

# SOL PLAATJE MUNICIPALITY



**Performance Agreement  
Financial year 1 July 2022 – 30 June 2023**

**MUNICIPAL MANAGER  
(SB MATLALA)**

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Performance agreement made and entered into by and between

The Sol Plaatje Municipality and represented by Cllr KJB Sonyoni Executive Mayor  
(*herein and after referred as Employer*)

and

**SB Matlala**, Municipal Manager (*herein and after referred as Employee*) for the period  
1 July 2022 to 30 June 2023.

Where as

- a. 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";
- b. 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;
- c. 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 promote local government goals; and
- d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

## 1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Executive Mayor of the Municipality constituted in terms of Section 56 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act");

1.1.3 "the Employee" means the Municipal Manager appointed in terms of Section 82 of the Structures Act;

1.1.4 "the Employer" means Sol Plaatje Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

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**2. PURPOSE OF THIS AGREEMENT**

- 2.1 To 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 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

**3. COMMENCEMENT AND DURATION**

- 3.1 This Agreement will commence on 01 July 2022 and will remain in force until 30 June 2023 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 31<sup>st</sup> 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;
- 3.4 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; and
- 3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

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#### 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 timeframes within which those performance objectives and targets must be met; and
  - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.
- 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:
- 4.2.1 Key objectives that describe the main tasks that need to be done;
  - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.3 Target dates that describe the timeframe in which the targets 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 C) 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 Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific

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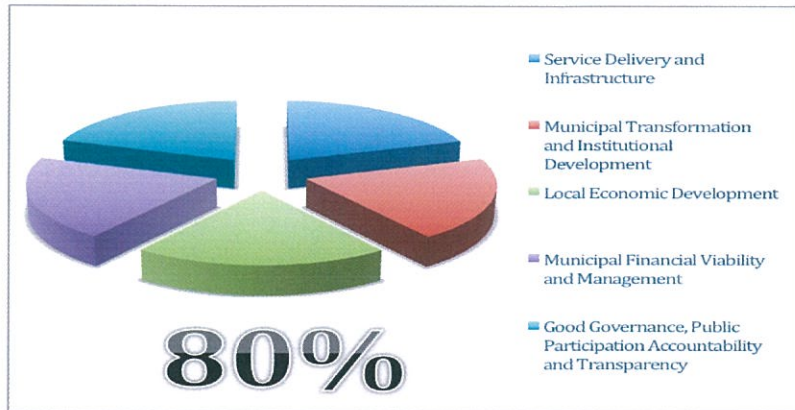
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performance standards to assist the employees and service providers to perform to the standards required;

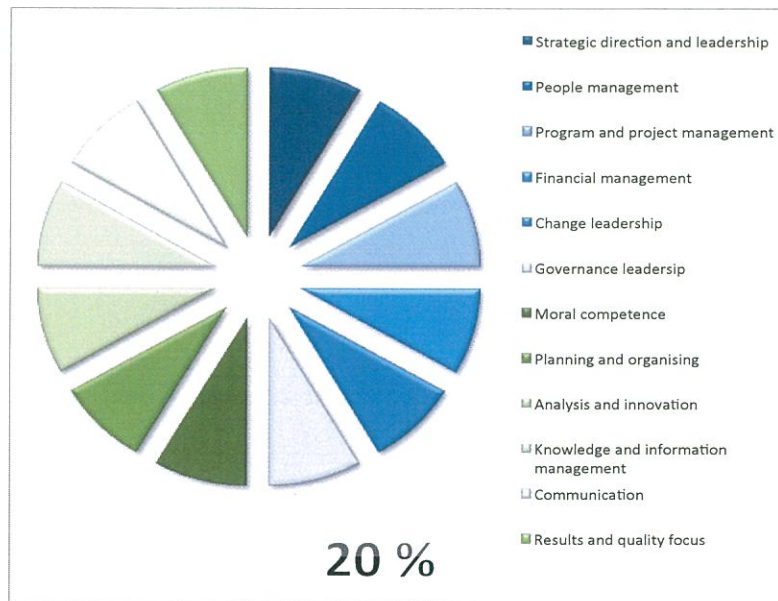
- 5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (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, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;
- 5.6 The Employee’s assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:



- 5.7 The Competencies will make up the other 20% of the Employee’s assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

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## 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;
- 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) as described in 6.6 – 6.13 below;
- 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 KPIs shall be assessed according to the extent to which the specified standards or performance targets

