

## PERFORMANCE AGREEMENT 2020/2021 FINANCIAL YEAR

Made and Entered into by and between

## THE VICTOR KHANYE LOCAL MUNICIPALITY

Herein represented by

THE MUNICIPAL MANAGER, SEBOTE THABITHA MATLADI

(Herein after referred to as the "Employer")

And

ACTING DIRECTOR – COMMUNITY AND SOCIAL SERVICES, MAESELA
DANIEL KEKANA

ID: 740317 5362 085

(Herein and after referred to as the "Employee")

For the period 01 July 2020 – 30 August 2020

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The employee of the Victor Khanye Local Municipality in his/her capacity as duly appointed Acting Director - Community and Social Services herein after referred to as the "Employee"

Whereas 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, 2000 as amended.

AND Whereas Section 57(1) (b) of the Act read with the Contract of employment concluded between the Parties, require them to conclude an annual Performance Agreement;

AND Whereas the Parties wish to ensure that there is compliance with Section 57(4A), 57(4B) and 57(5) of the Act, 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;

NOW Therefore the Parties agree as follows:

### **DEFINITIONS**

"The ACT" shall mean the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000 as amended)

CCR Core Competency Requirements

IDP Integrated Development Plan

**SDBIP** Service Delivery Budget Implementation Plan

POE Portfolio of Evidence

**KPA** Key Performance Area

KPI Key Performance Indicator

MFMA Municipal Finance Management Act

REGULATIONS - shall mean the Local Government: Municipal Systems Act Performance Regulations for Municipal managers and Managers

directly accountable to Municipal Managers, 2006

FINANCIAL YEAR - refers to the 12 month period which the organisation determines as

its budget year.

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### 1. INTRODUCTION

1.1 This performance contract is between, the Acting Director, Community and Social Services Maesela Daniel Kekana and Sebote Thabitha Matladi in her capacity as the Municipal Manager, within the provisions of the delegated powers as stipulated by Council. The contract is for the 2020/21 financial year only. The expected performance reflected in this contract is based on the reviewed Integrated Development Plan (IDP) 2020/21, the Service Delivery and Budget Implementation Plan (SDBIP) 2020/21. The afore-mentioned documents have been adopted as working documents of Victor Khanye Local Municipality and therefore, shall be the basis of performance assessment.

### 2. PURPOSE OF AGREEMENT

The purpose of this agreement is to:-

- 2.1 Comply with the provisions of Sections 57(1) (b), (4A), (4B) and (5) of the Systems Act as well as the employment contract entered into by and between the parties;
- 2.2 Specify objectives and targets defined and agreed to 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;
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his/her job;
- 2.6 In the event of outstanding performance, to appropriately reward the employee; 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. STRATEGIC OBJECTIVE

The Acting Director – Community and Social Services has the overall responsibility of ensuring that he shall be, subject to the policy directives of the Council of the Municipality, responsible and accountable for administratively being in charge of the service delivery programmes within the Community and Social Services Department, budget, asset management, supply chain management, financial management and review, and any other functions as may be delegated to him/her by the Municipal Manager.

### 4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 01 July 2020 and will remain in force until 31 August 2020 or until a new Performance Agreement, Performance Plan and Personal Development Plan is concluded between the parties for the ensuing financial year or part thereof.
- 4.2 The parties will review the provisions of this Agreement during June each year and will conclude not later than 31st July of each ensuing financial year a new Performance Agreement, Performance Plan and Personal Development Plan that replaces this Agreement.
- 4.3 This Agreement will terminate on the termination of the employment contract entered into by and between the parties for whatever reason.
- 4.4 The parties agree that the contents of the agreement may be revised at any time during the duration thereof with the purpose to determine the applicability thereof.
- 4.5 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties. Immediately be revised.

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### 5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan Annexure "A" sets out:
  - 5.1.1 The performance objectives and targets that must be met by the Employee and;
  - 5.1.2 The time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in *Annexure "A*" are set by the Employer in consultation with the Employee, and are based on the IDP, SDBIP and Budget of the Employer and shall include the following:
  - 5.2.1 The key objectives that describe the main tasks that need to be done;
  - 5.2.2 The key performance indicators and means of verification that provide the details of the portfolio of evidence (POE) that must be provided to show that a key objective has been achieved;
  - 5.2.3 The target dates that describe the timeframes in which the work must be achieved;
  - 5.2.4 The weightings showing the relative importance of the key objectives to each other.
- 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.
- 5.4 The Employer will make available to the Employee such employees 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; provided that it will at all times remain the responsibility of the Employee to ensure that he/she complies with those performance obligations and targets.
- 5.5 The Employee will at his/her request be delegated such powers by the Employer as may in the discretion of the Employer be reasonably required from time to time to enable him/her to meet the performance objectives and targets established in terms of this Agreement.

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- 5.6 The Employee acknowledges the fact that the Employer is entitled to review and make reasonable changes to the provisions of *Annexure "A"* from time to time for operational reasons. The Employer agrees that the Employee will be fully consulted before any such change is made.
- 5.7 The provisions of *Annexure "A"* may be amended by the Employer when the Employer's performance management system is adopted, implemented and/or amended as the case may be.
- 5.8 The Personal Development Plan **Annexure "B"** sets out the Employee's personal development requirements in line with the objectives and targets of the Employer
- 5.9 Disclosure of Financial Interests **Annexure** "C" set out the financial interests of the employee

### 6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality, management and municipal staff of the municipality.
- 6.2 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 municipality, management and municipal staff to perform to the standards required.
- 6.3 The Employer shall consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 6.4 The Employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPA's), including special projects relevant to the Employee's responsibilities, within the local government framework.
- 6.5 The criteria upon which the performance of the **Employee** must be assessed consist of two components, both of which must be contained in the performance agreement-

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- 6.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's), respectively.
- 6.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.5.3 KPA's covering the main areas of work will account for eighty percent (80%) and CCR's will account for twenty percent (20%) of the final assessment.
- 6.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute eighty percent (80%) of the overall assessment result as per the weightings agreed to between the Employer and Employee.

KPA	Key performance areas (KPA'S)	Weighting
1.	Basic Service Delivery and	
	Infrastructure Development	47
2.	Financial Viability and Financial	
	Management	16
3.	Institutional Development and	1.0
	Transformation	4
4.	Good Governance and Public	
	Participation	28
5.	Spatial Development	5
6.	Local Economic Development	
TOTAL		100%

- 6.7 The key performance areas related to the functional area of Employee shall be subject to negotiation between the Employer and the Employee.
- 6.8 The CCRs will make up the other 20% of the Employee's assessment score as follows:

