taxi routes						
													4	Construction of 0.5km of taxi routes. Project completed						
IDP - MIG Funded	PMU9	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To improve accessibility and mobility and control and direct the flow of storm-water and prevent road erosion	Khuma Paving of Taxi Routes and Stormwater Drainage (Phase 8)	Paving of 2km taxi route and constructing 1.8km of storm-water drainage in Khuma (Phase 8) at Manumule and Zakes Tolo streets by June 2017	R 7 000 000			2 Km - R7 000 000	None	1	Site establishment, clear and grub and locating existing services.						Invoices / expenditure, GO 40. Photos. Completion certificate
													2	Construction of 0.8km of taxi routes						
													3	Construction of 0.7km of taxi routes						
													4	Construction of 0.7km of taxi routes. Project completed						
	PMU10		Infrastructure Services	2.78%	To upgrade the existing sport complex in Jouberton and to cater for other sporting codes	Athletic Track and Field at the Mafosana Stadium Jouberton constructed	Constructing the athletic track and field as per scope at the Mafosana Stadium in Jouberton by June 2017	R 5 299 650			R 5 299 650	None	1	Site establishment, clear and grub and locating tracks						Invoices / expenditure, GO 40. Photos. Completion certificate
													2	Excavations for farian						
													3	Construction of farian						
													4	Construction for steeple chase, long and triple jump, shotput and discus						
	PMU11	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%		National Fresh Produce Market in Klerksdorp upgraded	Upgrading of National Fresh Produce Market in Klerksdorp by June 2017	R 4 624 300			R 4 624 300	None	1	SCM process and purchases of electrical and building equipment.						Invoices / GO 40. Photos
													2	1 Discard room completed. 5 Market shelters constructed.						
													3	Electrical equipment installed.						
													4	Project completed						

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OPERATIONAL																							
IDP Project ID.	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI) and Type	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line			Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
												Current Status	Demand	Backlog									
Operational	N/A	DSCHS1	ML More	Good Governance and Public Participation	Good Governance	2.78%	To ensure that the mandate of council is executed	% of Resolutions implemented within required timeframe	Implementing 90% of all municipal manager / mayco / administrators / council resolutions by June 2017	R 0			100%	10%	1	Nr. received / Nr implemented 90%							Nr of council resolutions. Execution letters / notes
															2	Nr. received / Nr implemented 90%							
															3	Nr. received / Nr implemented 90%							
															4	Nr. received / Nr implemented 90%							
															1	Nr. received / Nr resolved 90%					Identify risks (register portion). Solutions		
Operational	N/A	DSCHS2	ML More	Good Governance and Public Participation	Good Governance	2.78%	To reduce risk areas and protect the municipality against legal actions	% of all identified high risks managed by implementing corrective measures	Managing 90% of all identified high risks by implementing corrective measures by June 2017	R 0		100%	10%	2	Nr. received / Nr resolved 90%								
														3	Nr. received / Nr resolved 90%								
														4	Nr. received / Nr resolved 90%								
														1	Credible 2015/16 Annual Report input provided					Completed AR template			
														2	-								
Operational	N/A	DSCHS3	ML More	Good Governance and Public Participation	Good Governance	2.78%	To ensure that the quality of the information is on an acceptable standard	Directorate's 2015/16 Annual Report input provided before tabling of the draft annual report	Providing the directorate's 2015/16 Annual Report input before the draft annual report is tabled by August 2016	R 0			None	3	-								
														4	-								
														1	-					IPD needs and priority list			
														2	-								
														3	-								
Outcome 9 - Output	N/A	DSCHS4	ML More	Good Governance and Public Participation	Good Governance	2.78%	To ensure that the programmes and projects of the directorate are incorporated	Directorate's IDP inputs provided before the 2017/18 IDP is tabled	Providing the directorate's IDP inputs before the 2017/18 IDP is tabled by 30 May 2017	R 0			None	4	Credible 2017/18 IDP inputs provided								
														1	-								
														2	-								
														3	-								
														4	-								
Operational	N/A	DSCHS5	ML More	Good Governance and Public Participation	Good Governance	2.78%	To ensure that the all the directorates KPI's are catered for	Directorate's SDBIP inputs before the draft 2017/18 SDBIP is submitted by 25 May 2017	Providing the directorate's SDBIP inputs before the draft 2017/18 SDBIP is submitted by 25 May 2017	R 0			None	1	Credible 2017/18 SDBIP inputs provided								
														2	-								
														3	-								
														4	-								
														1	10km Graded R706 667					Request list. Orders. Proof of payment. Vote number. GO40			
Operational	2035251101805	ROA1	ML More	Good Governance and Public Participation	Infrastructure Services	2.78%	To grade roads to maintain the existing road infrastructure	Km roads graded in the KOSH area	Grading of 60 km roads in the KOSH as per programme by June 2017	R 4 240 000			None	2	20km Graded R2 120 000								
														3	20km Graded R3 533 334								
														4	10km Graded R4 240 000								
														1	SCM process and appointment of service provider					SCM process documents. Letter of appointment of service provider. Notices and minutes of workshop. Attendance register. Council resolution. Receipts. GO40			
														2	Task Team & workshops								
Outcome 9 - Output 2	2040051053645	ROA2	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To develop a RSMP (Roads and Storm-Water Master Plan) to ensure long term planning of road infrastructure	RSMP (Roads and Storm-Water Master Plan) developed	Developing of RSMP (Roads and Storm-Water Master Plan) to be approved by Council / Administrator by June 2017	R 2 000 000			None	3	RSMP (Roads and Storm-Water Master Plan submitted for assessment by Director								
														4	RSMP (Roads and Storm-Water Master Plan approved by Council / Administrator								
														1	SCM process and appointment of service provider								
														2	Task Team & workshops								
														3	RSMP (Roads and Storm-Water Master Plan submitted for assessment by Director								

