



**Performance Agreement
2015/16**

MR B DHLUWAYO

**EXECUTIVE DIRECTOR:
INFRASTRUCTURE AND SERVICES**

[Signature]
G. M. M. [initials] M. J. B.

[Signature]

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE SOL PLAATJE MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

MR G H AKHARWARAY

(herein and after referred as Employer)

AND

MR B DHLUWAYO

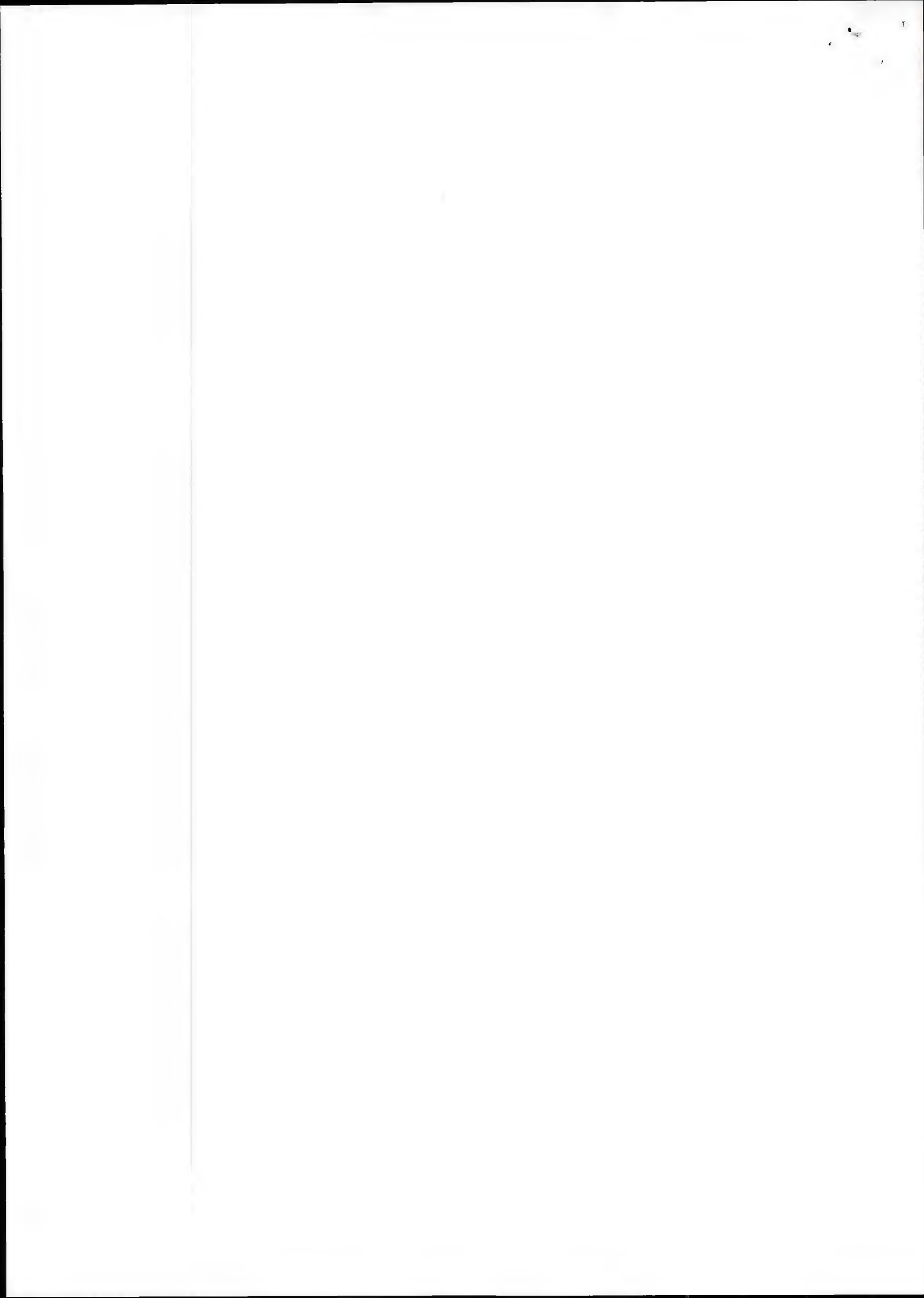
EXECUTIVE DIRECTOR: INFRASTRUCTURE AND SERVICES