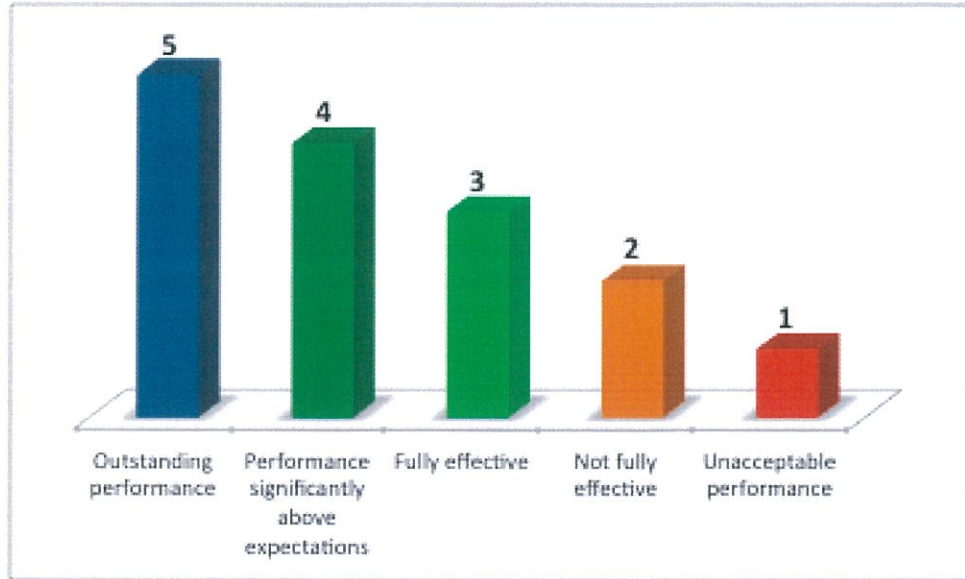
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- have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the descriptions 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. 360 degree means that the employee's peers and managers reporting to him will assess his/her Competencies;
- 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 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 6.6.5 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:

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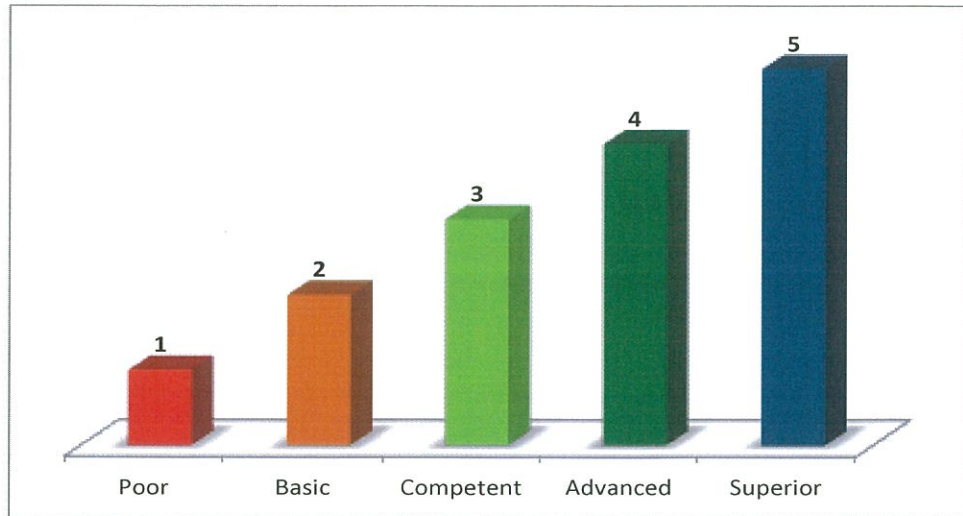


Terminology	Description
<b>Outstanding performance</b>	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
<b>Performance significantly above expectations</b>	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.
<b>Fully effective</b>	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.
<b>Not fully effective</b>	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.
<b>Unacceptable performance</b>	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 The assessment of the competencies will be based on the following rating scale:

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Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 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 –

6.11.1 Executive Mayor;

6.11.2 Mayor / Municipal Manager from another municipality;

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

6.11.4 The Member of the Mayoral Committee; and

6.11.5 A member of the community.

6.12 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1<sup>st</sup> and 3<sup>rd</sup> quarters; and

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- 6.13 The Executive Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

## 7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates with the understanding that the 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	October 2022 (informal)
2	October – December	March 2023
3	January – March	April 2023 (Informal)
4	April - June	October 2023

- 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 each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

## 9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

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- 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 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 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 its 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;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter and as informed by the quarterly performance assessments;
- 11.3 The performance bonus will be awarded based on the following scheme:

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<i>Performance Rating</i>		<i>Bonus Calculation</i>
0% - 64%	Poor performance	0% of Total package
65% - 69%	Average Performance	5% of Total Package
70% - 74%	Fair Performance	9% of Total Package
75% - 79%	Good Performance	11% of Total Package
80% - 100%	Excellent Performance	14% 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 total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to 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 performance; and
- 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.

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**13. DISPUTE RESOLUTION**



- 13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).
- 13.2 Any disputes about the nature of the employee’s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.
- 13.3 Any disputes about the outcome of the employee’s performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

**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 contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus, done and signed at Kimbeley on the 14 day of September 2022.