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WAT1	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of water - Urban Settlements	100% of Households with access to basic level of water by June 2017 - Urban Settlements	R 0	100%	100%	0%	1	-	Aerial photos. Water lay-out maps. Water meter register with new installations.
N/A												2	-	s. Water lay-out maps. Water meter register with new installations.
N/A												3	-	
National KPI - Outcome 9 - Output 2												4	Nr of Hh with access to water / Nr of Hh without access to water	
WAT2	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To eliminate water backlogs and provide basic municipal services	Nr. of water backlogs eliminated - Urban Settlements	Zero water backlogs eliminated according to maintenance budget by June 2017 - Urban Settlements (Squatters on unpromulgated land)	R 0	0 Backlogs eliminated	0 Backlogs eliminated	None	1	-	Ownership identification of unpromulgated land. Aerial photo
N/A												2	-	
Outcome 9 - Output 2												3	-	
WAT3	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of water - Rural Settlements	77% of Households with access to basic level of water by June 2017 - Rural Settlements	R 0	77%	77%	23%	1	-	Aerial photos. Water lay-out maps. Water meter register with new installations.
N/A												2	-	
National KPI - Outcome 9 - Output 2												3	-	
WAT4	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To eliminate water backlogs and provide basic municipal services	Nr. of water backlogs eliminated - Rural Settlements	214 Water backlogs eliminated according to maintenance budget by June 2017 - Rural Settlements (No funds available)	R 0	0 Backlogs eliminated	214 Backlogs eliminated	613	1	-	Ownership identification of unpromulgated land. Aerial photo
N/A												2	-	
Outcome 9 - Output 2												3	-	
WAT5	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To clean reservoirs and pressure towers to comply with legislation	Number of reservoirs and pressure towers cleaned	Cleaning 24 reservoirs and 12 pressure towers in the KOSH area by June 2017	R 3 500 000	24 reservoirs and 12 pressure towers	24 reservoirs and 12 pressure towers	None	1	18	Annual schedule. Register. Check list. Vote number
2040001105104												2	0	
Outcome 9 - Output 4												3	0	
WAT6	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To obtain at least 95% of the Blue Drop status to improve water quality and water management and to comply with legislation	A minimum standard of 95% Blue Drop status obtained	Obtaining a minimum standard of 95% Blue Drop status by June 2017	R 0	95%	95%	5%	1	Monthly compliance documentation submitted to DWA	Copy of Application. Blue Drop Status. Feedback report. BDS System.
N/A												2	Monthly compliance documentation submitted	
Outcome 9 - Output 4												3	Monthly compliance documentation submitted	
WAT7	G Sibanyoni	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To provide basic municipal services (National Key Performance Indicator)	The percentage of households with access to basic level of sanitation - Urban Settlements	99% of Households with access to basic level of sanitation by June 2017 - Urban Settlements	R 0	99%	99%	1%	1	-	Aerial photos. Sanitation lay-out maps. Sewer house connection register with new installations.
N/A												2	-	
Outcome 9 - Output 2												3	-	
National KPI - Outcome 9 - Output 2												4	Nr of Hh with access to sanitation / Nr of Hh without access to sanitation	
SAN1	J Pilisa	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To eliminate sanitation backlogs and provide basic municipal services	Nr. of sanitation backlogs eliminated - Urban Settlements	214 Sanitation backlogs eliminated according to maintenance budget by June 2017 (bucket eradication). Completion of incomplete toilets - Urban Settlements	R 0	0 Backlogs eliminated	214 Backlogs eliminated	None	1	-	Ownership identification of unpromulgated land. Aerial photo
N/A												2	-	
Outcome 9 - Output 2												3	-	
National KPI - Outcome 9 - Output 2												4	214	