(herein and after referred as Employee)

FOR THE

FINANCIAL YEAR: 1 JULY 2015 - 30 JUNE 2016

G.H.A.
G.H.A. MJB 



1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement the followings terms will have the meaning ascribed thereto:
 - 1.5.1 "this Agreement" – means the performance agreement between the employer and the employee and the Annexures thereto;
 - 1.5.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act;
 - 1.5.3 "the Employee: means the Director responsible for Infrastructure and Services ;
 - 1.5.4 "the Employer" means Sol Plaatje Municipality represented by the Municipal Manager; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance Plan (Annexure A);

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- 2.4 Monitor and measure performance against set targeted outputs and outcomes;
- 2.5 Appropriately reward the Employee in accordance with section 11 of this agreement;
- 2.6 Establish a transparent and accountable working relationship; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 01 September 2015 and will remain in force until 30 June 2016 where after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure C – definitions) as the management skills regarded as critical to the position held by the employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

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- 4.2.1 Key objectives that describe the main tasks that needs to be done;
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the work must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure B) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
 - 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the municipality adopted for the employees of the municipality;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and relevant stakeholders to perform to the standards required;
- 5.3 The Employer will consult the employee about the specific performance standards and targets that will be included in the performance management system applicable to the employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPA's, and will

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constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:



KPA No	Key Performance Area
1	Service Delivery and Infrastructure
2	Municipal Transformation and Institutional Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance, Public Participation Accountability and Transparency
TOTAL 80%	

5.7 The CCR's will make up the other 20% of the Employee's assessment score. CCR's that are deemed to be most critical for the Employee's specific job are reflected in the list below as agreed to between the Employer and Employee:


CCR No	Core Competency Requirement
1	Strategic Capability and Leadership
2	Financial Management (compulsory)
3	Change Management
4	Knowledge Management
5	Problem Solving and Analysis
6	Programme and Project Management
7	Service Delivery Innovation
8	People Management and Empowerment (compulsory)
9	Client Orientation and Customer Focus (compulsory)
10	Communication
11	Honesty and Integrity
TOTAL 20%	

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;


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- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP);
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
 - 6.6.1 Each KPI or group of KPI's shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the final score; and
 - 6.6.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs:
 - 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;
 - 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score;
 - 6.7.3 Each CCR's will be assessed in terms of the definitions provided (Annexure B) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee; and
 - 6.7.4 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
 - 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.3 and 6.7.4 above; and
 - 6.8.2 Such overall rating represents the outcome of the performance appraisal.

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MJB
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6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPI's and CCRs:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.

6.10 For purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established –

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Portfolio Councillor as member of the Mayoral Committee.

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters; and

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 M.A.P.
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6.12 The Municipal Manager will give performance feedback to the Employee after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

Quarter	Review Period	Review to be completed by
1	July - September 2015	October 2015
2	October – December 2015	February 2016
3	January – March 2016	April 2016
4	April-June 2016	July 2016

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

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

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

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

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after the each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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MJB
S.M.M. (signature)
RD (signature)

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

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

10. CONSULTATION

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

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

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

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- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 The performance bonus will be awarded based on the following scheme:
- | Performance Rating | Performance Bonus Calculation: |
|--------------------|--------------------------------|
| 00% - 59% | 0% of Total package |
| 60% - 66% | 1% of Total Package |
| 67% - 68% | 2% of Total Package |
| 69% - 70% | 3% of Total Package |
| 71% - 72% | 4% of Total Package |
| 73% - 74% | 5% of Total Package |
| 75% - 76% | 6% of Total Package |
| 77% - 78% | 7% of Total Package |
| 79% - 80% | 8% of Total Package |
| 81% - 84% | 9% of Total Package |
| 85% - 100% | 10% of Total Package |
- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the results of the annual assessment and the scoring report of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, at any time during the employees employment, not satisfied with the manager's performance with respect to any matter dealt with in this Agreement, the Employer will give notice the employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the employee is dissatisfied with any decision or action of the Council in terms of this Agreement, or where a dispute or difference arises as to the extent to which the employee has achieved the performance objectives and targets established in terms of this Agreement, the employee may within 3 working days meet with the employer with a view to resolving the issue. The employer will record the outcome of the meeting in writing;
- 13.2 If the parties could not resolve the issues within 10 working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 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.