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Compatanting			
competencies	Components	Competency Definition	Weighting %
Leading competencies	177		(rotal Toole)
Strategic Direction and	Impact and Influence	Provide and direct a vision for the institution, and inspire and	8 E
Leadership	<ul> <li>Institutional Performance Management</li> </ul>	deploy others to delivery on the strategic institutional mandate	
	<ul> <li>Strategic Planning and Wanagement</li> </ul>	c	1
	<ul> <li>Organisational Awareness</li> </ul>		(
People Management	<ul> <li>Human Capital Planning and Development</li> </ul>	Effectively manage, inspire and encourage people, respect	
	<ul> <li>Diversity Management</li> </ul>	diversity, optimise talent and build and nurture relationships in	
	<ul> <li>Employee Relations Management</li> </ul>	order to achieve institutional objectives	N
	<ul> <li>Negotiation and dispute Management</li> </ul>		
Programme and Project	<ul> <li>Programme and Project Planning and</li> </ul>	Able to understand programme and project management	
Management	Implementation		
	<ul> <li>Service Delivery Management</li> </ul>		on.
9	<ul> <li>Programme and Project Monitoring and</li> </ul>		S
	Evaluation		~
Financial Management	Budget Planning and Execution	Able to compile, plan and manage budgets, control cash flow,	
	<ul> <li>Financial Strategy and Delivery</li> </ul>	institute financial risk management and administer	3
	<ul> <li>Financial Reporting and Monitoring</li> </ul>	procurement processes in accordance with recognised financial	*
		practices. Further to ensure that all financial transactions are	J
		managed in an ethical manner	
Change Leadership	<ul> <li>Change Vision and Strategy</li> </ul>	Able to direct and initiate institutional transformation on all	
	<ul> <li>Process Design and improvement</li> </ul>	levels in order to successfully drive and implement new	1
	<ul> <li>Change Impact Monitoring and Evaluation</li> </ul>	initiatives and deliver professional and quality services to the	V
		community	
Governance Leadership	Policy Formulation	Able to promote, direct and apply professionalism in managing	
	<ul> <li>Risk and Compliance management</li> </ul>	risk and compliance requirements and apply a thorough	
	<ul> <li>Cooperative Governance</li> </ul>	understanding of governance practices and obligations.	3
ā		Further, able to direct the conceptualisation of relevant policies	(
		and enhance cooperative governance relationships	
Core Competencies			

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Competencies	Components	Competency Definition	Weighting %
			(total 100%)
Moral competence		Able to identify moral triggers, apply reasoning that promotes	
		honesty and integrity and consistently display behaviour that	U
		reflects moral competence	7
Planning and Organising		Able to plan, prioritise and organise information and resources	
		effectively to ensure the quality of service delivery and build	
,,		efficient contingency plans to manage risk	2
Analysis and Innovation		Able to critically analyse information, challenges and trends to	
		establish and implement fact-based solutions that are	
		innovative to improve institutional processes in order to	<i>(</i>
		achieve key strategic objectives	7
Knowledge and		Able to promote the generation and sharing of knowledge and	
Information Management		information through various processes and media, in order to	()
		enhance the collective knowledge base of local government	2
Communication		Able to share information, knowledge and ideas in a clear,	
		focused and concise manner appropriate for the audience in	
		order to effectively convey, persuade and influence	Ŋ
		stakeholders	)
Results and Quality Focus		Able to maintain high quality standards, focus on achieving	
		results and objectives while consistently striving to exceed	
		expectations and encourage other to meet quality standards.	-
		Further, to actively monitor and measure results and quality	2
		against identified objectives	)
Core Competencies			100%

A more comprehensive explanation of each competency is attached as Annexure "D" to this plan.

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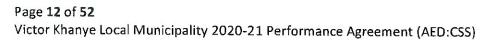
### 7. EVALUATING PERFORMANCE

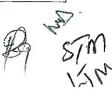
- 7.1 Annexure "A" to this Agreement sets out:
  - 7.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 7.1.2 The intervals for the evaluation of the **Employee's** performance.
- 7.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may, in addition, review the **Employee's** performance at any stage while the contract of employment remains in force.
- 7.3 Personal growth and development needs identified during any performance review discussion must be documented in a personal development plan as well as the actions.
- 7.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 7.5 The annual performance appraisal must involve:
  - 7.5.1 Assessment of the achievement of results as outlined in the performance plan-
    - (i) 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.
    - (ii) An indicative rating on the five-point scale should be provided for each KPA.
    - (iii)The applicable assessment rating calculator must then be used to add the scores and calculate a final KPA score.
  - 7.5.2 Assessment of the CCRs-
    - (i) Each CCR should be assessed according to the extent to which the specified standards have been met.
    - (ii) An indicative rating on the five-point scale should be provided for each CCR
    - (iii)This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.



- (iv)The applicable assessment-rating calculator must then be used to add the scores and calculate a final CCR score.
- 7.5.3 Overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.
- 7.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCR's:

Level	Terminology	Description	Rating					
			1	2	3	4	5	
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.					X	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.						
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.						
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.  The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan						
1	Unacceptable Performance	Performance does not meet the standard performance expected for the job. The review! Assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.			8	_		





- 7.7 For purposes of evaluating the annual performance of the Employee an evaluation panel constituted of the following persons must be established-
  - 7.7.1 The Municipal Manager
  - 7.7.2 Chairperson of the Performance Audit Committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
  - 7.7.3 Member of the Mayoral or Executive Committee
  - 7.7.4 Mayor and/or Municipal manager from another municipality.

The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels.

### 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of the 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:

Quarter	Period	Review date
1	July - September	Before end of October 2020
2	October - December	Before end of February 2021 (Midyear Review)
3	January - March	Before end of April 2021
4	April- June	Before end of September 2021 (Annual
		Review)

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

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- 8.4 The Employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.
- 8.5 The Employer may amend the provisions of the performance plan whenever the performance management system is adopted, implemented and/or amended as the case may be on agreement between both parties.

### 9. DEVELOPMENTAL REQUIREMENTS

9.1 A Personal Development Plan (PDP) for addressing developmental gaps is attached as "ANNEXURE B" and shall form part of this agreement.

### 10. OBLIGATIONS OF THE EMPLOYER

- 10.1 The Employer shall:
  - 10.1.1 create an enabling environment to facilitate effective performance by the Employee;
  - 10.1.2 provide access to skills development and capacity building opportunities;
  - 10.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
  - 10.1.4 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 the agreement; and
  - 10.1.5 Make available to the employee such resources as the Employee may reasonably require from time to time assisting him/her to meet the performance objectives and targets established in terms of the agreement.

### 11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of the Employee powers will have amongst others—
  - 11.1.1 a direct effect on the performance of any of the Employee's functions;

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- 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer;
- 11.1.3 A substantial financial effect on the Municipality.
- 11.2 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.

### 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 The key to a developmentally oriented performance management system towards inadequate performance is to promote improvement through feedback, learning and support, rather than judgement, sanctions or punishment.
- 12.2 Performance appraisal feedback shall be conveyed to employees in writing or discussed with employees on a regular basis to prevent a scenario where employees only find out about the gaps in their performance during mid-year or during the final review.
- 12.3 The evaluation of the Employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance
- 12.4 A performance bonus ranging from five percent (5%) to fourteen percent (14%) of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance, subject thereto that, in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that-
  - 12.4.1 A score of one hundred and thirty percent (130%) to one hundred and forty nine percent (149%) is awarded a performance bonus ranging from five percent (5%) to nine percent (9%); and
  - 12.4.2 A score of one hundred and fifty percent (150%) and above is awarded a performance bonus ranging from ten percent (10%) to fourteen percent (14%).



12.5 The performance bonus referred to in 12.4 here above is payable annually and constituted as follows:

Score	Bonus %
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 – 167	14

- 12.1 In the case of unacceptable performance, the employer shall -
  - 12.1.1 Provide systematic remedial or developmental support to assist the employee to improve his/her performance; and
  - 12.1.2 After appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance does not improve, the employer may consider steps to implement a disciplinary process that will be guided by the Labour Relations Act 66 of 1995.

### 13. PERFORMANCE BONUS

In accordance with Regulation 805, section 32, a performance bonus, based on affordability, may be paid to the employee, after

- 13.1 the annual report for the financial year under review has been tabled and adopted by the municipal Council;
- 13.2 an evaluation of performance in accordance with the provisions of section 7 of this agreement; and
- 13.3 approval of such evaluation by the municipal Council, as a reward for outstanding performance.

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### 14. DISPUTE RESOLUTION

### 14.1 Dispute on performance agreement

Any disputes about the nature of the Performance Agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council; provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4)(e), within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.

### 14.2 Dispute on outcome of performance evaluation

Any disputes about the nature of the Performance Evaluation, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by a member of the Municipal Council: Provided that such member was not part of the evaluation panel provided for in Regulation 805 section 27(4)(e) within thirty (30) days of receipt of a formal dispute from the Employee, whose decision shall be final and binding on both Parties.