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HUMAN SETTLEMENTS																							
OPERATIONAL																							
IDP Linkage / Project ID.	Budget Linkage	Item Nr.	Responsible Person	Key Performance Area (KPA)	Back to Basics	Weighting	Objectives	Key Performance Indicators (KPI) and Type	Annual Performance Target	Budget	Revised Target / Adjustment Budget	Base Line			Quarter	Quarterly Projected Target	Rating Key	Quarterly Actual Achievement	Actual Expenditure	Reason for Deviation	Planned Remedial Action	Comments	Portfolio of Evidence
													Current Status	Demand	Backlog								
Outcome 9 - Output 4	2020051050909	HOU1	P Phala	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To register and deregister Title Deeds to ensure secure tenure and ownership of houses	Number of Title Deeds de-registered	To register (2267) and deregister (18) of Title Deeds in Khuma, Kanana and Jouberton (as per register) by June 2017	R 1 000 000			Register (2267) and deregister (18) - R1 000 000			1	-						De-registration record
																2							Proof of payments
																3							Venus System
																4							De-registration record
Outcome 9 - Output 4	N/A	HOU2	P Phala	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	Housing backlogs	Number of housing backlogs reduced	Reducing 1 453 housing backlogs from 15 592 to 14 139 by June 2016	R 0		15 592 Backlogs	1 453 Backlogs	14 139 Backlogs	1	-						De-registration record	
															2							Proof of payments	
															3	727						Venus System	
															4	1 453						De-registration record	
Outcome 9 - Output 4	N/A	HOU3	P Phala	Service Delivery & Infrastructure Development	Infrastructure Services	2.78%	To provide basic municipal housing services	Percentage of housing complaints resolved	Resolving at least 90% of all housing disputes in the KOSH area by June 2017	R 0			90.00%	10.00%	1	Nr. received / Nr resolved 90%						De-registration record	
															2	Nr. received / Nr resolved 90%						Proof of payments	
															3	Nr. received / Nr resolved 90%						Venus System	
															4	Nr. received / Nr resolved 90%						De-registration record	

100%

36 KPI's



MUNICIPAL MANAGER

ACTING DIRECTOR CIVIL SERVICES AND HUMAN SETTLEMENTS



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Local Government: Competency Framework in Senior Managers

**ACTING DIRECTOR: CIVIL
SERVICES AND HUMAN
SETTLEMENTS
LM MORE**

CITY OF MATLOSANA
Period 1 July 2016 to 31 December 2016

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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">• Impact and Influence• Institutional Performance Management• Strategic Planning and Management• Organisational Awareness
People Management	<ul style="list-style-type: none">• Human Capital Planning and Development• Diversity Management• Employee Relations Management• Negotiation and Dispute Management

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

4. Minimum Requirements

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

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5. Competency Descriptions

Cluster	Leading Competencies			
Competency Name	Strategic Direction and Leadership			
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandateDescribe how specific tasks link to institutional strategies but has limited influence in directing strategyHas a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective wholeDemonstrate a basic understanding of key decision- makers	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectivesHas a positive impact and influence on the morale, engagement and participation of team membersDevelop actions plans to execute and guide strategy implementationAssist in defining performance measures to monitor the progress and effectiveness of the institutionDisplays an awareness of institutional structures and political factorsEffectively communicate barriers to execution to relevant partiesProvide guidance to all stakeholders in the achievement of the strategic mandateUnderstand the aim and objectives of the institution and relate it to own work	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intentDisplay in-depth knowledge and understanding of strategic planningAlign strategy and goals across all functional areasActively define performance measures to monitor the progress and effectiveness of the institutionConsistently challenge strategic plans to ensure relevanceUnderstand institutional structures and political factors, and the consequences of actionsEmpower others to follow strategic direction and deal with complex situationsGuide the institution through complex and ambiguous concernUse understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	<ul style="list-style-type: none">Structure and position the institution to local government prioritiesActively use in-depth knowledge and understanding to develop and implement a comprehensive institutional frameworkHold self accountable for strategy execution and resultsProvide impact and influence through building and maintaining strategic relationshipsCreate an environmental that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actionsIntegrate various systems into a collective whole to optimise institutional performance managementUses understanding of competing interests to manoeuvre successfully to a win/win outcome	

