

PERFORMANCE AGREEMENT 2019/2020 FINANCIAL YEAR

Made and Entered into by and between

THE VICTOR KHANYE LOCAL MUNICIPALITY

Herein represented by

THE ACTING 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 **02 July 2019 – 02 October 2019**

Pho hospir

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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.



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 Acting Municipal Manager, within the provisions of the delegated powers as stipulated by Council. The contract is for the 2019/20 financial year only. The expected performance reflected in this contract is based on the reviewed Integrated Development Plan (IDP) 2019/20, the Service Delivery and Budget Implementation Plan (SDBIP) 2019/20. The aforementioned 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.



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 **Acting Municipal Manager**.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 02 July 2019 and will remain in force until 02 October 2019 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.



5. PERFORMANCE OBJECTIVES

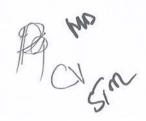
- 5.1 The Performance Plan Annexure "A" sets out:
 - 5.1.1 The performance objectives and targets that must be met by the Employee and;
 - 5.1.2 The time frames within which those performance objectives and targets must be met.
- 5.2 The performance objectives and targets reflected in Annexure "A" are 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.



- 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-



- 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 Transformation	4
4.	Good Governance and Public Participation	26
5.	Spatial Development	5
6.	Local Economic Development	2
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:



dina sampagania			THE PERSON AND A PARTY
regaing competencies			
irection and	• Impact and Influence	Provide and direct a vision for the institution, and inspire and	
Leadership • Instituti	Institutional Performance Management		G
Strategi	Strategic Planning and Management		
Organis	Organisational Awareness		
People Management • Human	 Human Capital Planning and Development 	Effectively manage, inspire and encourage people, respect	
Diversit	Diversity Management		v.
Employ	Employee Relations Management	order to achieve institutional objectives	
Negotia	 Negotiation and dispute Management 	THE CONTRACT OF THE PROPERTY O	
Programme and Project • Program	 Programme and Project Planning and 	Able to understand programme and project management	
Management Implementation	ntation	methodology; plan, manage, monitor and evaluate specific	10
Service	 Service Delivery Management 	activities in order to delivery on set objectives	1
Progran	 Programme and Project Monitoring and 		
Evaluation	'n		
Financial Management • Budget	 Budget Planning and Execution 	Able to compile, plan and manage budgets, control cash flow.	
Financia	 Financial Strategy and Delivery 	institute financial risk management and administer	15
Financia	 Financial Reporting and Monitoring 	procurement processes in accordance with recognised financial	
		practices. Further to ensure that all financial transactions are	170
		managed in an ethical manner	
Change Leadership • Change	Change Vision and Strategy	Able to direct and initiate institutional transformation on all	
• Process	Process Design and improvement	levels in order to successfully drive and implement new	S.
Change	 Change Impact Monitoring and Evaluation 	initiatives and deliver professional and quality services to the	
		community	
Governance Leadership • Policy Fo	Policy Formulation	Able to promote, direct and apply professionalism in managing	
Risk and	Risk and Compliance management	risk and compliance requirements and apply a thorough	10
• Coopera	 Cooperative Governance 	understanding of governance practices and obligations.	9
		Further, able to direct the conceptualisation of relevant policies	
		and enhance cooperative governance relationships	

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 reflects moral competence	σ
Planning and Organising		Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	10
Analysis and Innovation		Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to	10
Knowledge and Information Management		Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	10
Communication		Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders	v
Results and Quality Focus		Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage other to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives	10
Core Competencies			

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

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	Ra	ting			
			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.					
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.					



- 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 2019
2	October - December	Before end of February 2020 (Midyear Review)
3	January - March	Before end of April 2020
4	April- June	Before end of September 2020 (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.

B, mo

- 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;



- 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%).



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 29 day of July 2019.

AS WITNESSES:

1.

2. . (4)

ACTING DIRECTOR-COMMUNITY
AND SOCIAL SERVICES

Thus done and signed at Delmas on this 21 day of 2019.