**AS WITNESSES:**

- 1. 
- 2. 

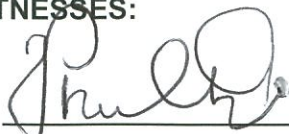
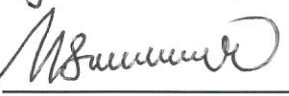
  
**MUNICIPAL MANAGER**

Executive Mayor: 

MM: 

Thus, done and signed at Kimbeley on the 14 day of September 2022.

AS WITNESSES:

1. 
2. 

  
EXECUTIVE MAYOR

Executive Mayor: KJB

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## Performance Plan

Municipal Manager

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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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### KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Height
							Q1	Q2	Q3	Q4	
TL1	To develop sustainable living through job creation (EPWP and other initiatives)	Local Economic Development	Create 552 FTE jobs through EPWP initiatives of the SPM by 30 June 2023	Number of jobs created	437	Register and reports of jobs created through EPWP	180	160	140	72	2
TL2	To provide a basis for sustainable municipal performance improvement	Municipal Transformation and Institutional Development	Monitor the implementation of the Integrated Performance Management Policy by conducting at least one review meeting annually	Number of performance assessments conducted quarterly for all staff from T12 and above	1	Council adopted PMS policy document	0	0	0	1	1
TL3	To provide a basis for sustainable municipal performance improvement	Municipal Transformation and Institutional Development	Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2022/23	No of reports submitted	4	Actual report submitted and signed off by EM	1	1	1	1	1
TL4	To provide a basis for sustainable municipal performance improvement	Municipal Transformation and Institutional Development	Submit and IDP (adopted for 2022/23) Strategic Implementation Plan and quarterly progress reports to council	Strategic Implementation Plan Quarterly Reports	0	Adopted IDP document	0	1	0	1	1
TL5	To provide a basis for sustainable municipal performance improvement	Municipal Transformation and Institutional Development	Submit the Final SDBIP document to the Executive Mayor by 30 June annually	SDBIP approved by Executive Mayor	0	Report on successful implementation of SDBIP with an average of 80% achievement per quarter	0	0	0	1	1

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Ref No	Strategic Objective	National/KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets			Weight	
							Q1	Q2	Q3		
TL6	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Good Governance and Public Participation	Internal audit to perform an assessment of the internal control environment and other risk areas within the municipality and issue at least 10 internal audit reports to the audit committee during the financial year	Number of internal audit reports completed	22	Improved internal control systems for an improved audit outcome	3	2	3	1	
TL7	To ensure effective land alienation for economic growth and development	Spatial Planning	Economic enhancement through land alienation, thus increasing the value of the GVR or growing the revenue base	Value of applications approved and impact on GVR	R32b GVR	Approved applications and valuation certificate	0	R100 000 000.00	R500 000 000.00	R1.2bn	2
TL8	To improve turnaround time of land development applications/alienation	Spatial Planning	Resolution of council on land alienation applications within 90 days	90 days Turnaround time from date of submitting the application to recommendation of SPELUM to council			6 months	4 months	3 months	1	
TL9	To ensure effective and efficient receiving and processing of land alienation applications and building plans	Spatial Planning	Effective online application systems for Town Planning and Building Control	Software license and user licenses	Integrated systems	Running system or software application	0	1	1	1	
TL10	To facilitate an SMME, Investment and Economic Development Summit aimed at attracting	LED	Summit planned and hosted	Summit held	0	Summit Report	0	0	1	1	

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL11	investment and growing the city To encourage the involvement of communities in the matters of local government through promotion of open channels	Good governance and public participation	Submit a public participation policy and strategy to the Speaker and Executive Mayor by 31 December 2022	Submitted policy and strategy	0	Submitted policy and strategy	0	1	0	0	1
TL12	Submit motivation for funding to enhance service delivery, infrastructure improvement and increased access to basic services level	Good Governance and Public Participation	Number of submitted applications to NT and other sister departments for grant funding	Submitted applications	0	Letters confirming receipt of applications	5	5	5	5	1
TL13	To ensure implementation of FLISP Housing Project, yielding 200 successful application depending on funds availability at Provincial CoGHSTA	Basic service delivery	Qualifying Beneficiaries being able to access housing through FLISP	Number of beneficiaries approved	0	Beneficiaries who purchased or qualified for subsidies through FLISP	0	10	90	100	1
TL14	Approved PHDA or at least submitted a project under PHDA with a start date of the construction by	Basic service delivery	Application submitted under PHDA (CartersGlen is in the IDP)	Number of applications submitted to Human Settlements Committee and recommended to	1	Recommendation of HS Committee to Council	0	1	0	0	1