### 15. GENERAL

- 15.1 The contents of the Agreement shall be made available to the public by the Municipality, where appropriate.
- 15.2 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.
- 15.3 The performance assessment results of the Employee shall be submitted to the Council within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Delmas on this 3 day of 0 2020.

AS WITNESSES:

1. #QCZ

2. Lingtiala

ACTING DIRECTOR-COMMUNITY

AND SOCIAL SERVICES

Thus done and signed at Delmas on this 31 day of 2020.

AS WITNESSES:

1.

2. hM9/19/9

MUNICIPAL MANAGER

## ANNEXURE A (Part 1): PERFORMANCE PLAN - 2020/21 IDP

Thrust	Strategic			AN
Programme				NEXURE
X L		Strategio		ANNEXURE A (Part 1): PERFORMANCE PLAN 2020/21 IDP
Link	IDP	: Goal:	KPA 1	PERFC
Ref No	SDBIP	Improv	- BASI	ORMAN
Weight		ed prov	C SERV	NCE PL
R'000	Budget	ision o	ICE DEI	AN -
Source	Budget	f basic :	IVERY	2020/2
2018/19	Baseline	services	AND INF	1 IDP
1st Qtr		to the re	RASTR	9
2nd Qtr		esident	UCTUR	
3rd Qtr		s of VKI	Е	
4th Qtr	2020/21	×		
Annual				
POE				LIM SIM
	Programme KPI Link Ref No Weight Alloc. Source 2018/19 1st Qtr 2nd 3rd Qtr 4th Qtr Annual	Programme KPI, IDP SDBIP Link Ref No Link Ref No Ry000 Budget Ry000 Source 2018/19 1st Qtr Qtr 2nd 3rd Qtr 4th Qtr Annual	Strategic Goal: Improved provision of basic services to the residents of VKLM    Programme   KPI	Strategic Goal: Improved provision of basic services to the residents of VKLM    Programme   KPI

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# ANNEXURE A (Part 2): PERFORMANCE PLAN - 2020/21 SDBIP

	Service Delivery	Thrust	Strategic		
	Waste Removal	Programme			
Number of formal streets with street cleaning services per week as per schedule	Number of formal businesses with access to waste collection utilising mass containers as per the approved schedule per week.	X		Strategic Goal: Improved provision of basic services to the residents of VKLM	
	. <del>.</del> 5	Link	IDP	Goal:	KPA 1
1.5.4	1.5.3	Ref No	SDBIP	Improv	- BASI
W	W	Weight		ed prov	SERV
2 000	3 500	R'000	Budget	ision o	ICE DEI
Opex	Opex	Source	Budget	f basic s	IVERY
22	21	2018/19	Baseline	services	KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE
22	20	1st Qtr		to the re	RASTR
22	20	2nd Qtr		sidents	JCTUR
22	20	3rd Qtr		of VKL	
22	20	4th Qtr	2020/21	M	
22	20	Annual			
Copies of weekly street registers signed by the Workman	Copy of a signed register by the business representative	POE			

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	Thrust Programme		
Number of spots cleared of illegal	R XP		Strategic Goal: Improved provision of basic services
<b>.</b>	Ë S	5	Goal:
1.5.5	Ref No	enana	Improv
W	Weight		ed prov
2 000	Alloc. R'000	Budget	ision of
Opex	Source	Distance	basic s
169	2018/19	Baseline	services
30	1st Qtr		to the residents of VKLM
30	2nd Qtr		sidents
30	3rd Qtr		of VKL
30	3rd Qtr 4th Qtr Annual	2020/21	Z
30	Annual		
Copies of quarterly approved schedule signed by the	POE		

**KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE** 

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	Strategic Thrust			
Road Safety	Community awareness Waste removal	Improved	Programme	
Number of road safety awareness campaigns held per quarter	formal formal household areas with refuse collection services per week as per approved schedule (including repeated areas) (GKPI)	Number of community awareness campaigns held in terms of waste management per quarter	ΚĐ	Strategic Goal: Improved provision of basic services
1.9	in in		Link	c Goal
1.9.1	1.5.2	1.5.1	SDBIP Ref No	Impro
4	+	20"	Weight	ved pro
0 /	10 000	0	Budget Alloc. R'000	vision c
Opex	Opex	Opex	Budget Source	f basic
7	100	4	Baseline 2018/19	
N/A	25		1st Qtr	to the residents of VKLM
N	25	_	2nd Qtr	esident
N	25	<b>→</b>	3rd Qtr	s of VK
N	25	<u> </u>	2020/21 4th Qtr	LM
<b>o</b>	25	4	Annual	
Copy of close- out reports for each campaign	Copies of weekly approved waste removal collection schedules signed by the Workman	Copy of close- out report for each campaign	POE	

JM

Service Delivery Strategic Thrust Management Programme Disaster services received to the request for min) with respect % response time vehicles out the normal hours (5 codes of practice response vehicles conducted per quarter with per month to % availability of emergency (SANS 10090) comply to the per quarter to disaster risk emergency / programmes awareness awareness community emergency respect to Number of gate Strategic Goal: Improved provision of basic services to the residents of VKLM Š 1.10 IPP Link 1.10.3 1.10.2 Ref No 1.10.1 SDBIP Weight W N 4 Budget Alloc. R'000 0 550 0 Source Opex Opex Budget Opex Baseline 86% 2018/19 77% ω 85% 1st Qtr 70% 80% 70% 2nd Qtr 85% 3rd Qtr 70% 2 2020/21 4th Qtr 85% 70% 2 80% Annual 70% O) Education and Copies of the monthly statistics Awareness register Copies of Public Report statistics monthly Copies of register POE

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	Service				
Environment al Protection		Libraries	(	Programme	
Number of Environmental awareness campaigns held per quarter	Number of monthly PC/internet users at Library facilities	Number of community members utilizing the library facilities monthly, excluding PC users		Š	Str
	1.12		Link	P	ategic
1.12.11	1.12.2	1.12.1	Ref No	SDBIP	Goal: Ir
1	W	W	and Gill.	Weight	Strategic Goal: Improved social protection and
0	0	25	R'000	Budget	social
Opex	DCSR	Opex	Source	Budget	protect
σ.	10996	16478	2018/19	Baseline	
	N/A	N/A	1st Qtr		education outcomes
<b>1</b>	>1 600	>2 000	2nd Qtr		on outco
7	>2 500	>3 000	3rd Qtr		omes
_	>2 500	>3 000	4th Qtr	2020/21	
4	>8 200	v11 000	Annual		
Copy of close- out reports for each campaign held	Copies of monthly summary of the statistics register	Copies of monthly summary of the statistics register	POE		

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Number of trees  Link Ref No R'000 Source 2017/19
Number of trees
Environment planted in public at Protection spaces per quarter 1.12.12 2 140 Opex
Number of main 1.12 municipal intersections
Parks with ornamental 1.12.13

Strategic Goal: Improved provision of basic services to the residents of VKLM

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Management Policies (Financial	Co _	Thrust	Strategic	
<del>.</del>	lion & to	amme		
% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (CSS only) (essential	% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (CSS only) (excl., essential services)	X P		Strategic Goal: Improved compliance to MFMA and VKLM policy Framework
	ა ა	Link	qqı	Goal: I
2.2.17	2.2.16	Ref No	SDBIP	mprove
K	*	Weight		d comp
0	0	Alloc. R'000	Budget	liance t
Opex	Opex	Source	Budget	o MFM
16%	0%	2018/19	Baseline	and VK
0%	0%	1st Qtr		LM poli
0%	0%	2nd Qtr		cy Fram
0%	0%	3rd Qtr		iework
0%	0%	4th Qtr	2020/21	
0%	0%	Annual		
Copies of approved financial overtime schedule report & Council Resolution	Copies of approved financial overtime schedule report & Council Resolution	POE		