AS WITNESSES:

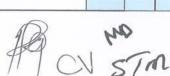
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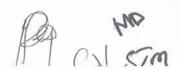
MANAGER

ANNEXURE A (Part 1): PERFORMANCE PLAN - 2019/20 IDP



ANNEXURE A (Part 2): PERFORMANCE PLAN - 2019/20 SDBIP

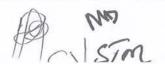
	Service	Thrust	Strategic		. 40
	Waste Removal	Calling			
Number of formal streets with street cleaning services per week as per schedule	Number of formal businesses with access to waste collection utilising mass containers as per the approved schedule per week.	22	KDI	Strategic Goal: Improved provision of basic services	
	i i i i i i i i i i i i i i i i i i i	Link	IDP	: Goal:	KPA 1
1.5.4	1.5.3	Ref No	SDBIP	improv	- BASI
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New	New	2017/18	Baseline		KPA 1 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE
22	20	1st Qtr		to the residents of VKLM	RASTR
22	20	2nd Qtr		esident	UCTUR
22	20	3rd Qtr		s of VKI	П
22	20	4th Qtr	2019/20	A	
88	80	Annual			
Copies of weekly street registers signed by the Workman	Copy of a signed register by the business representative	POE			



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	Strategic	Thrust		Service Delivery	
		- Constant	Improved	Community awareness Waste removal	Road Safety
Strategic Goal: Improved provision of basic services to the residents of VKLM	N.	2	Number of community awareness campaigns in terms of waste management implemented per quarter	Number of formal household areas (inclusive of the repeated areas) with kerbside refuse collection services per week as per approved schedule (GKPI).	Number of road safety awareness / prevention campaigns implemented per quarter
Goal:	IDP	Link		. 1 .5	1.9
Improv	SDBIP	Ref No	1.5.1	1.5.2	1.9.1
ed prov		THERMAN	N	Ch	4
ision o	Budget	R'000	0	10 000	0
f basic	Budget	Source	Opex	Opex	Opex
Strategic Goal: Improved provision of basic services to the residents of VKLM	Baseline	2017/18	7	25374	7
to the re		1st Qtr		25	N/A
esident		2nd Qtr	_	25	N
s of VKI		3rd Qtr		25	Ν
M	2019/20	4th Qtr	_	25	Ν
		Annual	4	100	o
		POE	Copy of close- out report for each campaign	Copies of weekly approved waste removal collection schedules signed by the Workman	Copy of close- out reports for each campaign



	Service		Strategic Thrust	
	Disaster Management		Programme	
% response time normal hours (5 min) with respect to the request for emergency services received per month to vehicles out the gate	Number of community awareness programmes conducted per quarter with respect to emergency / disaster risk awareness	% availability of emergency response vehicles per quarter to comply to the codes of practice (SANS 10090)	KPI	KPA 1: Strategi
	1.10		IDP	BASIC Goal
1.10.3	1.10.2	1.10.1	SDBIP Ref No	SERV
ω	N	O	Weight	ved pro
0	0	550	Budget Alloc. R'000	vision o
Opex	Opex	Opex	Budget Source	AND IN
86.1%	o	63.2%	Baseline 2017/18	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT Strategic Goal: Improved provision of basic services to the residents of VKLM
85%	->	85%	1st Qtr	The second secon
85%	>	85%	2nd Qtr	CTURE DEVELOPMENT to the residents of VKLM
85%	Ю	85%	3rd Qtr	S of VK
85%	Ю	85%	2019/20 4th Qtr	LM
85%	o	85%	Annual	
Copies of monthly statistics register	Copies of the Public Education and Awareness Report	Copies of monthly statistics register	POE	



