

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

CHIEF FINANCIAL OFFICER (CFO), THOKOZILE PRIMROSE MAHLANGU
ID: 810721 0468 083

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

For the period 01 July 2019 – 30 June 2020 A CU

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The employee of the Victor Khanye Local Municipality in his/her capacity as duly appointed Chief Financial Officer 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

MEMA

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 **Thokozile Primrose Mahlangu**, the **Chief Financial Officer** 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 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.



3. STRATEGIC OBJECTIVE

The Chief Financial Officer 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 Budget & Treasury Office, 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 01 July 2019 and will remain in force until 30 June 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.



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	4
2.	Financial Viability and Financial Management	70
3.	Institutional Development and Transformation	(1
4.	Good Governance and Public Participation	22
5.	Spatial Development	-
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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components cies Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation Budget Planning and Execution Financial Strategy and Delivery Financial Strategy and Delivery Process Design and improvement Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Risk and Compliance management Cooperative Governance	Compotoncias			
Impact and Influence	and the control of th	components	Competency Definition	Weighting 9
Institutional Provide and direct a vision for the institution, and inspire and hanagement operative planning and Management operative Relations Management operative Relations Management operative Relations Management operative Relations Management operation and dispute Management operative Relations Management operation and dispute Management operative Relations Management order to achieve institutional objectives order to achieve institutional objectives order to achieve institutional objectives order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional o	Leading competencies			(total 100%
**Human Capital Planning and Development **Oliversity Management **Diversity Management **Effectively manage, inspire and encourage people, respect **Diversity Management **Employee Relations Management **Negotiation and dispute Management **Negotiation and dispute Management **Negotiation and dispute Management **Programme and Project Planning and **Programme and Project Planning and **Evaluation **Pinancial Strategy and Delivery **Financial Strategy and Delivery **Process Design and improvement **Change Vision and Strategy **Change Vision and Strategy **Change Impact Monitoring and Evaluation **Risk and Compliance management **Operative Governance **Cooperative Governance **Cooperative Governance **Policy Formulation **Risk and Compliance management **Cooperative Governance **Cooperative Governance **Policy Formulation **Cooperative Governance **Policy Formulation **Cooperative Governance **Process Design and improvement individual properation on all individual properations are individual properation on all individual properations are individual properation on all individual properation on all individual properation on all individual properation on all individual properations are individual properation on all indiv	Strategic Direction and Leadership	 Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate	00
oject Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Risk and Compliance management Risk and Compliance management Cooperative Governance Programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner Able to delivery on set objectives Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies	People Management	 Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and dispute Management 	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives	10
 Budget Planning and Execution Financial Strategy and Delivery Forcurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community Policy Formulation Risk and Compliance management in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies 	Programme and Project Management	 Programme and Project Planning and Implementation Service Delivery Management Programme and Project Monitoring and Evaluation 	Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives	10
 Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation Policy Formulation Risk and Compliance management Cooperative Governance Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community 	Financial Management	 Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner	10
 Policy Formulation Risk and Compliance management Cooperative Governance Cooperative Governance Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies 	Change Leadership	 Change Vision and Strategy Process Design and improvement Change Impact Monitoring and Evaluation 	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the	00
Core Competencies and emiddle cooperative governance relationships	Governance Leadership Core Competencies	 Policy Formulation Risk and Compliance management Cooperative Governance 	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships	9

Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that	(total 100%) 8
and integrity and consistently display behaviour that	00
and consistently display benaviour that	00
noral competence	
lan, prioritise and organise information and resources	
ly to ensure the quality of service delivery and build	7
contingency plans to manage risk	
ritically analyse information, challenges and trends to	
and implement fact-based solutions that are	
e to improve institutional processes in order to	00
ey strategic objectives	
romote the generation and sharing of knowledge and	
on through various processes and media, in order to	7
the collective knowledge base of local government	
hare information, knowledge and ideas in a clear,	
and concise manner appropriate for the audience in	
effectively convey, persuade and influence	7
lers	
aintain high quality standards, focus on achieving	
d objectives while consistently striving to exceed	
ons and encourage other to meet quality standards.	00
o actively monitor and measure results and quality	
entified objectives	
	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 Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives 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 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 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

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.