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**KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT** 

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	Financial Management		Thrust	Strategic
	Financial Management & Revenue Enhancement		8	Programma
Number of business licenses issued by 30 June 2021	Number of flammable liquids permits issued by 30 June 2021	Number of road traffic safety operations conducted per quarter	3	Š
	2.2		Link	₽ P
2.2.28	2.2.20	2.2.27	Ref No	SDBIP
Ц	2	+	vveignt	
0	15	0	R'000	
Opex	Opex	Opex		Budget
New	40	00	2018/19	Baseline
N/A	N/A	_	1st Qtr	
N/A	N/A		2nd Qtr	
N/A	N/A	_	3rd Qtr	
15	34	·	4th Qtr	2020/21
15	34	4	Annual	
Copies of license register.	Copy of permits register	Copy of close up report for road traffic safety operations conducted	POE	

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Strategic Goal: Improved compliance to MFMA and VKLM policy Framework **KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT** 

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Operational Efficiency	Inrust	Strategic	
Performance Management	Ó	Programme	
attaining attaining organisational targets by 30 Jun 2021 (CSS)		<u> </u>	Strategic Goal: Improved efficiency and effectiveness of
3.4	Link	P	al: Imp
3,4,5	Ref No	SDBIP	roved
1	and Girls	Wainht	efficienc
0		Budget Alloc. R'000	
Opex	Source	Budget	ffective
65.5%	2018/19	Baseline	ness of
75%	1st Qtr		f the Municipal Administration
85%	2nd Qtr		icipal A
90%	3rd Qtr		dminist
100%	3rd Qtr 4th Qtr Annual	2020/21	ration
100%	Annual		
Copy of the quarterly consolidated performance report	POE		

KPA 3: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

IDP   SDBIP   Weight   Alloc.   Source   Sourc		Strategic Go	oal: Improve community confidence in the system of local oc	Prove co	mmuni	ity conf	idence	in the sy	stem o	local	Jovernm	lant		
Good resolutions resolution per quarter (CSS only)  Management detailed time schedule (CSS only)  **Not AGO   Management Letter findings resolved by 30 of Management Audit Findings resolved by 30 of Management CSS only)  **Not AGO   Management Letter findings resolved by 30 only)  **Not AGO   Management Letter findings resolved by 30 only)  **Not Management Letter findings resolved by 30 only)			0	SDBIP	Weight	Budget	Budget	Baseline				2020/21		
Good resolutions resolved per quarter (CSS only)  We execution per quarter of Risk Management Plan in line with detailed time schedule (CSS only)  Wanagement Letter findings resolved by 30 Jun 2021 (CSS only)  Internal Audit Findings resolved per are per quarter as per an approximately and the per quarter and the per quarter and the per quarter and the per quarter as per an approximately and the per quarter and the per qua			Ě	Ket No		R'000	Source	2018/19	1st Qtr		3rd O4		-	
Good resolutions resolved per quarter (CSS only)  Risk Management Plan in line with detailed time schedule (CSS only)  % of NA of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)  % of Internal Audit Findings resolved by 30 Jun 2021 (CSS only)		% of Council								ਰੋ	5	4th Off	Annual	POE
Governance resolutions resolutions quarter (CSS only)  Risk Management Plan in line with detailed time schedule (CSS only)  Wanagement Letter findings resolved by 30 Jun 2021 (CSS only)  Internal Audit only)  Worl Internal Audit only)  We of Internal Audit Plan are solved by 30 Jun 2021 (CSS only)  We of Internal Audit only)		meeting												Copy of
Aguarter (CSS only)  Risk Management Plan detailed time schedule (CSS only)  Wanagement Letter findings resolved by 30 Jun 2021 (CSS only)  Internal Audit only)  We execution per quarter of Risk Management Plan detailed time detailed time schedule (CSS only)  Wanagement Letter findings resolved by 30 Jun 2021 (CSS only)  Wo of Internal Audit Plan detailed time schedule (CSS only)  We of Internal Audit Plan detailed time as per duarter as	Governanc		4.2	427									_	quarterly
Risk Management Plan detailed time schedule (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS only)  Management Plan A.3 4.3.2					7	0	Obex	62.3%	100%	100%	100%	100%	100%	status report of
Risk Management Plan detailed time schedule (CSS only)  Wanagement Amanagement CSS only)  Wanagement Letter findings resolved by 30 Jun 2021 (CSS only)  Wo of Internal Audit Prindings resolved per quarter as per		only)												Council
Risk Management Plan detailed time schedule (CSS only)  Management Letter findings resolved by 30 Jun 2021 (CSS Ju		% execution per												resolutions
Risk Management Plan detailed time schedule (CSS only)  Wanagement Letter findings resolved by 30 Jun 2021 (CSS only)  Internal Audit Only)  Risk Management H.3 4.3.2	<u> </u>	Cliarter of Pick												resolved
Management in line with detailed time schedule (CSS only)  % of AG Management Letter findings resolved by 30 Jun 2021 (CSS) Internal Audit Findings resolved per quarter as per  4.7.3  4.7.3  4.7.4  4.7.4  4.7.4  4.7.4  4.7.4  4.7.4  4.7.4  4.7.5  4.7.5  4.7.6  6  6  6  6  6  6  6  6  6  6  6  6		Management Plan			_						1			
Management detailed time schedule (CSS only)  % of AG  Management Letter findings resolved by 30 Jun 2021 (CSS  Internal Audit Findings resolved Per quarter as per 4.7.4   4.7.4  4.7.7	YOU	-			_									
schedule (CSS only) % of AG Management Letter findings resolved by 30 Jun 2021 (CSS only) % of Internal Audit Findings resolved per quarter as per 4.7.4 \$\frac{4}{4}\$ Oney 30	Managemer		6.3	4.3.2	3	0	Opex	63%	%08	- - - - -	/800	200		Copy of the
only) % of AG Management Letter findings resolved by 30 Jun 2021 (CSS Ju		Solve dispersion	-							3	%00	%0x _	%08	quarterly Risk
% of AG  Management Letter findings resolved by 30 Jun 2021 (CSS only) % of Internal Audit Findings resolved per quarter as per 4.7.4		concane (coo												Report
Management Letter findings resolved by 30 Jun 2021 (CSS only) % of Internal Audit Findings resolved per quarter as per 4.7.4		% of AG			-									
Letter findings resolved by 30 Jun 2021 (CSS only) % of Internal Audit Findings resolved per quarter as per 4.7.4  4.7.4  6 Opex Opex Opex		Management												
resolved by 30 Jun 2021 (CSS Jun 2021 (CSS only) % of Internal Audit Findings resolved per quarter as per 4.7.4  4.7.4  6.0 Onex		Letter findings												
Jun 2021 (CSS only) % of Internal Audit Findings resolved per quarter as per 4.7.4		resolved by 30		4.7.3	4	0	Opex	14%	A/N	N/A	E00,	i de		Copy of the
% of Internal Audit Findings resolved Per quarter as per 4.7.4 \$\langle \tau \tau \tau \tau \tau \tau \tau \tau						_	_	_			0/00	20%	100%	Action Dis-
4.7.4 4 0 Oney	Internal Audit		4.7					_						etatus range
4.7.4 4 0 Oney		% of Internal Audit	1			+	+							Pidius report
4.7.4 4 0 Oney		Findings resolved							_					
Addition of the second of the		per quarter as per		4.7.4	7				-					Copy of the
Vondo -		the Audit Plan		_		>	Opex	39.3%	100%	100%	100%	100%	100%	quarterly
(CSS only)		(CSS only)	_			_		100					2	internal audit

**KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION** 

# Strategic Goal: Improve community confidence in the system of local government

ê	Good Governance		Strategic Thrust
Cemeteries Management	Compliance to Legislation & Policies(Public Safety)	Good	Programme
Cemeteries Management Forum Meetings Scheduled & held per quarter	Number of Municipal firearms inspections performed by 30 June 2021	Number of new/reviewed policies and By-Laws approved by 30 June 2021 (CSS only)	ΚĐ
	4.2		IDP Link
4.2.25	4.2.24	4.2.6	SDBIP Ref No
\$	P	4	Weight
0	0	0	Budget Alloc. R'000
Opex	Opex	Opex	Budget Source
ယ	ω	4	Baseline 2018/19
>	ω	N/A	1st Qtr
_	ω	N/A	2nd Qtr
_	ω	N/A	3rd Qtr
	ω	ω	2020/21 4th Qtr
4	12	ω	Annual
Close out report for each forum meeting to include minutes & attendances	Copies of firearms inspection report	Copies of approved reviewed / new Policies and By-Laws	POE

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**KPA 5: SPATIAL DEVELOPMENT** 

		Strate	egic Go	al: Incre	ase reg	ularisat	ion of bu	ilt envi	onmen,				
ogramme	Ā Ā	ĭD₽	SDBIP	A-12-20	Budget	Budget	Baseline				2020/21		
(			Ref No		R'000	Source	2018/19	1st Qtr	2nd Otr	3rd Qtr	4th Qtr	Annual	POE
	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	5.1	5.1. 4.	(h	200	Opex	<u> </u>	N/A		N/A		2	Copy of close out reports for rehabilitated illegal dumping sites
	Programme Land Tenure and Spatial Developmen t		Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021	Strategic Goal: Increase regularisation of built environment    IDP   SDBIP   Weight   Alloc.   Source   2018/19   1st Qtr   Qtr	Strategic Goal: Increase regularisation of built environment    IDP   SDBIP   Weight   Alloc.   Source   2018/19   1st Qtr   Qtr	KPI  Link Ref No Number of illegal dumping spots rehabilitated into mini-parks by 30 June 2021  RPI  LIDP SDBIP Link Ref No Ref No Ref No Source Reight Alloc. Reight Alloc. Reight Alloc. Source Right Alloc. Right Alloc. Source Right Alloc. Right Alloc. Right Alloc. Source 2018/19 1st Qtr Qtr Qtr Qtr Ar An Allo 3rd Qtr 4th Qtr Ar Ar Ar Alloc. Source Source 1 N/A 1 N/A 1

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### PERSONAL DEVELOPMENT PLAN (PDP)

Entered into by and between Victor Khanye Local Municipality ["the Employer"]

### SEBOTE THABITHA MATLADI

And

### **MAESELA DANIEL KEKANA**

["the Employee"]

Period: 01 July 2020 - 31 August 2020



### **Explanatory Notes to the Personal Development Plan**

### 1. Introduction

- 1.1 The Victor Khanye Local Municipality is committed to
  - a) the continuous training and development of its employees to achieve its vision , mission and strategic objectives and empower employees; and
  - b) managing training and development within the ambit of relevant national policies and legislation.
- 1.2 The Victor Khanye Local Municipality will follow an integrated approach to Human Resource Development, that is:
  - a) Human Resource Development will form an integral part of human resource planning and management.
  - b) In order for the Victor Khanye Local Municipality's training and development strategy and plans to be successful, it will be based on sound Human Resource (HR) practices, such as the (strategic) HR Plan, job descriptions, the results of the regular performance appraisals, career pathing, scarce skills and talent management and succession planning.
  - c) To ensure the necessary linkage with performance management, the municipality's Performance Management and Development System will provide for the Personal Development Plans of employees to be included in the Annual Performance Agreements. Such approach will ensure the alignment of individual performance objectives to the municipality's strategic objectives, and that training and development needs are also identified during the performance management and appraisal process.
  - d) Career-pathing and succession planning ensures the employees are placed and developed in the jobs according to aptitude and identified potential and through training and development acquire the necessary competencies to prepare them for future positions. Scarce skills and talent management also require appropriate training, education and development interventions.

### 2. Competence Modelling

- 2.1 What does an institution mean when it says an employee/prospective employee is competent when he/she fits a managerial competency framework or occupational competency profile? The institution is in fact expressing competence as a **future-oriented** ideal that they require to achieve their strategic objectives [The institution is in effect giving a depiction of the desired or required knowledge, skills and attributes for an individual in a specific position]. For competence to be useful, the associated competence should be greater than the observed performance as it will allow the individual growth towards this "ideal".
- 2.2 There is however a risk in expressing a required competence that a current or prospective employee should adhere to in the future, as the future is, by definition, uncertain. Managers cannot know how an employee will perform in the future nor can they know how the employees that they did not select, did not promote, did not award a qualification to, might perform.



- 2.3 Moreover, managers do not make their expressions in a social vacuum. They do so within a social context in which there are various actors, various stakeholders, with different interests accountabilities, different things they are trying to achieve and various ways in which others will hold them accountable. If managers are selecting employees they shall similarly have to justify their decisions to others. Relevance thus becomes an obvious issue that affects the level of confidence in such a decision. Various human resource procedures and systems need to be established to maintain the relevance of the expression of competence to the requirements of the employer. Confidence is the basis on which the various parties implicated in the decisions and actions taken within a competence system will seek to account to others for those decisions and actions.
- 2.4 When linking a decision that a prospective employee / current employee is competent, the communication is based on what may be called conventions of assessment. Some common understanding is achieved by which a certain set of arrangements become socially accepted as the basis for linking different contexts. Contexts differ, in particular in terms of time. So performance in the past is linked to future situations in which desired performance is anticipated. This linking of contexts will normally involve some model, some way of accounting for the claimed link. The DPLG has decided on:
  - 2.4.1 A managerial competency framework as an expression of required managerial competencies.
  - 2.4.2 Occupational competency profiles as expression of occupation / post competency requirements.

### 3. Compiling the Personal Development Plan attached as the Annexure

- 3.1 The aim of the compilation of the Personal Development Plans (PDP's) is to identify, prioritise and implement training needs.
- 3.2 The Local Government: Municipal Systems Act: Guidelines: Generic senior management competency framework and occupational competency profiles provides comprehensive information on the relevance of items 2.4.1 and 2.4.2 above to the PDP process. The Municipal Finance Management Competency Regulations, such as those developed by the National Treasury and other line sector departments' legislated competency requirements need also be taken into consideration during the PDP process.
- 3.3 The assessment results of a manager against the minimum requirements contained in the managerial competency framework and occupational competency profiles will assist a manager, in consultation with his/her employee, to compile a **Personal Development Plan** as follows:
  - a) The identified training needs should be entered into column 1 of the Appendix, entitled Skills/Performance Gab. The following should be carefully determined during such a process:
    - i. Organisational needs, which include the following:
      - Strategic development priorities and competency requirements, in line with the municipality's strategic objectives.
      - The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile of the employee to determine the individual's competency gabs.





- Specific competency gabs as identified during the probation period and performance appraisal of the employee.
- ii. Individual training needs that are job / career related.
- b) Next, the prioritisation of the training needs [1 to ...] in column 1 should also be determined since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritized for purposes of accommodating critical / strategic training and development needs in the HR Plan. Personal Development Plans and the Workplace Skills Plan.
- c) Consideration must then be given to the outcomes expected in column 2 of the Appendix so that once the intervention is completed, the impact it had can be measured against relevant output indicators.
- d) An appropriate intervention should be identified to address training needs / skills gabs and the outcomes to be achieved but with due regard to cost effectiveness. These interventions should be listed in column 3 of the Appendix, entitled: Suggested training and / or development activity.