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Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight	
							Q1	Q2	Q3	Q4		
	no later than 2024/06/30			council for submission to NDHS								
TL15	Ensure affordable refuse collection in all formalized areas of the municipality	Basic service delivery	Cost assessment report of refuse removal with alternatives	Report to MAYCO and council	0	Report submitted	0	1	0	0	0	1
TL16	Table an Alternative Energy Resource Plan to Council	LED	Feasibility study report conducted which supports the AERP	Copy of the study and the plan	0	Resolution of council	0	0	1	0	0	1
TL17	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Municipal Transformation and Institutional Development	To approve an ICT Governance Framework that is supported by ICT Policies by 30 June 2023	Approved ICT Governance Framework	New	Resolution of council approving the ICT Governance Framework	0	1	0	1	0	1
TL18	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Good Governance and Public Participation	To comply with all Internal Audit and Auditor General recommendations regarding POPIA in so far as the municipality's ICT estate is concerned by 30 June 2023	Percentage improved / cleared audit findings	New	Audit reports, Approved policies and procedures aimed at achieving POPIA compliance from an ICT perspective. ICT Steering Committee minutes.	100%	100%	100%	100%	100%	2
TL19	To ensure an improved audit	Good Governance and	To development, implement and maintain municipal policies	Percentage Improved/cleared	New	Audit reports, Approved policies	100%	100%	100%	100%	100%	2

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Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight	
							Q1	Q2	Q3	Q4		
	opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Public Participation	and strategy aimed at promoting information and cyber security awareness amongst employees and municipality technology partners and the implementation of technology aimed at reducing the internal and external attack surface area of cyber threats to the municipality ICT estate by 30 June 2023	audit findings.		and procedures and procedures aimed at achieving POPIA compliance from an ICT perspective. ICT Steering Committee minutes.						
TL20	To ensure effective spatial planning and development in order to establish a competitive economic position	Local Economic Development	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by June 2023	Average time in weeks to award tender	10	Average Time in weeks to award tenders	12	12	12	12	1	
TL21	To ensure effective spatial planning and development in order to establish a competitive economic position	Local Economic Development	To improve the SCM turnaround time to 6 weeks for once off contracts from closing date to date of award by June 2023	Average time in weeks to award tender	6	Average Time in weeks to award tenders	6	6	6	6	1	
TL21	To capacitate SMME's and local entrepreneurs	Local Economic Development	To successfully implement the PPPFA Regulations to achieve BBBEE and radical economic transformation through local procurement by ensuring at least 40% of the municipality's tenders are awarded to EME's, OSE's and from the businesses in the rural areas within the municipal jurisdiction	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	29%	Percentage of tenders and value thereof awarded to EME, OSE, local and from business in the rural areas within the municipal jurisdiction	40%	40%	40%	40%	1	

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Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets			Weight	
							Q1	Q2	Q3		Q4
			by 30 June 2023								
TL22	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	15 000 Indigent households to receive free basic services (water, electricity, sanitation and waste removal according to national guidelines) by 30 June 2023	No of indigents per the Indigent Register	12 264	Number of Indigents per the Indigent Register	3 000	6 000	9 000	15 000	1
TL23	Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	Municipal Financial Viability and Management	Improve revenue enhancement by ensuring a collection rate of 85% after debt write off by 30 June 2023	Percentage of collection rate ensured after debt write off	74%	Financial and Audit reports	85%	85%	85%	85%	1
TL24	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	Municipal Financial Viability and Management	To spend at least 85% of the Capital Budget (including VAT) on capital projects identified in terms of the IDP by 30 June 2023	Percentage capital spending	60%	Financial and Audit reports	20%	40%	60%	85%	1
TL25	Promote sound financial management and financial sustainability of Sol Plaatje Municipality	Municipal Financial Viability and Management	To spend at least 90% of the Operational Budget annually (30 June)	Percentage operational spending	81%	Financial and Audit reports	20%	40%	60%	90%	1

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL26	through prudent fiscal management Promote sound financial management and financial sustainability of Sol Plaaie Municipality through prudent fiscal management	Municipal Financial Viability and Management	Maintain the debt coverage ratio of at least 2:1 against net assets of the municipality by 30 June 2023	Debt coverage ratio	1,79	Financial and Audit reports	2.10	2.10	2.10	2.10	1
TL27	Promote sound financial management and financial sustainability of Sol Plaaie Municipality through prudent fiscal management	Municipal Financial Viability and Management	Reduce net debtor days to 300 days by 30 June 2023	Net debtor days	293,75	Financial and Audit reports	300	300	300	300	1
TL28	Promote sound financial management and financial sustainability of Sol Plaaie Municipality through prudent fiscal management	Municipal Financial Viability and Management	Maintain the cost coverage ratio of at least 1 month (annually)	Cost coverage ratio	0,03	Financial and Audit reports	1	1	1	1	1
TL29	Promote sound financial management and financial sustainability of Sol Plaaie Municipality	Municipal Financial Viability and Management	Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure by 30 June 2023	Employee cost as a percentage of total operating cost	39%	Financial and Audit reports	0%	0%	0%	33%	1