Lee
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15.11.11 *AM* 

Thus done and signed at KIMBERLY on this the 27th day
JULY of 2015.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
**DIRECTOR: Infrastructure
& Services**

Thus done and signed at Kimberly on this the 29th day of
July 2015.

AS WITNESSES:

1. [Signature]
2. [Signature]

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MUNICIPAL MANAGER


Performance Plan

Director: Boy Dhlwayo

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

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INFRASTRUCTURE



DEPARTMENTAL SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN FOR 2015/16

Ref	Strategic Objective	Municipal KPA	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Q1	Q2	Q3	Q4	Weight
								Target	Target	Target	Target	
TL7	To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth	Basic and Sustainable Service Delivery and Infrastructure Development	Replace 2 old high lift pumps at Riverton Water Purification Works with new ones by Dec 2015	Number of pumps	New	Project progress reports, minutes of site meetings, physical site visits	2	0	2	0	0	2
TL8	To ensure adequate provision of new bulk infrastructure to unlock and sustain development and growth	Basic and Sustainable Service Delivery and Infrastructure Development	Completion of the bulk sewage project at Homevale will ensure an additional 15 Ml/day treatment capacity by December 2015	% completion of the project	64%	Project progress reports, minutes of site meetings, physical site visits	100%	20%	100%	0%	0%	4
TL9	To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Basic and Sustainable Service Delivery and Infrastructure Development	Save 10MW of electricity during peak times by switching of 2 kW geysers of 25,000 households as requested by Eskom	Units of electricity saved	36MW	Calculations by City Electricity Engineer	10	10	10	10	10	3
TL10	To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Basic and Sustainable Service Delivery and Infrastructure Development	Decrease electricity losses to 15.5% by 30 June 2016	% electricity losses	16%	Reports on electricity losses as per the actual records system	15.50%	16%	15.80%	15.60%	15.50%	2
TL11	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management and roads and stormwater services to all residents of SPM	Basic and Sustainable Service Delivery and Infrastructure Development	446 additional households connected to the electricity network by 30 June 2016	No of houses connected to electricity network	492	Project reports and actual measurement on the ground	446	0	0	200	446	3
TL12	To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Basic and Sustainable Service Delivery and Infrastructure Development	Decrease non-revenue water losses to 37% by 30 June 2016	% water losses	44%	Reports on water losses as per the actual records system	37%	37%	37%	37%	37%	2
TL13	To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Basic and Sustainable Service Delivery and Infrastructure Development	Achieve 92% Bluedrop Status by 30 June 2016	Annual % status achieved	84%	DWA assessment report	92%	92%	92%	92%	92%	2
TL14	To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Basic and Sustainable Service Delivery and Infrastructure Development	Achieve 90% Greendrop Status by 30 June 2016	Annual % status achieved	76%	DWA assessment report	90%	90%	90%	90%	90%	2
TL15	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management and roads and stormwater services to all residents of SPM	Basic and Sustainable Service Delivery and Infrastructure Development	533 Additional Households connected to sewer network by 30 June 2016	No of houses connected to sewer network	1854	Project reports and actual measurement on the ground	533	0	0	266	533	4