  The training / development must also be conducted either in line with a recognised qualification from a tertiary institution or unit standards registered on the National Qualifications Framework (South African Qualifications Authority), which could enable the trainee to obtain recognition towards a qualification for training undertaken. It is important to determine through the training / Human Resource Development / Skills Development Unit within the municipality whether unit standards have been developed with regard to a specific outcome / skills gab identified (and registered with the South African Qualifications Authority). Unit standards usually have measurable assessment criteria to determine achieved competency. There is more detail on this in item 4 below.
- e) Guidelines regarding the number of training days per employee and the nominations of employees: An employee should on average receive at least five days of training per financial and not unnecessarily be withdrawn from training interventions.
- f) Column 4 of the Appendix: The suggest mode of delivery refers to the chosen methodology that is deemed most relevant to ensure transfer of skills. The training / development activity should impact on delivery back in the workplace. Mode of delivery consists of, amongst others, self-study [The official takes it upon him / her to read e.g. legislation]; internal or external training provision; coaching and / or mentoring and exchange programmes, etc.
- g) The suggested time frames (column 5 of the Appendix) enable managers to effectively plan for the annum e.g. so that not all their employees are away from work within the same period and also ensuring that the PDP is implemented systematically.
- h) Work opportunity created to practice skill / development areas, in column 6 of the Appendix, further ensures internalisation of information gained as well as return on investment (not just a nice to have skill but a necessary to have skill that is used in the workplace).



- The final column, column 7 of the Appendix, provides the employee with a support person that could act as coach or mentor with regard to the area of learning.
- 3.4 Personal Development Plans are compiled for individual employees and the data collated from all employees in the municipality forms the basis for the prescribed Workplace Skills Plan, which municipalities are required to compile as a basis for all training and education activities in the municipality, in a specific financial year and report on progress made to the Local Government Sector Education and Training Authority (LGSETA).
- 3.5 Funding should be made available for training, education and development, in line with the Skills Development Act, at least 1% of the personnel budget must be earmarked for it. Additional funding can also be secured in terms of the provisions of the Skills Development Levies Act from the LGSETA if:
  - a) A Skills Development Facilitator has been appointed.
  - b) The Workplace Skills Plan has been submitted.

### 4. Life-long learning

- 4.1 It was agreed that an outcomes-based Lifelong Learning Development Framework would be the basis on which Curriculum 2005 would be developed. The basic principle is that learners should be able to progress to higher levels of achievement by mastering prescribed learning outcomes. Learning programmes should thus facilitate progression from one phase or learning outcome to another and from any starting point in the education and training system. Prior knowledge (acquired informally or by work experience, would also have to be assessed and credited. National qualifications would be awarded, at each of the levels of the National Qualifications Framework (NQF) [see the attached definitions] provided that candidates have accumulated certain combinations of credits and have abided by probable rules of combinations required for such qualifications.
- 4.2 Eight learning areas were identified to form the basis of all education up to the Further Education and Training Certificate:

Learning Area
Language, Literacy and Communication
Mathematical Literacy, Mathematics and Mathematical Science
Human and Social Sciences
Natural Sciences
Technology
Arts and Culture
Economic and Management Sciences
Life Orientation



- As is clear from the definitions, there will be four phases, with Adult Basic Education and Training (ABET) linked to the first three. The history of school education had the effect that the majority of the adult population for black communities, were provided with inadequate education or no schooling. Thus ABET is viewed as a force for social participation and economic development and has been brought into the mainstream of the education and training system. The underlying principles are that ABET should provide a general basic education, promote critical thinking and empower individuals to participate in all aspects of society, and promote active learning methods, and, ABET should lead to nationally recognized certificates based on clear national standards assessed as learning outcomes.
- 4.4 Once the foundation phase is addressed, the other phase can follow suit. In this regard the discussion in item 3.3 (d) refers. Note should also be taken that in addressing professionalization within the local government sector, there may be a need to develop vocational qualifications.

## ANNEXURE B: PERSONAL DEVELOPMENT PLAN

expected (measurable indicators, quantity, quality	training and/or development activity	Suggested mode of delivery	Suggested time frame	Work opportunity created to practice skills/development area	Support persons
101400343	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	External provider, in line with identified unit standard and not exceeding R6000	March 200	Appraisal of managers reporting to him / her	Senior Manager: Training
1					

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## ANNEXURE C: DISCLOSURE OF INTEREST FORM 2020/21

% Owned	12.5 g.			
Registration (CK) Number		¥.		
Name of Business	TOURNESS POLETIONS		The state of the s	

Other Interests:

I hereby certify that the above information is complete and correct to the best of my knowledge.

Date

Signatures

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## **ANNEXURE D: A1 COMPETENCY DETAILS**

The required achievement levels in terms of Regulation 21 of 2014 are as follows:

nie iedalier	acilleverillerit reveis III terill	me required acmeternent levels in terms of regulation 2.1 of 20.14 are as follows.	lows.	10
Competencies	Basic	Competent	Advanced	Superior
Leading competencies	encies			
Strategic	<ul> <li>Understand</li> </ul>	<ul> <li>Give direction to a team in</li> </ul>	<ul> <li>Evaluate all activities to</li> </ul>	Structure and position the
Direction and	institutional and	realising the institution's strategic	determine value and alignment	institution to local government
Leadership	departmental strategic	mandate and set objectives • Has	to strategic intent • Display in-	priorities • Actively use in-depth
	objectives, but lacks the	a positive impact and influence on	depth knowledge and	knowledge and understanding to
	ability to inspire other to	the morale, engagement and	understanding of strategic	develop and implement a
	achieve set mandate •	participation of team members •	planning • Align strategy and	comprehensive institutional
	Describe how specific	Develop action plans to execute	goals across all functional areas	framework • Hold self
( <b>4</b> .)	tasks link to institutional	and guide strategy implementation	<ul> <li>Actively define performance</li> </ul>	accountable for strategy
*	strategies but has	Assist in defining performance	measures to monitor the	execution and results
	limited influence in	measures to monitor the progress	progress and effectiveness of	<ul> <li>Provide impact and influence</li> </ul>
	directing strategy •Has a	and effectiveness of the institution	the institution • Consistently	through building and maintaining
	basic understanding of	<ul> <li>Displays an awareness of</li> </ul>	challenge strategic plans to	strategic relationships •Create
	institutional	institutional structures and political	ensure relevance • Understand	an environment that facilitates
	performance	factors • Effectively communicate	institutional structures and	loyalty and innovation • Display
	management but lacks	barriers to execution to relevant	political factors, and the	a superior level of self-discipline
	the ability to integrate	parties • Provide guidance to all	consequences of actions •	and integrity in actions •
	systems into a collective	stakeholders in the achievement of	Empower others to follow	Integrate various systems into a
	whole •Demonstrate a	the strategic mandate •	strategic direction and deal with	collective whole to optimise
	basic understanding of	Understand the aim and objectives	complex situations •Guide the	institutional performance
	key decision-makers	of the institution and relate it to	institution through complex	management •Uses
		own work	situations and ambiguous	understanding of competing
			concern	interests to manoeuvre
			<ul> <li>Use understanding of power</li> </ul>	successfully to a win/win
			relationships and dynamic	outcome
			tensions among key players to	
			frame communications and	
			develop strategies, positions	¥.
		21	and alliances	