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- (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	ating			
			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.					

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- 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.

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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—

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- 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%).





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

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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.
- 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	31	day of	July	2019.

AS WITMESSES:

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CHIEF FINANCIAL OFFICER

Thus done and signed at Delmas on this 3/ day of July 2019.

AS WITNESSES:

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MANAGER

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

	-	Strategic		
Indigent	Programme			
% of households earning less than R3000 per month provided with access to free basic services by 30 June 2020 (GKPI)	KPI		Stra	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
	Link	DP	tegic	BASIC
N/A	Ref No	SDBIP	Goal: In	SERVIO
Oi	Weight		proved	CE DEL
0	Alloc. R'000	Budget	social	VERY /
Opex	Source	Budget	protect	ND INF
0%	2017/18	Baseline	Strategic Goal: Improved social protection and education outcomes	RASTRU
100%	1st Qtr		educatio	JCTURE
100%	2nd Qtr		n outco	DEVEL
100%	3rd Qtr	2	mes	OPMEN
100%	4th Qtr	2019/20		
100%	Annual			
Copy of a list of households provided with FBS	POE			
		7.		

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Strategic	-			Viability Vi		0 0	ment Su
	rrogramme		Financial	Viability		Financial Management	Supply Chain Management
	KPI	Approval of	MTREF Budget by the 31st May 2020	% of amounts	billed collected per quarter	Financial Statements (AFS) submitted on or before the 31st Aug 2019	Number of quarterly SCM reports submitted to the Executive Mayor
5	Link		2			2.2	2.3
	Ref No		N/A		N/A	N/A	N/A
	Weight		Ø		Ch	Oi	4
Budget	Alloc.		0		0	1 500	0
	Source		Opex		Opex	Opex	Opex
Budget Baseline 201	2017/18		_		New	~	4
	1st Qtr		N/A		75%	_	_
	2nd	Qtr	N/A		75%	N/A	→
	3rd Otr		N/A		75%	N/A	_
2019/20	4th Otr		_		75%	N/A	
	Appus		_		75%	_	4.
	D C	. (Copy of the approved Final Annual budget		Copy of monthly Section 71 report	Copy of the Draft AFS	Copy of the quarterly SCM report

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KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT

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

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	management	10 10 10 10 10 10 10 10 10 10 10 10 10 1				Strategic	
	Financial Management	:				Programme	
coverage ratio (GKPI) by 30th Jun 2020	exceeding legislated overtime levels stipulated as not more than (40) hours per month per employee (Finance only)	% of	conditional FMG grant per quarter	% of approved (compliant) invoices paid within 30 days		KP	Strategi
	2.2				Link	DP	c Goal
2.2.12	2.2.10		2.2.6	2.2.4	Ref No	SDBIP	: Improv
4	ω		Oi	4	G G	Weight	/ed com
0	0		1 770	0	R'000	Budget	pliance
Opex	Opex		FMG	Opex	Source	Budget	to MFM
33%	88%		100%	74%	2017/18	Baseline	Strategic Goal: Improved compliance to MFMA and VKLM policy Framework
N/A	0%		25%	100%	1st Qtr		(LM po
N/A	0%		50%	100%	2nd Qtr		licy Fra
N/A	0%		75%	100%	3rd Qtr		meworl
40%	0%		100%	100%	4th Qtr	2019/20	
40%	0%		100%	100%	Annual		
Copy of the quarterly approved	Copies of approved financial overtime schedule report		Copies of the monthly FMG	Copy of the monthly expenditure invoice reconciliation	POE		