E C																		Delivery	7	Service																Thrust	Sugaregic	0			
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Number of PC	per quarter	Number of	Number of	Greening and	Greening and	environmental	environmental	environnental	C. T. C. I.	CHANGING	environmental	environmental	000000000000000000000000000000000000000	Greening and	Number of	per quarter		Library facilities		users at the	Number of PC	users	•	excluding PC	monuny,	monthly	library racilities		utilizing the	וופוווטפוט	mombors	community	ואטוווטפו טו	Numberes			KP		JIC .	0	KPA 1:
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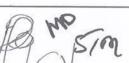


		KPA 1:	BASIC	SERVIC	E DELIN	/ERY A	ND INFR	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	TURE	DEVELO	OPMEN.			
		Strategic Goal: Improved provision of basic services	Goal:	Improve	d provi	sion of	basic se	ervices to	to the residents of VKLM	sidents	of VKLI	\$		
Strategic			IDP	SDBIP		Budget	Budget	Baseline			2	2019/20		
	Programme	Z	Link	Ref No	Weight	R'000	Source	2017/19	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr Annual	Ann	ua a
Service Envir	Environment al Protection	Number of trees planted in public spaces per quarter	1.12	1.12.12	Ν	140	Opex	New	50	50	50	50	200	8



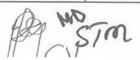
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Management	Financial	Thrust	Strategic		
Policies (Financial Management)	Improved Compliance to Legislation &	Programme			
% of employees exceeding legislated overtime levels stipulated as not more than (45) hours per month per employee (CSS only) (essential services)	% of employees exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (CSS only) (excl., essential services)	KP		Strategic Goal: Improved compliance to MFMA and VKLM policy Framework	
ļ	o o	Link	P	Goal: I	
2.2.17	2.2.16	Ref No	SDBIP	mprove	
4	4	Weight		d comp	
0	0	Alloc. R'000	Budget	liance	
Opex	Opex	Source	Budget	to MFM	
19.1%	1.3%	2017/18	Baseline	and VK	
20%	0%	1st Qtr		LM poli	
20%	0%	2nd Qtr		cy Fram	
20%	0%	3rd Qtr	2	nework	
20%	0%	4th Qtr	2019/20		
20%	0%	Annual			
Copies of approved financial overtime schedule report	Copies of approved financial overtime schedule report	POE			



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nance Agreement (ED:CSS)	

	Strategic	Thrust	Financial	wanagement
		Programme	Financial Management	& Revenue Enhancement
Strategic Goal: Improved compliance to MFMA and VKLM policy Framework		X-P	Number of road traffic law enforcement conducted per quarter.	Number of flammable liquids permits issued by 30 June 2020
Goal:	IDP	Link	22	
Improve	SDBIP	Ref No	2.2.27	2.2.20
ed com		Weight	ω	Oi
oliance	Budget	Source R'000	0	<u>5</u>
to MFM.	Rudget	Source	Opex	Opex
ic Goal: Improved compliance to MFMA and VKLM policy Fran	Baseline	2017/18	New	New
LM poli		1st Qtr	>	N/A
cy Fran		2nd Qtr	→	N/A
nework		3rd Qtr	-	N/A
	2019/20	4th Qtr		26
		Annual	4	26
		POE	Copy of close up report for traffic enforcement activities.	Copy of permits register



	40	Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration	al: Imp	roved e	fficienc	y and e	ffective	ness of the	he Muni	cipal A	dministr	ation		
Strategic				SDRIP		Budget	Budget	Baseline			N	2019/20		
Thrust	Programme	Š	Link	Ref No	Weight	Alloc. R'000	Source	2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr Annual	Annual	POE
Operational Efficiency	Performance Management	% of KPIs attaining organisational targets by 30 Jun 2020 (CSS)	3.4	3.4.5	4	0	Opex	61.9%	75%	85%	90%	100%	100%	Copy of the quarterly consolidated performance report



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eement (ED:CSS)	