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Competencies	Basic	Competent	Advanced	Superior
People	Participate in team	Seek opportunities to increase	<ul> <li>Identify ineffective team and</li> </ul>	<ul> <li>Develop and incorporate best</li> </ul>
Management	goal-setting and	team contribution and	work processes and recommend	practice people management
	problem-solving.	responsibility. Respect and	remedial interventions.	processes, approaches and
	Interact and collaborate	support the diverse nature of	Recognise and reward effective	tools across the institution.
	with people of diverse	others and be aware of the	and desired behaviour. Provide	Foster a culture of discipline,
	backgrounds. Aware of	benefits of a diverse approach.	mentoring and guidance to	responsibility and
	guidelines for employee	Effectively delegate tasks and	others in order to increase	accountability. Understand the
	development, but	empower others to increase	personal effectiveness Identify	impact of diversity in
	requires support in	contribution and execute functions	development and learning	performance and actively
	implementing	optimally* Apply relevant	needs within the tam. Build a	incorporate a diversity strategy
	development initiatives	employee legislation fairly and	work environment conducive to	in the institution. Develop
		consistently. Facilitate team goal-	sharing, innovation, ethical	comprehensive integrated
		setting and problem-solving.	behaviour and professionalism.	strategies and approaches to
	В	Effectively identify capacity	Inspire a culture of performance	human capital development and
		requirements to fulfil the strategic	excellence by giving positive	management Actively identify
		mandate	and constructive feedback to the	trends and predict capacity
			team. Achieve agreement or	requirements to facilitate unified
			consensus in adversarial	transition and performance
			environments. Lead and unite	management
			diverse teams across divisions	
			to achieve institutional	
			objectives	
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Programme and Projects after and the project states and key milestones authorities Understand procedures of programme and project methodology, involvement and create clarity around expectations and stakeholder implications and stakeholder and communicate the institution's strategic societes in relation to of projects in relation to objectives Document and communicate the effective completion as guide successful project implementation as guide authorities and the resource allocations and approaches of successful project implementation as guide authorities and communication as guide authorities and contemporary procedures to more authorities and contemporary procedu	Competencies	Basic	Competent	Advanced	Superior
approval from higher involvement and communicate the authorities. Understand project status and key milestones. Define the roles and project team ananagement methodology, and create clarity around expectations. Find a balance implications 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 projects in relation to of projects in relation to of projects in relation to of the deliverables. Comply with the institution's strategic objectives. Document and communicate monitor progress and use of factors and risk associated with own adjustments to timelines, steps work. Use results and approaches of successful project	Programme and	<ul> <li>Initiate projects after</li> </ul>	Establish broad stakeholder	Manage multiple programmes	• Understand and conceptualise
authorities• Understand project status and key milestones• procedures of programme and project management management methodology, implications and stakeholder involvement• Involvement• Involvement• Institution's strategic objectives• Document and communicate accessful project implementation as guide  authorities• Understand 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 strategic objectives• Document and communicate and resources and make needed adjustments to timelines, steps and resource allocation and resource allocation in implementation as guide	Project	approval from higher	involvement and communicate the	and balance priorities and	the long-term implications of
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 strategic statutory requirements and apply policies in a consistent manner. monitor progress and use of resources and make needed adjustments to timelines, steps alts and and resource allocation.	Management	authorities. Understand	project status and key milestones.	conflicts according to	desired project outcomes. Direct
and create clarity around expectations• Find a balance 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 strategic cument monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation as guide as guide		procedures of	Define the roles and	institutional goals. Apply	a comprehensive strategic
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 strategic 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 and resource allocation.		programme and project	responsibilities of the project team	effective risk management	macro and micro analysis and
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 strategic statutory requirements and apply cument policies in a consistent manner • monitor progress and use of resources and make needed adjustments to timelines, steps alts and and resource allocation i as guide		management	and create clarity around	strategies through impact	scope projects accordingly to
between project deadline and the quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with strategic statutory requirements and apply policies in a consistent manner• monitor progress and use of resources and make needed adjustments to timelines, steps alts and and resource allocation		methodology,	expectations• Find a balance	assessment and resource	realise institutional objectives.
quality of deliverables• Identify appropriate project resources to facilitate the effective completion of the deliverables• Comply with strategic 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 as guide		implications and	between project deadline and the	requirements. Modify project	Consider and initiate projects
appropriate project resources to facilitate the effective completion of the deliverables. Comply with strategic statutory requirements and apply cument policies in a consistent manner. monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation as guide		stakeholder	quality of deliverables. Identify	scope and budget when	that focus on achievement of the
e rational facilitate the effective completion elation to of the deliverables. Comply with strategic statutory requirements and apply cument policies in a consistent manner and monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation as guide as guide		involvement•	appropriate project resources to	required without compromising	long-term objectives. Influence
elation to of the deliverables. Comply with strategic statutory requirements and apply cument policies in a consistent manner. ate monitor progress and use of resources and make needed adjustments to timelines, steps alts and and resource allocation as guide		Understand the rational	facilitate the effective completion	the quality and objectives of the	people in positions of authority
strategic statutory requirements and apply cument policies in a consistent manner and monitor progress and use of resources and make needed adjustments to timelines, steps alts and and resource allocation as guide		of projects in relation to	of the deliverables. Comply with	project* Involve top-level	to implement outcomes of
cument policies in a consistent manner ate monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation ect		the institution's strategic	statutory requirements and apply	authorities and relevant	projects* Lead and direct
monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation and resource allocation as guide		objectives. Document	policies in a consistent manner •	stakeholders in seeking project	translation of policy into
resources and make needed nown adjustments to timelines, steps and resource allocation lect n as guide		and communicate	monitor progress and use of	buy-in• Identify and apply	workable action plans. Ensures
adjustments to timelines, steps ults and and resource allocation ect as guide		factors and risk	resources and make needed	contemporary project	that programmes are monitored
ults and and resource allocation ect		associated with own	adjustments to timelines, steps	management methodology.	to track progress and optimal
ect n as guide		work• Use results and	and resource aflocation	Influence and motivate project	resource utilisation, and that
guide		approaches of		team to deliver exceptional	adjustments are made as
		successful project		results. Monitor policy	needed
procedures to m		implementation as guide		implementation and apply	
				procedures to manage risks	
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Competencies	Basic	Competent	Advanced	Sinerior
Financial	<ul> <li>Understand basic</li> </ul>	Exhibit knowledge of general	Take active ownership of	Develop planning tools to
Management	financial concepts and	financial concepts, planning,	planning, budgeting, and	assist in evaluating and
	methods as they relate	budgeting, and forecasting and	forecast processes and provides	monitoring future expenditure
	to institutional	how they interrelate * Assess,	credible answers to queries	trends. Set budget frameworks
	processes and	identify and manage financial	within own responsibility.	for the institution. Set strategic
	activities• display	risks. Assume a cost-saving	Prepare budgets that are	direction for the institution on
	awareness into the	approval to financial management.	aligned to the strategic	expenditure and other financial
	various sources of	Prepare financial reports based on	objectives of the	processes* Build and nurture
	financial data, reporting	specified formats. Consider and	institution. Address complex	partnerships to improve financial
	mechanisms, financial	understand the financial	budgeting and financial	management and achieve
	governance, processes	implications of decisions and	management concerns. Put	financial savings Actively
	and systems.	suggestions. Ensure that	systems and processes in place	identify and implement new
	Understand the	delegation and instructions are	to enhance the quality and	methods to improve asset
	importance of financial	required by National Treasury	integrity of financial	control• Display professionalism
	accountability.	guidelines are reviewed and	management practices. Advise	in dealing with financial data and
10	Understand the	updated* Identify and implement	on policies and procedures	Drocesses
	importance of asset	proper monitoring and evaluation	regarding asset control•	
	control	practices to ensure appropriate	Promote National Treasury's	
		spending against budget	regulatory framework for	ι,
			Financial Management	