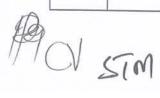


KPA 2: Financial Viability and Finance Management

KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT

Strategic Goal: Improved compliance to MFMA and VKLM policy Framework

Strategic	2000	Financial Financial management Management	
Programme		Financial Management	
Š		% outstanding service debtors to revenue (GKPI) by 30th Jun 2020	Cost coverage ratio (GKPI) by 30th Jun 2020
IDP	Link	2.2	
SDBIP	Ref No	2.2.13	2.2.14
Weight	9	4	4
Budget	R'000	0	0
Budget	Source	Opex	Opex
Baseline	2017/18	33%	7.8:1
	1st Qtr	N/A	N/A
	2nd Qtr	N/A	N/A
N	3rd Qtr	N/A	N/A
2019/20	4th Qtr	32%	7.8:1
	Annual	32%	7.8:1
	POE	Copy of the approved AFS	Copy of the approved AFS



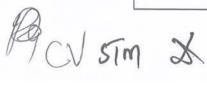


Strategic	1Shull 1			Financial management	
Programme			Supply Chain Management		Asset Management
X P		Average # of days elapsed (<90),	measured in terms of the competitive bidding process closing for tenders over R200,000	Number of quarterly deviation reports submitted to the MM (Total organisation)	Annual submission of the asset verification report to the MM by 30th June 2020
IDP	Link			2.3	
SDBIP	Ref No		2.3.1	2.3.2	2.3.3
Weight	THEFT		4	4	4
Budget	R'000		0	0	0
Budget	Source		Opex	Opex	Opex
Baseline	2017/18		^ 90	4	_
	1st Qtr		^90	_	N/A
	2nd Otr	4.5	^90		NA
ne 20	3rd Qtr		^90		N/A
2019/20	4th Qtr		^9 0	-7	_
	Annual	8	^ 90	4	_
	POE		Copy of the SCM Register	Copy of the quarterly SCM deviation report	Copy of the fixed asset verification report

KPA 2: FINANCIAL VIABILITY AND FINANCE MANAGEMENT

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	40	Strategic Goal: Improved efficiency and effectiveness of the Municipal Administration	al: Imp	roved e	fficienc	y and e	ffective	ness of t	he Muni	cipal A	dminist	ration		
Strategic			IDP	SDBIP		Budget	Rudget	Baseline				2019/20		
Thrust	Programme	KP	Link	Ref No	Weight	Alloc. R'000	Source	2017/18	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Annual	POE
Operational Efficiency	Performance Management	% of KPIs attaining organisational targets by 30th Jun 2020 (Finance)	.3 .4	3.4.6	4	0	Opex	60.9%	75%	85%	90%	100%	100%	Copy of the quarterly consolidated performance report





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		Governance	Good		1	Strategic Thrust	
	Internal Audit	Risk Management		Good		Programme	
Findings resolved per quarter as per the Audit Plan (Finance only)	Letter findings resolved by 30th Jun 2020 (Finance only) % of Internal Audit	of Risk Management Plan in line with detailed time schedule (Finance only)	% of Council meetings resolutions resolved per quarter (Finance only)	Number of new/reviewed policies and By-Laws approved by Council by 30 June 2020 (Finance only)		KPI	orategic Goal: Improve community confidence i
	4.7	4.3		4.2	LINK	IDP	impro
4.7.6	4.7.5	4.3.3	4.2.9	4.2.8	Ket No	SDBIP	ve com
Oi	Ch	4	ω	Ch	0	Weight	munity
0	0	0	0	0	R'000	Budget	confide
Opex	Opex	Opex	Opex	Opex	Source	Budget	nce in t
100%	100%	84%	100%	17	2017/18	Baseline	in the system of local government
100%	N/A	100%	100%	N/A	1st Qtr		m of loc
100%	N/A	100%	100%	N/A	2nd Qtr		al gove
100%	50%	100%	100%	N/A	3rd Qtr		nment
100%	50%	100%	100%	18	4th Qtr	2019/20	
100%	100%	100%	100%	18	Annual		
Copy of the quarterly internal audit	Copy of the quarterly AG Action Plan status report	Copy of the quarterly Risk Report	Copy of quarterly status report of Council resolutions	Copies of approved reviewed / new Policies and Council Resolution	POE		

KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PERSONAL DEVELOPMENT PLAN (PDP)

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

SEBOTE THABITHA MATLADI

And

THOKOZILE PRIMROSE MAHLANGU

["the Employee"]

Period: 01 July 2019 - 30 June 2020

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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

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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.