Stratonic		Strategic Goal: Improve community confidence in the system of local government	PA 4: 0	GOOD C	30VERI mmuni	VANCE ty confi	AND PU	KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION oal: Improve community confidence in the system of local g	RTICIP,	ATION ocal go	vernme	nt 2019/20		
Strategic Thrust	Programme	KPI	IDP	SDBIP Ref No	Weight	Budget Alloc. R'000	Budget Source	Baseline 2017/18	1st Qtr	2nd Qtr	3rd Qtr	2019/20 4th Qtr	Annual	
	Good	% of Council meeting resolutions resolved per quarter (CSS only)	4.2	4.2.7	4.	0	Opex	90%	100%	100%	100%	100%	100%	Copy of quarterly status report of Council resolutions
Good	Risk Management	% execution per quarter of Risk Management Plan in line with detailed time schedule (CSS only)	4.3	4.3.2	ω	0	Opex	73.5%	80%	80%	80%	80%	80%	Copy of the quarterly Risk
	Internal Audit	% of AG Management Letter findings resolved by 30 Jun 2020 (CSS only)	4.7	4.7.3	4	0	Opex	100%	N/A	N/A	50%	50%	100%	Copy of the quarterly AG Action Plan status report
		% of Internal Audit Findings resolved per quarter as per the Audit Plan (CSS only)		4.7.4	4	0	Opex	100%	100%	100%	100%	100%	100%	Copy of the quarterly internal audit report



Strategic	
tegic Goal: I	KPA
Improve	4: GOOD (
al: Improve community	GOVERNA
confidence	KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICI
in the	UBLI
system	C PARTIC
of loca	CIPATION
ty confidence in the system of local government	N

	Good		Thrust	Strategic
Improved Cemeteries Management	Improved Compliance to Legislation & Policies(Publ ic Safety)	Good	riogiaillie	
Number of Cemeteries Management Forum Meetings Scheduled & Held per quarter	Number of Municipal firearms audit performed by 30 June 2020	Number of new/reviewed policies and By-Laws approved by 30 June 2020 (CSS only)	2	5
	4.2	-	Link	IDP
4.2.25	4.2.24	4.2.6	Ref No	SDBIP
ω	4	4	weight	
0	0	0	R'000	Budget
Opex	Opex	Opex	Source	Budget
New	New	0	2017/18	Baseline
		N/A	1st Qtr	
_	-	N/A	2nd Qtr	
<u> </u>	_	N/A	3rd Qtr	
۵.	_	ω	4th Qtr	2019/20
4	4	ω	Annual	
Close out report for each forum meeting to include minutes & attendances registers	Copies of audited firearms report	Copies of approved reviewed / new Policies and By-Laws	POE	



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				KPA 5:	SPATIA	L DEVE	KPA 5: SPATIAL DEVELOPMENT	NT .					
		Strate	gic Goa	il: Incre	ase reg	Strategic Goal: Increase regularisation of	ion of bu	f built environment	onmen.				
Strategic		DP	SDBIP		Budget	Budget	Baseline				2019/20		
Thrust	Z	Link		Weight	R'000	Source	2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Land Tenure and Spatial Developme nt Land Tenure and Spatial Developmen	Number of interventions initiated to rehabilitate illegal dumping sites into public parks by 30 June 2020	5.7	5.1.4	Cr	200	Opex	New	N/A	_	N/A	_	ν	Copy of close out reports for rehabilitated illegal dumping sites



KPA 6: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Increased economic activity and job creation

6_2			
Economic Growth and Development	Thrust	Strategic	
Job creation & community empowerment	riogramme		
Number of work opportunities created through the EPWP by 30 June 2020 (CSS only)	2		
9	Link	IDP	
6.1.7	Ref No	SDBIP	
Ю	weight	Budget Baseline	
500	R'000		
Opex	Source		
New	2017/18		
N/A	1st Qtr		
N/A	2nd Qtr		
N/A	3rd Qtr		
100	4th Qtr		
100	Annual		
Copy of close out report	POE		



PERSONAL DEVELOPMENT PLAN (PDP)

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

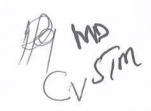
SEBOTE THABITHA MATLADI

And

MAESELA DANIEL KEKANA

["the Employee"]

Period: 02 July 2019 - 02 October 2019



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

- 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.