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TL16	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management and roads and stormwater services to all residents of SPM	Basic and Sustainable Service Delivery and Infrastructure Development	533 Additional Households connected to water network by 30 June 2016	No of houses connected to water network	1067	Project reports and actual measurement on the ground	533	0	0	266	533	4
TL17	To ensure continuous maintenance, refurbishment, upgrade and replacement of existing infrastructure assets	Basic and Sustainable Service Delivery and Infrastructure Development	Paving of 2,5 km residential roads by 30 June 2016	Km of roads paved	17km	Project reports and actual measurement on the ground	2.5	0	0	1.2	2.5	4
TL18	To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management and roads and stormwater services to all residents of SPM	Basic and Sustainable Service Delivery and Infrastructure Development	409 Additional Households to be provided with a subsidised house by 30 June 2016	No of houses constructed	516	Actual completed structures	409	0	0	204	409	3
D340	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Implement Council resolutions within the required timeframes	% of Council resolutions implemented	95%	Council resolution register	95%	95%	95%	95%	95%	3
D341	To ensure an improved audit opinion in line with the LGTAS	Good Governance and Public Participation	Implement correctives measures as identified in internal audit reports to reduce risk areas	% of issues raised and proposed corrective measures rectified	95%	Progress reports to internal audit	95%	95%	95%	95%	95%	3
D342	To ensure an improved audit opinion in line with the LGTAS	Good Governance and Public Participation	Manage risks identified for the Directorate and implement corrective measures to reduce risk areas and protect the municipality against legal actions and submit quarterly reports to the Manager: Risk Management	Number of risk management reports submitted	4	Copies of reports submitted	4	1	1	1	1	3
D343	Ensure sound financial management and financial sustainability of SPM	Municipal Financial Viability and Management	100% of the grant funding spent in accordance with the transfer payment agreement	% of grant funding spent	100%	Financial Statements	100%	0%	0%	0%	100%	3
D344	Ensure sound financial management and financial sustainability of SPM	Municipal Financial Viability and Management	Submit departmental evaluation report of bid to SCM within 15 working days from closing date of the bid (excl Consulting engineers)	% submitted	100%	Confirmation of report submitted to SCM	100%	100%	100%	100%	100%	3
D345	Ensure sound financial management and financial sustainability of SPM	Municipal Financial Viability and Management	Submit funding motivations to external sources and funders to enhance municipal revenue	Number of funding motivations submitted to external sources and funders	2	Copies of motivations submitted	2	0	1	0	1	3
D346	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Submit Health and Safety reports of the department on a quarterly basis	Number of reports submitted	4	Copies of reports submitted	4	1	1	1	1	3


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D347	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Hold monthly departmental Health and Safety meetings	Number of meetings held	10	Minutes of meetings	10	1	0	1	1	3
D348	To provide an overarching framework for sustainable municipal performance improvement	Municipal Institutional Development and Transformation	Evaluate all identified personnel in terms of the performance management system	Number of formal evaluations completed	2	PMS evaluation report and individual score sheets	2	0	0	0	0	3
D349	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Hold monthly meetings with line managers and submit copies of the minutes to the Municipal Manager	Number of meetings and copies of minutes submitted	10	Minutes of meetings	10	1	0	1	1	4
D350	To provide an overarching framework for sustainable municipal performance improvement	Municipal Institutional Development and Transformation	Develop and sign performance agreements and performance development plans with all identified personnel before 31 August	% signed agreements and development plans (Aug)	100%	Ignite PMS report and Signed agreements and development plans	100%	0%	0%	0%	0%	3
D351	To provide an overarching framework for sustainable municipal performance improvement	Municipal Institutional Development and Transformation	Liaise with the portfolio Councillor/ committee on a monthly basis to ensure the overall performance of the municipality	Number of meetings with the Portfolio Councillor / Committee	10	Minutes of meetings	10	1	0	1	1	3
D352	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Visit outside departmental operational units	Number of departmental operational units visited	3	Site visit report	4	1	1	1	1	2
D353	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Monthly review sdbip updates of departments prior to closure of the system	Number of reviews conducted	New kpi	Signed sdbip report	12	1	1	1	1	3
D353	To provide a framework for Municipal Transformation and Institutional Development	Municipal Institutional Development and Transformation	Monthly review sdbip updates of departments prior to closure of the system	Number of reviews conducted	New kpi	Signed sdbip report	12	1	1	1	1	3
Total											80	

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COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	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. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67

Competency	Definition	Weight
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67
Governance leadership	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. It includes: <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
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.	1.67
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 achieve key strategic objectives.	1.67
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	1.67
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 to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20


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