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Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL30	through prudent fiscal management To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Good Governance and Public Participation	To implement an effective and efficient Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2023	Percentage successful appeals	3%	Actual appeals lodged	5%	5%	5%	5%	1
TL31	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Good Governance and Public Participation	Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General within (30) days after the end of the audit annually	Audit Action Plan submitted	1	Audit Action Plan	0	0	1	0	1
TL32	Enhance revenue through leveraging alternate sources of funding and identifying new revenue streams	Municipal Financial Viability and Management	An approved GVR signed by the Municipal Manager for the billing of rates and taxes by 30 June 2023	Approved GVR	New	Approved and signed GVR by Municipal Manager	0	1	0	1	1
TL33	Promote sound financial management and financial sustainability of Sol Plaatje Municipality	Municipal Financial Viability and Management	To recover debt owed to the municipality through effective implementation of Customer Care, Credit Control and Debt Collection annually	% of debt collection	New	AD Monthly report	100%	100%	100%	100%	1

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL34	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	Municipal Financial Viability and Management	Conclude the reading cycle and delivery of municipal accounts to all users and ratepayers by no later than 27 of each month to ensure accurate and timely billing of customers for the current financial year	Monthly billing report % of billed properties vs property register (SG and Deeds)	New	BP Reports	3	3	3	3	1
TL35	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	Municipal Financial Viability and Management	Perform monthly cost analysis for each service, priority be given to trading services (refuse removal, sanitation, water and electricity) to ensure that all tariffs are cost reflective, affordable and envisaged level of service for the current financial year	Cost Analysis Report submitted	New	Reports submitted to CFO and EMT	3	3	3	3	1
TL36	Promote sound financial management and financial sustainability of Sol Plaatje Municipality through prudent fiscal management	Municipal Financial Viability and Management	To effectively monitor budget implementation to prevent any unauthorised, fruitless and wasteful expenditure to by 30 June 2023	% of UFW expenditure reported against total budget (capex and opex)	New	Monthly Reports submitted	100%	100%	100%	100%	1
TL37	Promote sound financial management and financial sustainability of Sol Plaatje Municipality	Municipal Financial Viability and Management	Ensure that financial and non financial mSCOA reports are submitted on the GoMUNI webbased application by the set deadlines provided by National Treasury. All reports to be uploaded within 10 days	% of reports loaded on the GoMuni application.	New	GoMuni upload status report.	100%	100%	100%	100%	1

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							G1	G2	G3	G4	
TL38	through prudent fiscal management Promote sound financial management and financial sustainability of Sol Plaafe Municipality through prudent fiscal management	Municipal Financial Viability and Management	after the approval of such report for the current financial year  Council Approval of a practical and implementable Financial Recovery Plan that will assist in reducing trade creditors and liquidity of the municipality by 30 June 2023	Approved Financial Turnaround Strategy	New	Council resolution of approved Financial Turnaround Strategy	0	1	0	1	1
TL39	To enable effective training and skills development through various initiatives and partnering with the private sector	Municipal Transformation and Institutional Development	Equip staff to implement efficiency, monitoring and productivity improvement interventions by 30 June 2023 : Leadership, management, vocational and professional development training, Learning/competency and development programme	Number of interventions performed	3	Proof of number of interventions performed	0	1	0	1	1
TL40	To improve effective human resource development to staff and councillors	Municipal Transformation and Institutional Development	Review the organisational structure of the municipality on an annual basis with the aim of optimising efficiency and make recommendations by 30 June 2023	Record of review and recommendations made and review performed	100%	Proof of record of review and recommendations made	0%	0%	0%	100%	1
TL41	To improve effective human resource development to staff and councillors	Municipal Transformation and Institutional Development	Monitor the implementation of the Human Resource Management Plan through conducting at least one review meeting annually	Number of review meetings held	1	Submission of documentary proof (progress reports, minutes of meetings, actual plan etc.) of tabling of HRM Plan	0	0	0	1	1
TL42	To improve effective human resource	Municipal Transformation and Institutional	Achieve 72% compliance with the EAP plan of the municipality by ensuring	% compliance to the EAP	72%	Equity register	0%	0%	0%	72%	1