- 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:

Nr.	Learning Area
1	Language, Literacy and Communication
2	Mathematical Literacy, Mathematics and Mathematical Science
3	Human and Social Sciences
4	Natural Sciences
5	Technology
6	Arts and Culture
7	Economic and Management Sciences
8	Life Orientation

4.3 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

Skills Performance Gab (in order of priority)	E.g. 1. Appraise Performance of Managers	I am currently appointed in an acting capacity and therefore my PDP should be in line with the position for which I was permanently appointed for.
Outcomes expected (measurable indicators, quantity, quality and time frames)	The manager will be able to enter into performance agreements with all managers reporting to him / her, appraise them against set criteria, within relevant time frames	
Suggested training and/or development activity	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	
Suggested mode of delivery	External provider, in line with identified unit standard and not exceeding R6000	
Suggested time frame	March 200	
Work opportunity created to practice skills/development area	Appraisal of managers reporting to him / her	
Support persons	Senior Manager: Training	

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ANNEXURE D: A1 COMPETENCY DETAILS

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

Competencies	Basic	Competent	Advanced	Superior
Leading competencies	tencies			
Strategic	 Understand 	Give direction to a team in	 Evaluate all activities to 	 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
	tasks link to institutional	and guide strategy implementation	 Actively define performance 	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	 Provide impact and influence
	directing strategy •Has a	and effectiveness of the institution	the institution • Consistently	through building and maintaining
	basic understanding of	 Displays an awareness of 	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
			 Use understanding of power 	successfully to a win/win
			relationships and dynamic	outcome
			tensions among key players to	
			frame communications and	
			develop strategies, positions	

	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	0 - 0	People Management Management goal-setting and problem-solving• Interact and colla with people of divided backgrounds• Avent guidelines for emdevelopment, but requires support implementing development initial
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 employee legislation fairly and consistently. Facilitate team goalseting and problem-solving. Effectively identify capacity requirements to fulfil the strategic	• 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 tam. Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism. Inspire a culture of performance excellence by giving positive		• 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

Competencies	Basic	Competent	Advanced	Superior
Project	 Initiate projects after approval from higher 	 Establish broad stakeholder involvement and communicate the 	 Manage multiple programmes and balance priorities and 	S
Management	authorities. Understand	project status and key milestones.	conflicts according to	
	procedures of	Define the roles and	institutional goals. Apply	
	programme and project	responsibilities of the project team	effective risk management	
	management	and create clarity around	strategies through impact	
	methodology,	expectations. Find a balance	assessment and resource	
	implications and	between project deadline and the	requirements. Modify project	
	stakeholder	quality of deliverables. Identify	scope and budget when	
	involvement.	appropriate project resources to	required without compromising	ing
	Understand the rational	facilitate the effective completion	the quality and objectives of the	f the
	of projects in relation to	of the deliverables. Comply with	project. Involve top-level	
	the institution's strategic	statutory requirements and apply	authorities and relevant	
	objectives. Document	policies in a consistent manner •	stakeholders in seeking project	ject
	and communicate	monitor progress and use of	buy-in Identify and apply	
	associated with own	adjustments to timelines stens	contemporary project	
	work. Use results and	and resource allocation	Influence and motivate project	ect
	successful project		results. Monitor policy	
	implementation as guide		implementation and apply procedures to manage risks	S
Dago 43 of 53				
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ANNEXURE C: DISCLOSURE OF INTEREST FORM 2019/20

NOT APPLICABLE	Name of Business
N/A	Registration (CK) Number
N/A	% Owned

Other Interests:

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

2019 07 29.