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4	Superior  • 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	
Advanced	* Actively monitor change impact and results and convey progress to relevant stakeholders. Secure buy-in and sponsorship for change initiatives. Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness. Build an nurture relationships with various stakeholders to establish strategic alliance in facilitating change. Take and lead in impactful change programmes. Benchmark change interventions against best change practices. Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation. Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	
Competent	• 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	Page 45 of 52 Victor Khanye Local Municipality 2020-21 Performance Agreement (AED:CSS)
Basic	• 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 programmes and piloting change interventions• Understand the impact of change interventions on the institution within the broader scope of local government	cal Municipality 2020-21 Perf
Competencies	Leadership	Page 45 of 52 Victor Khanye Loo

Competencies	Basic	Competent	Advanced	
Governance	• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements•Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders•Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution within the achievement of objectives achievement of objectives	Able to link risk initiative 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	• 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
Core Competencies	Se			
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Superior	• Create an environment conducive of moral practices• Actively develop and implement measures to combat fraud and corruption• Set integrity standards and shared accountability measures across the institution to support the objectives of local government• Take responsibility for own actions and decisions, even if the consequences are unfavourable	9	
Advanced	evelop, and apply of self-correction.  I trust and respect pring actions with its Make proposals nendations that are and gain the relevant  S. Present values, ideas that are vith the institution's gulations. Takes an the against corruption sty when noted.  The institution's field and the institution's field against corruption to internal and the value of an to internal and keholders. Able to a vith a team and sonal gain. Apply oral principles to achieve moral		
Competent	• Conduct self in alignment with the values of Local Government and the institution• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver• Actively report fraudulent activity and corruption within local government• Understand and honour the confidential nature of matters without seeking personal gain• Able to deal with situations of conflict of interest promptly and in the best interest of local government		7
Basic	Realise the impact of acting with integrity, but requires guidance and development in implementing principles follow the basic rules and regulations of the institution. Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.		
Competencies	Moral competence		



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Competencies	Basic	Competent	Advanced	Superior
Planning and	· Able to follow basic	• Activaly and appropriately	Apple to define the title of	
		Activery and appropriately	. Able to define institutional	<ul> <li>Focus on broad strategies and</li> </ul>
Organising	plans and organise	organise information and	objectives, develop	initiatives when developing
	tasks around set	resources required for a	comprehensive plans, integrate	plans and actions. Able to
a	objectives. Understand	task•Recognise the urgency and	and coordinate activities, and	project and forecast short
	the process of planning	importance of tasks. Balance short	assign appropriate resources for	mediam and long term
	and organising but	and long-term plans and goals and	successful implementation•	requirements of the institution
	requires guidance and	incorporate into the team's	Identify in advance required	and local novernments Translate
	development in	performance objectives Schedule	stages and actions to complete	policy into relevant projects to
	providing detailed and	tasks to ensure they are performed	tasks and projects Schedule	facilitate the achievement of the
	comprehensive plans•	within budget and with efficient use	realistic timelines, objectives	institutional objectives
	Able to follow existing	of time and resources. Measures	and milestones for tasks and	
	plans and ensure that	progress and monitor performance	projects* Produce clear, detailed	
	objectives are met•	results	and comprehensive plans to	
	Focus on short-term		achieve institutional objectives.	
	objectives in developing		Identify possible risk factors and	
	plans and actions •		design and implement	2
	Arrange information and		appropriate confindency plans	
	resources required for a		Adapt plans in light of changing	
	task, but require further		circumstances* Prioritise tasks	
	structure and		and projects according to their	
	organisation		relevant urgency and	
			importance	
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Competencies	Basic	Compatant		
		Competent	Advanced	Superior
Analysis and Innovation Innovation It the same in innovation Innovation It the same innovation Inno	• Understand the basic operation of analysis, but lack detail and thoroughness• Able to balance independent analysis with requesting assistance from others• Recommend new ways to perform tasks within own function• Propose simple remedial interventions that marginally challenges the status quo• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations• Demonstrate objectivity, insight, and thoroughness when analysing problems• Able to break down complex problems into manageable parts and identify solutions• Consult internal and external stakeholders on opportunities to improve processes and service delivery• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders• Continuously identify opportunities to enhance internal processes dentify and analyse opportunities conducive to innovative approaches and propose remedial intervention	analytical and innovative approaches and techniques. Engage with appropriate individuals in analysing and resolving complex problems. Identify solutions on various areas in the institution. Formulate and implement new ideas throughout the institution. Able to gain approval and buy-in for proposed interventions from relevant stakeholders. Identify trends and best practices in process and service delivery and propose institutional application. Continuously engage in research to identify client needs.	• Demonstrate complex analytical and problem solving approaches and techniques• Create an environment conducive to analytical and fact-based problem-solving• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence• Create an environment that fosters innovative thinking and follows a learning organisation approach• Be a thought leader on innovative customer service delivery, and process optimisation• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences
2			g.	

		• 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
	Advanced	y predict future and knowledge int requirements and bevelop standards ses to meet future management needs. bromote best- owledge int across various Establish accurate ind monitoring knowledge and management. Iture conducive of thowledge sharing. It knowledge sharing. Sharing sessions to sas and share best roaches
	Competent	• 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
Dacia	Dasic	• 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
Competencies	combon dimo	Knowledge and Information Management

Competencies	Basic	Competent	Advanced	Siperior	
Communication	Demonstrate an	<ul> <li>Express ideas to individuals and</li> </ul>	Effectively communicate high-	Redarded as a specialist in	
	understanding for	groups in formal and informal	risk and sensitive matters to	negotiations and representing	
	communication levers	settings in a manner that is	relevant stakeholders. Develop	the institution. Able to inspire	
	and tools appropriate for	interesting and motivating. Able to	a well-defined communication	and motivate others through	
	the audience, but	understand, tolerate and	strategy • Balance political	positive communication that is	
	requires guidance in	appreciate diverse perspectives,	perspectives with institutional	impactful and relevant•	
	utilising such tools.	attitudes and beliefs. Adapt	needs when communicating		
	Express ideas in a clear	communication content and style	viewpoints on complex issues.		
	and focused manner,	to suit the audience and facilitate	Able to effectively direct		
	but does not always	optimal information transfer•	negotiations around complex		
	take the needs of the	Deliver content in a manner that	matters and arrive at a win-win		
	audience into	gains support, commitment and	situation that promotes Batho		
	consideration.	agreement from relevant	Pele principles Market and		
	Disseminate and	stakeholders. Compile clear	promote the institution to		
	convey information and	focused, concise and well-	external stakeholders and sook		
•	knowledge adequately	oferioting distilled documents	chicilial stanctionals allu seek		
	wildwiedge adequately	su notalea wittlen aocuments	to enhance a positive image of		_
			the institution. Able to		_
			communicate with the media		
		2	with high levels of moral	-	
	in the second		competence and discipline		

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	Superior	• Coach and guide others to exceed quality standards and results• Develop challenging, client-focused goals and sets high standards for personal performance• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required• Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations• Take appropriate risks to accomplish goals• Overcome setbacks and adjust action plans to realise goals• Focus people on critical activities that yield a high impact
	Advanced	• Consistently verify own standards and outcomes to ensure quality output• Focus on the end result and avoids being distracted• Demonstrate a determined and committed approach to achieving results and quality standards• Follow task and projects through to completionV Set challenging goals and objectives to self and team and display commitment to achieving expectations• Maintain a focus on quality outputs when placed under pressure• Establishing institutional systems for managing and assigning word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution
Competent	• Focus on bigh-priority configure	and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed
Basic	Understand quality of	work but requires guidance in attending to important matters. Show a basic commitment to achieving the correct results. Produce the minimum level of results required in the role. Produce outcomes that is of a good standard. Focus on the quantity of output but requires development in incorporating the quality of work. Produce quality work in general circumstances, but fails to meet expectation when under pressure
Competencies	Results and	Quality Focus