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight	
							Q1	Q2	Q3	Q4		
	development to staff and councillors	Development	representation of the racial profile of the local authority on municipal level by 30 June 2023									
TL43	To provide a basis for sustainable municipal performance improvement	Municipal Transformation and Institutional Development	On a quarterly basis communicate the funded vacant positions in each directorate to the relevant Executive Director	Number of communications provided	4	Number of communications provided	1	1	1	1		1
TL44	To provide a basis for sustainable municipal performance improvement	Municipal Transformation and Institutional Development	Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2023	Number of assessments conducted	2	Number of assessments conducted	1	0	1	0		1
TL45	To ensure an improved audit opinion through compliance with all relevant regulations, continuous assessment of risk and internal controls	Good Governance and Public Participation	To report quarterly on the progress of risk mitigation to the Accounting Officer and Executive Management Team (EMT)	Quarterly reports on strategic risk register	4	Quarterly reports	1	1	1	1		1
TL46	Promote community participation and communication	Good Governance and Public Participation	To communicate to the public (established residential areas) by issuing monthly newsletters	Number of newsletters issued	12	Number of newsletters issued	3	3	3	3		1
TL47	Promote community participation and communication	Good Governance and Public Participation	To respond to all media enquiries and issue media statement within 24 hours after an occurrence	Response times after an event has occurred in hours	24	Response times after an event has occurred	24	24	24	24		1
TL48	To ensure sustainable delivery of community	Basic Service Delivery	To achieve at least 70% compliance with the National Disaster Management Tool by 30 June 2023	% Compliance with the National Disaster Management Tool	59%	Annual evidence report of compliance	0%	0%	0%	70%		1

LSB

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							01	02	03	04	
TL49	services (personal including environmental health, waste management, bio-diversity, motor registration and licensing, library, emergency and traffic services) to all residents of SPM To ensure effective spatial planning and development in order to establish a competitive economic position	Local Economic Development	Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings greater than 500 m <sup>2</sup> annually	Average response time in weeks to process building plans	6,75	Register indicating the steps for processing and dates when each step was signed off	11	11	11	11	1
TL50	To ensure effective spatial planning and development in order to establish a competitive economic position	Local Economic Development	Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500 m <sup>2</sup> annually	Average time in weeks to process building plans	12	Register indicating the steps for processing and dates when each step was signed off	11	11	11	11	1
TL51	To ensure effective spatial planning and development in order to establish a competitive	Local Economic Development	To process 80% category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2023 in terms of the SPLUMA by-law (2015)	Percentage of Category 1 land use applications processed	78%	Register of processed Category 1 land use applications	0%	0%	0%	80%	1

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							01	02	03	04	
TL52	economic position To ensure effective spatial planning and development in order to establish a competitive economic position	Local Economic Development	To process at least 200 buildings plans that were received before 1 July 2022 by the end of the current financial year (30 June 2023)	Number of building plans processed	209	Register indicating the number of building plans processed which were received before 1 July 2022, numbers and dates when plans were addressed	0	0	0	200	1
TL53	Develop suitable located and affordable housing (shelter) and decent human settlements	Basic Service Delivery	Planning and Surveying of 1400 erven in various wards within Sol Plaatje Municipality by 30 June 2023	Layout Plan and Draft SG Diagram	512	Layout Plan and Draft SG diagram	0	0	0	1 400	1
TL54	To capacitate SMME's and local entrepreneurs	Local Economic Development	Implementation of the Developmental Programme that supports SMME's through business incubation for at least 10 businesses annually	Number of SMME businesses provided with skills	581	Proof of attendance registers for businesses provided with business skills development	3	2	2	3	1
TL55	To capacitate SMME's and local entrepreneurs	Local Economic Development	Enhancing Sol Plaatje Municipality's economic governance and infrastructure for Business Expansion Attraction and Retention (BEAR) by 30 June 2023	Percentage use components output deliveries	100%	Capacity and Capability Enhancement Program, Ease of Doing Business Index; and Testing and Piloting e-One-Stop Shop	0%	0%	0%	100%	1

CSB

Ref No	Strategic Objective	National RPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL56	To capacitate SMME's and local entrepreneurs	Local Economic Development	Approved business plan for the development of 100 Artisans from the unemployed youth aged between 18 and 35 years as part of developing skillful economies by 30 June 2023	Percentage use components output deliveries	New	Approved business plan by the department of higher education and training	0%	0%	0%	100%	1
TL57	To capacitate SMME's and local entrepreneurs	Local Economic Development	NCIF implementing Innovation Projects in terms of the Science, Technology and Innovation Projects by 30 June 2023	Percentage of Science, Technology and Innovation LED Projects	100%	Innovation LED Projects approved and contained in the strategic business plan of the NCIF for 2022/23	25%	50%	75%	100%	1
TL58	To capacitate SMME's and local entrepreneurs	Local Economic Development	Complete 100% construction of Craven Street Centre using Pre-owned shipping containers for business development by 30 June 2023	Percentage use components output deliveries	New	Appointment Letter of service provider and progress report on construction	0%	50%	0%	100%	1
TL59	To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects	Basic Service Delivery	To upgrade at least 4 km access roads to a paved surface in Sol Plaatje area by 30 June 2023	Distance of km paved	3	Project reports and actual measurement on the ground	1	1	1	1	1
TL60	To address the poor condition of the roads in the Sol Plaatje area through maintenance and upgrading projects	Basic Service Delivery	Patching and resealing of 100 000 square metres of roads in Sol Plaatje area by 30 June 2023	Square metres of roads	93 000	Project progress reports, minutes of site meetings and physical site visits	25 000	25 000	25 000	25 000	1
TL61	To ensure the availability of critical service delivery tools at all times (fleet management)	Basic Service Delivery	Ensure that all identified fleet items to be procured for the year, are delivered by 30 June 2023	Percentage of identified fleet items delivered at year end	100%	Delivery documentation and physical inspection of vehicles delivered	0%	0%	0%	100%	1