Signatures

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-	U	J/S	12	
	ment new	ve asset	rofessionalism	ancial data and

Competent	Advanced	Superior
Understand basic Exhibit knowledge of general	 Take active ownership of 	Develop planning tools to
financial concepts and financial concepts, planning,	planning budgeting and	assist in evaluating and
pu	forecast processes and provides	monitoring future expenditure
	credible answers to queries	trends. Set hildret frameworks
N_10	within own responsibility.	for the institution. Set strategic
	Prepare budgets that are	direction for the institution on
ment.	aligned to the strategic	expenditure and other financial
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
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
mportance 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
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	
	Financial Management	
2/		

34.15	
SW PA	

rchange agents and betwork of change ho support the ons. Actively adapt ructures and s to incorporate the sterventions. Mentor the change, resistance and how to integrate lotivate and inspire ound change initiatives	Competencies	Basic	Competent	Advanced	Superior	
of change interventions, change impact on the social, and the benefits of the prefits of the proficed and economic netransformation initiatives. Able to initiatives where the current and focus during changes the change interventions and change interventions and change interventions, and the proficed and economic change including resistance to change from volving programmes and post change interventions and change interventions and change interventions. Interventions, change interventions, consist team members during change interventions and processes to incorporate the change from volving resistance to change from relevant change interventions against the institution within the broader scope of local government.	hange	 Display an awareness 	Perform an analysis of the	Actively monitor change impact	Section of the sectio	_
and the benefits of the profit of change and the benefits of transformation intiatives. Able to invironment Maintain calm and the benefits of the political and economic transformation intiatives. Able to focus during change and keep them focused on design and introduce new change identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps change efforts outside of own work transformation. The desired state identify gaps and keep them focused on desired state identify gaps and keep them focused on processes build desired state identify gaps and proves for change from the institution within the broader scope of change interventions on the institution within the broader scope of implementation implementation. The desired state in processes to interventions and proves from the institution within the broader scope of implementation. The desired state interventions and proves from the institution within the product of change interventions and goals. The desired state intervention in the institution within the product of change intervention in the institution within the product of change intervention in the institution within the product of change intervention in the institution within the product of change intervention in the institution within the product of the	andershin	of change interventions	Cioco ode no economic concedo	ייכירטין וויסווונסן טומוופט ווויסמטו	chouson change agents and	
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Competencies	Basic	Competent	Advanced	Superior
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 institution to ensure the 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 improvement	• Demonstrate a high level of commitment in complying with governance requirements• implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework•Able to advise Local Government on risk management strategies, best practice interventions and compliance management• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government• Able to shape, direct and drive the formulation of policies on a macro level
Core Competencies	cies			

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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
Advanced	• Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments•Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with a team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions
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
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
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Superior	• Focus on broad strategies and initiatives when developing plans and actions• Able to project and forecast short, medium and long term requirements of the institution and local government• Translate policy into relevant projects to facilitate the achievement of the institutional objectives
Advanced	• 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
Competent	• 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
Basic	• 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
Competencies	Organising Organising

	WISM OF
• 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
אמינספים אייניים אייני	analytical and innovative approaches and techniques. Engage with appropriate individuals in analysing and resolving complex problems. Identify solutions on various areas in the institution of the proposed interventions from 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 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 to enhance internal processes. Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention
Basic	• 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
Competencies	Analysis and Innovation

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Superior	
Advanced	• Effectively predict future information and knowledge management 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.
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 information. Use external and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency
Basic	• 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	Knowledge and Information Management

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Competencies	Basic	Competent	Advanced	Superior
Communication	 Demonstrate an 	 Express ideas to individuals and 	Effectively communicate high-	• Renarded as a specialist in
	understanding for	groups in formal and informal	risk and sensitive matters to	negotiations and representing
	communication levers		relevant stakeholders. Develop	the institution. Able to inspire
	and tools appropriate for	_	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 seek	
	knowledge adequately	structured written documents	to enhance a positive image of	
			the institution. Able to	
		3	communicate with the media	
			with high levels of moral	
			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 high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results• Set quality standards and design processes and tasks around achieving set standards• Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives• Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed
Dasic	• 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

Results and Quality Focus Quality Focus Quality Focus Show a basic commitment to achieving the correct results 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	
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