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

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

Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activitiesDisplay awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systemsUnderstand the importance of financial accountabilityUnderstand the importance of asset control	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelateAssess, identify and manage financial risksAssume a cost-saving approach to financial managementPrepare financial reports based on specified formatsConsider and understand the financial implications of decisions and suggestionsEnsure that delegation and instructions as required by National Treasury guidelines are reviewed and updatedIdentify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	<ul style="list-style-type: none">Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibilityPrepare budgets that are aligned to the strategic objectives of the institutionAddress complex budgeting and financial management concernsPut systems and processes in place to enhance the quality and integrity of financial management practicesAdvise on policies and procedures regarding asset controlPromote National Treasury's regulatory framework for Financial Management	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trendsSet budget frameworks for the institutionSet strategic direction for the institution on expenditure and other financial processesBuild and nurture partnerships to improve financial management and achieve financial savingsActively identify and implement new methods to improve asset controlDisplay professionalism in dealing with financial data and processes

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

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

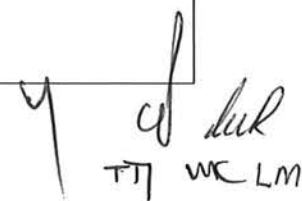
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Cluster	Core Competencies		
Competency Name	Moral Competence		
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence		
ACHIEVEMENT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

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

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Cluster	Core Competencies		
Competency Name	Analysis and Innovation		
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation problem solving of analysis, but lack detail and thoroughnessAble to balance independent analysis with requesting assistance from othersRecommend new ways to perform tasks within own functionPropose simple remedial interventions that marginally challenges the status quoListen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	<ul style="list-style-type: none">Demonstrate Logical techniques and approaches and provide rationale for recommendationsDemonstrate objectivity, insight, and thoroughness when analysing problemsAble to break down complex problems into manageable parts and identify solutionsConsult internal and external stakeholders on opportunities to improve processes and service deliveryClearly communicate the benefits of new opportunities and innovative solutions to stakeholdersContinuously identify opportunities to enhance internal processesIdentify and analyse opportunities conducive to innovative approaches and propose remedial intervention	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniquesEngage with appropriate individuals in analysing and resolving complex problemsIdentify solutions on various areas in the institutionFormulate and implement new ideas throughout the institutionAble to gain approval and buy-in for proposed interventions from relevant stakeholdersIdentify trends and best practices in process and service delivery and propose institutional applicationContinuously engage in research to identify client needs	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniquesCreate an environment conducive to analytical and fact-based problem-solvingAnalyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrenceCreate an environment that fosters innovative thinking and follows a learning organisation approachBe a thought leader on innovative customer service delivery, and process optimisationPlay an active role in sharing best practice solutions and engage in national and international local government seminars and conferences


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

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

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Cluster	Core Competencies			
Competency Name	Results and Quality Focus			
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important mattersShow a basic commitment to achieving the correct resultsProduce the minimum level of results required in the roleProduce outcomes that is of a good standardFocus on the quantity of output but requires development in incorporating the quality of workProduce quality work in general circumstances, but fails to meet expectation when under pressure	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activitiesDisplay firm commitment and pride in achieving the correct resultsSet quality standards and design processes and tasks around achieving set standardsProduce output of high qualityAble to balance the quantity and quality of results in order to achieve objectivesMonitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality outputFocus on the end result and avoids being distractedDemonstrate a determined and committed approach to achieving results and quality standardsFollow task and projects through to completionSet challenging goals and objectives to self and team and display commitment to achieving expectationsMaintain a focus on quality outputs when placed under pressureEstablishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and resultsDevelop challenging, client-focused goals and sets high standards for personal performanceCommit to exceed the results and quality standards, monitor own performance and implement remedial interventions when requiredWork with team to set ambitious and challenging team goals, communicating long-and short-term expectationsTake appropriate risks to accomplish goalsOvercome setbacks and adjust action plans to realise goalsFocus people on critical activities that yield a high impact	

6. Achievement Levels

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

- 6.1 Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.
- 6.2 Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions, and should be earmarked for leadership programs and succession planning.

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

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Personal Development Plan (PDP)

**ACTING DIRECTOR: CIVIL
SERVICE AND HUMAN
SETTLEMENTS
LM MORE**

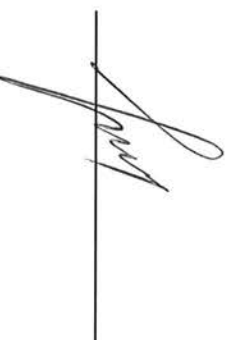
CITY OF MATLOSANA
Period 1 July 2016 to 31 December 2016

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Compiled on: 1 July 2016

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. PROJECT MANAGEMENT		REFER Column 1		12 months		
2. STRATEGIC MANAGEMENT		"		"		
3. FINANCIAL MANAGEMENT		"		"		
4.						

Acting Director's signature:



Acting Municipal Manager's signature:



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