KSB B

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL62	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	Basic Service Delivery	To replace 500 250 W HPS streetlight heads with 100 W LED street light heads in Sol Plaatje area by 30 June 2023	Number of street light heads replaced	New	Project progress reports, minutes of site meetings, physical site visits	125	125	125	125	1
TL63	To ensure the adequate provision, upgrading and maintenance of electricity services infrastructure	Basic Service Delivery	To replace 1 036 125 W street light heads with 36 W LED street light heads in Sol Plaatje area by 30 June 2023	Number of street light heads replaced	New	Project progress reports, minutes of site meetings, physical site visits	250	250	250	286	1
TL64	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	100% Completion for the upgrading of the Carters Glen sub station and de-loading of the Galeshewe sub station (Phase 3) by 30 June 2023	Percentage completion as per project progress report	New	Project progress reports, minutes of site meetings, physical site visits	25%	50%	75%	100%	2
TL65	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	To complete the electrification of 1650 households in Lerato Park by 30 June 2023 (Phase 7 & 8)	Number of houses connected to electricity network	0	Approved layout plans, signed off completion certificates of the various engineers/project managers (COC), annexure detailing erven connected	300	350	450	550	

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Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL66	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	Decrease electricity losses to 16% by 30 June 2023	Percentage electricity loss	30%	Calculation on electricity losses as per the actual records system	0%	0%	0%	16%	5
TL67	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	Basic Service Delivery	Complete 100% work for the installation of electrical and mechanical components in Lerato Park Sewer Pump station by 30 June 2023	Percentage completion as per project progress report	16%	Project progress reports, minutes of site meetings, physical site visits	25%	50%	75%	100%	
TL68	To ensure the adequate provision, upgrading and maintenance of water and sanitation services infrastructure	Basic Service Delivery	Completion of 60% of the construction phase for the Carters Ridge sewer pump station building with all electrical and mechanical equipment by 30 June 2023	Percentage completion as per project progress report	89%	Project progress reports, minutes of site meetings, physical site visits	15%	30%	45%	60%	
TL69	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	To complete 100% of the reconstruction work of 320 aged sink toilets in Kagisho, Kullwanong and Phomalong by 30 June 2023	Percentage completion as per project progress report (the toilets will not be constructed individually before the next toilet can be constructed. The construction process will unfold starting	95%	Project progress reports, minutes of site meetings, physical site visits	100%	0%	0%	0%	

CSB

Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets			Weight
							G1	G2	G3	
				with foundations and brickwork for all toilets, etc. So the project will be 50% completed however it would not mean that a toilet has been fully constructed)						
TL70	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	Decrease water losses to 50% by 30 June 2023	Percentage water loss	59%	Calculation on water losses as per the actual records system	0%	0%	50%	
TL71	To ensure a basic standard of living for all through the provision of basic sanitation, water, electricity and refuse delivery services	Basic Service Delivery	To complete the appointment of a service provider for the 100% construction of the foundations for 2 elevated water tanks by 30 June 2023	Percentage completion of the process as per tender document, appointment letter and minutes	100%	Tender document, appointment letter and minutes	25%	50%	75%	100%
TL72	To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation	Basic Service Delivery	To ensure through effective monitoring that a 98% Blue Drop Status on quality compliance is achieved by 30 June 2023	% Compliance of water quality	99%	% Blue Drop Quality Compliance Status achieved	0%	0%	0%	98%

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Ref No	Strategic Objective	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets			Weight
							01	02	03	
TL73	To ensure management of the quality of the drinking water and waste water through compliance with the applicable legislation	Basic Service Delivery	To ensure through effective monitoring that a 70% Green Drop Status on effluent quality compliance is achieved by 30 June 2023	% Compliance of effluent quality	43%	% Green Drop Treated Effluent Quality Compliance Status achieved	0%	0%	0%	70%

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


Competency	Definition	Weight
Change leadership	<p>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:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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:</p> <ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
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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## Competency Framework