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- 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



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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.





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ANNEXURE B: PERSONAL DEVELOPMENT PLAN

ACCOUNTING OFFICER	IN - HOUSE COMPILATION OF ANNUAL FINANCIAL STATEMENT (CLEAN AUDIT)	June 2020	OF PRETORIA	JFRS AND GRAB COURSE EMOTIONA INTELLIGENT COURSE	TO DE ABLE TO COMPILE AFS AND REDUCE THE AUDIT FIMBING FROM AUDITOR CHERRY	OF ANNUAC FINANCIAC STATEMENT
Senior Manager: Training	Appraisal of managers reporting to him / her	March 200	External provider, in line with identified unit standard and not exceeding R6000	A course containing theoretical and practical application with coaching in the workplace following [relevant unit standard?]	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	E.g. 1. Appraise Performance of Managers
Support persons	Work opportunity created to practice skills/development area	Suggested time frame	Suggested mode of delivery	Suggested training and/or development activity	Outcomes expected (measurable indicators, quantity, quality and time frames)	Skills Performance Gab (in order of priority)

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ANNEXURE C: DISCLOSURE OF INTEREST FORM 2019/20

		7 x	Name of Business
			Registration (CK) Number
			% Owned

Other Interests:

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

Signatures

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2019 (07 (3) Date

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ANNEXURE D: A1 COMPETENCY DETAILS

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

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Competencies	Basic	Competent	Advanced	Superior
People Management	 Participate in team 	 Seek opportunities to increase 	Identify ineffective team and	and • Develop and incorporate best
	problem-solving.	responsibility. Respect and	remedial interventions.	
	Interact and collaborate	support the diverse nature of	Recognise and reward effective	
	with people of diverse	others and be aware of the	and desired behaviour Provide	Provide Foster a culture of discipline,
	backgrounds. Aware of	benefits of a diverse approach.	mentoring and guidance to	1
	guidelines for employee	Effectively delegate tasks and	others in order to increase	ase accountability. Understand the
	development, but	empower others to increase	personal effectiveness. Identify	
	requires support in	contribution and execute functions	development and learning	ning performance and actively
	implementing	optimally. Apply relevant	needs within the tam. Build a	Build a incorporate a diversity strategy
	development initiatives	employee legislation fairly and	work environment conducive to	nducive to in the institution•Develop
		consistently. Facilitate team goal-	sharing, innovation, ethical	-
		Effectively identify capacity	lespire a culture of performance	formance strategies and approaches to
		requirements to fulfil the strategic	excellence by giving positive	8
		mandate	and constructive feedback to the	the
			team. Achieve agreement or	nent or requirements to facilitate unified
			consensus in adversarial	rial transition and performance
			environments. Lead and unite	
			diverse teams across divisions	divisions
			to achieve institutional objectives	<u> </u>



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

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Financial	 Understand basic 	 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
	Understand the	updated. Identify and implement	on policies and procedures	processes
	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	

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

Core Competencies	Governance Leadership
cies	• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understan d the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation
	Display a thorough understanding of governance and risk and compliance factors and implement plans to address these. Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution. Actively drive policy formulation within the institution to ensure the achievement of objectives
	Able to link risk initiative into key institutional objectives and drivers and drivers ldentify, 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 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

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Dago A1 of A6	Moral competence
	Realise the impact of acting with integrity, but requires guidance and development in implementing principles follow the basic rules and regulations of the institution. Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent
	• Conduct self in alignment with the values of Local Government and the institution Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver Actively report fraudulent activity and corruption within local government Understand and honour the confidential nature of matters without seeking personal gain Able to deal with situations of conflict of interest promptly and in the best interest of local government
	• Identify, develop, and apply measures of self-correction• Able to gain trust and respect through aligning actions with commitments•Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders• Present values, beliefs and ideas that are congruent with the institution's rules and regulations• Takes an active stance against corruption and dishonesty when noted• Actively promote the value of the institution to internal and external stakeholders• Able to work in unity with a team and not seek personal gain• Apply universal moral principles consistently to achieve moral decisions
	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable

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Planning and Organising	 Able to follow basic plans and organise 	 Actively and appropriately organise information and 	 Able to define institutional 	Focus on broad strategies and
Organising	plans and organise	organise information and		
		The state of the s	objectives, develop	initiatives when developing
	tasks around set	resources required for a	comprehensive plans, integrate	plans and actions. Able to
	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	medium 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 government. 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		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	
	Arrange information and		appropriate contingency 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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Analysis and • L	Understand the basic	Demonstrate logical problem	 Coaches team members on 	Demonstrate complex
Innovation ope	operation of analysis,	solving techniques and	analytical and innovative	analytical and problem solving
but	but lack detail and	approaches and provide rationale	approaches and techniques.	approaches and techniques.
tho	thoroughness. Able to	for recommendations.	Engage with appropriate	Create an environment
bal	balance independent	Demonstrate objectivity, insight,	individuals in analysing and	conducive to analytical and fact-
ana	analysis with requesting	and thoroughness when analysing	resolving complex problems.	based problem-solving•
ass	assistance from others•	problems. Able to break down	Identify solutions on various	Analyse, recommend solutions
Re	Recommend new ways	complex problems into	areas in the institution •	and monitor trends in key
top	to perform tasks within	manageable parts and identify	Formulate and implement new	challenges to prevent and
OWI	own function. Propose	solutions. Consult internal and	ideas throughout the institution.	manage occurrence. Create an
sim	simple remedial	external stakeholders on	Able to gain approval and buy-in	environment that fosters
inte	interventions that	opportunities to improve processes.	for proposed interventions from	innovative thinking and follows a
ma	marginally challenges	and service delivery · Clearly	relevant stakeholders. Identify	learning organisation approach.
the	the status quo. Listen	communicate the benefits of new	trends and best practices in	Be a thought leader on
tot	to the ideas and	opportunities and innovative	process and service delivery	innovative customer service
per	perspectives of others	solutions to stakeholders.	and propose institutional	delivery, and process
and	and explore	Continuously identify opportunities	application Continuously	optimisation. Play an active role
opp	opportunities to		engage in research to identify	in sharing best practice
enr	enhance such	Identify and analyse opportunities	client needs	solutions and engage in national
ınnı	innovative thinking	conducive to innovative		and international local
		approaches and propose remedial		government seminars and
		Intervention		conferences
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 Use appropriate information 	a Theodivolv prodict firthing	
	בוופכוועפוץ טופטוכר וענעופ	 Create and support a vision
systems and technology to	information and knowledge	and culture where team
manage institutional knowledge	management requirements and	members are empowered to
and information sharing. Evaluate	systems. Develop standards	seek, gain and share knowledge
data from various sources and use	and processes to meet future	and information. Establish
information effectively to influence	knowledge management needs•	partnerships across local
decisions and provide solutions.	Share and promote best-	government to facilitate
Actively create mechanisms and	practice knowledge	knowledge management.
structures for sharing of	management across various	demonstrate a mature approach
information. Use external and	institutions. Establish accurate	to knowledge and information
internal resources to research and	measures and monitoring	sharing with an abundance and
provide relevant and cutting-edge	systems for knowledge and	assistance approach.
knowledge to enhance institutional	information management•	Recognise and exploit
effectiveness and efficiency	Create a culture conducive of	knowledge points in interactions
	learning and knowledge sharing.	with internal and external
	Hold regular knowledge and	stakeholders
	information sharing sessions to	
	elicit new ideas and share best	
	practice approaches	
£ 2 2 4 4 5 5 6 4 4 2 3	nage institutional knowledge information sharing. Evaluate a from various sources and use rmation effectively to influence issions and provide solutions. ively create mechanisms and uctures for sharing of rmation. Use external and rnal resources to research and vide relevant and cutting-edge wledge to enhance institutional activeness and efficiency	management requirements and systems. Develop standards and processes to meet future knowledge management needs. Share and promote best-practice knowledge management across various institutions. Establish accurate measures and monitoring systems for knowledge and information management. Create a culture conducive of learning and knowledge and information sharing sessions to elicit new ideas and share best practice approaches.





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