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<b>Cluster</b>	Leading Competencies		
<b>Competency Name</b>	Strategic Direction and Leadership		
<b>Competency Definition</b>	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Understand institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate</li> <li>• Describe how specific tasks link to institutional strategies but has limited influence in directing strategy</li> <li>• Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole</li> <li>• Demonstrate a basic understanding of key decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Give direction to a team in realising the institution's strategic mandate and set objectives</li> <li>• Has a positive impact and influence on the morale, engagement and participation of team members</li> <li>• Develop actions plans to execute and guide strategy implementation</li> <li>• Assist in defining performance measures to monitor the progress and effectiveness of the institution</li> <li>• Displays an awareness of institutional structures and political factors</li> <li>• Effectively communicate barriers to execution to relevant parties</li> <li>• Provide guidance to all stakeholders in the achievement of the strategic mandate</li> <li>• Understand the aim and objectives of the institution and relate it to own work</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate all activities to determine value and alignment to strategic intent</li> <li>• Display in-depth knowledge and understanding of strategic planning</li> <li>• Align strategy and goals across all functional areas</li> <li>• Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>• Consistently challenge strategic plans to ensure relevance</li> <li>• Understand institutional structures and political factors, and the consequences of actions</li> <li>• Empower others to follow strategic direction and deal with complex situations</li> <li>• Guide the institution through complex and ambiguous concern</li> <li>• Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> </ul>	<ul style="list-style-type: none"> <li>• Structure and position the institution to local government priorities</li> <li>• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework</li> <li>• Hold self accountable for strategy execution and results</li> <li>• Provide impact and influence through building and maintaining strategic relationships</li> <li>• Create an environment that facilitates loyalty and innovation Display a superior level of self-discipline and integrity in actions</li> <li>• Integrate various systems into a collective whole to optimise institutional performance management</li> <li>• Uses understanding of competing interests to manoeuvre successfully to a win/win outcome</li> </ul>

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

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

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Cluster	Leading Competencies		
Competency Name	Financial Management		
Competency Definition	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Understand basic financial concepts and methods as they relate to institutional processes and activities</li> <li>• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> <li>• Understand the importance of financial accountability</li> <li>• Understand the importance of asset control</li> </ul>	<ul style="list-style-type: none"> <li>• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate</li> <li>• Assess, identify and manage financial risks</li> <li>• Assume a cost-saving approach to financial management</li> <li>• Prepare financial reports based on specified formats</li> <li>• Consider and understand the financial implications of decisions and suggestions</li> <li>• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated</li> <li>• Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget</li> </ul>	<ul style="list-style-type: none"> <li>• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>• Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>• Address complex budgeting and financial management concerns</li> <li>• Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>• Advise on policies and procedures regarding asset control</li> <li>• Promote National Treasury's regulatory framework for Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Develop planning tools to assist in evaluating and monitoring future expenditure trends</li> <li>• Set budget frameworks for the institution</li> <li>• Set strategic direction for the institution on expenditure and other financial processes</li> <li>• Build and nurture partnerships to improve financial management and achieve financial savings</li> <li>• Actively identify and implement new methods to improve asset control</li> <li>• Display professionalism in dealing with financial data and processes</li> </ul>


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

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

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

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

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<b>Cluster</b>	Core Competencies		
<b>Competency Name</b>	Analysis and Innovation		
<b>Competency Definition</b>	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Understand the basic operation of analysis, but lack detail and thoroughness</li> <li>• Able to balance independent analysis with requesting assistance from others</li> <li>• Recommend new ways to perform tasks within own function</li> <li>• Propose simple remedial interventions that marginally challenges the status quo</li> <li>• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations</li> <li>• Demonstrate objectivity, insight, and thoroughness when analysing problems</li> <li>• Able to break down complex problems into manageable parts and identify solutions</li> <li>• Consult internal and external stakeholders on opportunities to improve processes and service delivery</li> <li>• Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders</li> <li>• Continuously identify opportunities to enhance internal processes</li> <li>• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches team members on analytical and innovative approaches and techniques</li> <li>• Engage with appropriate individuals in analysing and resolving complex problems</li> <li>• Identify solutions on various areas in the institution</li> <li>• Formulate and implement new ideas throughout the institution</li> <li>• Able to gain approval and buy-in for proposed interventions from relevant stakeholders</li> <li>• Identify trends and best practices in process and service delivery and propose institutional application</li> <li>• Continuously engage in research to identify client needs</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate complex analytical and problem solving approaches and techniques</li> <li>• Create an environment conducive to analytical and fact-based problem-solving</li> <li>• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence</li> <li>• Create an environment that fosters innovative thinking and follows a learning organisation approach</li> <li>• Be a thought leader on innovative customer service delivery, and process optimisation</li> <li>• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences</li> </ul>

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

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

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

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## Personal Development Plan

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Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 14/09/2022

Signed by the Executive Mayor on behalf of the Municipality



Date: 14/09/2022