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1 JULY 2023 – 30 JUNE 2024

FINANCIAL YEAR

FOR THE

THE EMPLOYEE OF THE MUNICIPALITY

SENIOR MANAGER PLANNING

MR TSHEPO MONAKEDI

AND

MR TSHEPO MOGANO

MANAGER

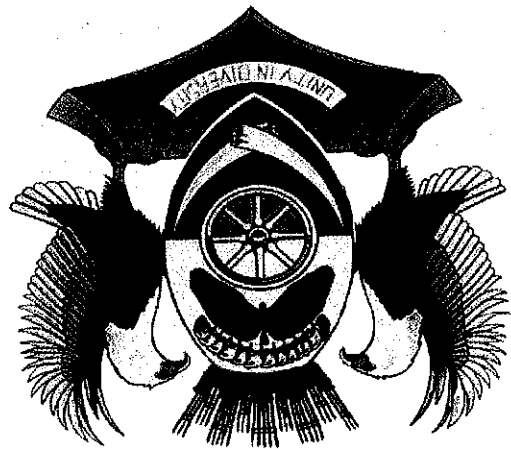
AS REPRESENTED BY THE MUNICIPAL

MOPANI DISTRICT MUNICIPALITY

BETWEEN

MADE AND ENTERED INTO BY AND

PERFORMANCE  
AGREEMENT



ENTERED INTO BY AND BETWEEN:

The Municipality herein represented by **Mr TSHEPO JACK MOGANO** in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

**Mr TSHEPO MONAKEDI** Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

<p><b>1. Introduction</b></p>	<p>1.1 The Employer has entered into a contract of employment with the Employee in terms of section 56(1) (a) of the Local Government Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".</p> <p>1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.</p> <p>1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local Government policy goals.</p> <p>1.4 The Parties wish to ensure that there is compliance with Sections 57 (4A), 57 (4B) and 57 (5) of the Systems Act</p>
<p><b>2. Purpose of this Agreement</b></p>	<p>2.1 Comply with the provisions of Section 57(1) (b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties.</p> <p>2.2 Specify objectives in terms of the key performance indicators and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.</p> <p>2.3 Specify accountabilities as set out in a Performance Plan, which forms an Annexure to the Performance Agreement.</p> <p>2.4 Monitor and measure performance against set targeted outputs.</p> <p>2.5 Use the Performance Agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job.</p> <p>2.6 In the event of outstanding performance, to appropriately reward the employee.</p> <p>2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.</p>
<p><b>3. Commencement</b></p>	<p>3.1 This Agreement will commence on 1 July 2023 and will remain in force until</p>



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<p><b>and duration</b></p>	<p>30 June 2024 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.</p> <p>3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than one month after the beginning of each successive financial year.</p> <p>3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.</p> <p>3.4 The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agreed upon.</p> <p>3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.</p>
<p><b>4. Performance Objectives</b></p>	<p>4.1 The Performance Plan (Annexure A) sets out:</p> <p>4.1.1 Key Performance Areas that the employee should focus on</p> <p>4.1.2 Core competencies required from employees</p> <p>4.1.3 The performance objectives, key performance indicators and targets that must be met by the Employee</p> <p>4.1.4 The time frames within which those performance objectives and targets must be met.</p> <p>4.2 The performance objectives, key performance indicators 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 strategic objectives, key performance indicators, targets, projects and activities that may include dates and weightings. A description of these elements follows:</p> <p>4.2.1 The strategic objectives describe the strategic intent of the organisation that needs to be achieved</p> <p>4.2.2 The strategic performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.</p> <p>4.2.3 The target dates describe the timeframe in which the work must be achieved</p> <p>4.2.4 The weightings show the relative importance of the key performance areas, key objectives, and key performance indicators to each other.</p>
<p><b>5. Performance</b></p>	<p>5.1 The Employee agrees to participate in the performance management</p>

## Management System

- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPA's (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, Key Performance Areas and core Competency Requirements, both of which shall be contained in the Performance Agreement.
- 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.5.3 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.6 The Employee's assessment will be based on his/her performance in terms of the key performance indicator outputs / outcomes identified as per attached Performance Plan (Annexure A), which are linked to the KPA's and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.
- | Key Performance Areas (KPA's)                          | Weighting |
|--|-----------|
| Municipal Institutional Development and Transformation | 10%       |
| Basic Service Delivery                                 | 0%        |
| Local Economic Development (LED)                       | 30%       |
| Municipal Financial Viability and Management           | 10%       |
| Good Governance and Public Participation               | 20%       |
| Spatial Rationale                                      | 30%       |
| Total  | 100%      |
- 5.7 Managers responsibilities are also directed in terms of the above mentioned key performance areas. In the case of managers directly accountable to the Municipal Manager, other key performance areas related to the functional area of the relevant manager can be added subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the Employee's assessment score



CORE MANAGERIAL COMPETENCIES (CMC)		WEIGHT
Strategic Capability and Leadership	5%	
Programme and Project Management	5%	
Financial Management	20%	
Change Management	5%	
Knowledge Management	5%	
Service Delivery Innovation	10%	
Problem Solving and Analysis	15%	
People Management and Empowerment	5%	
Client Orientation and Customer Focus	5%	
Communication	10%	
Accountability and Ethical Conduct	15%	
Total percentage	100%	

CCRs that are deemed to be most critical for the employee's specific job should be selected (V) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

## 6. Evaluating Performance

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

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 strategic objectives and strategies set out in the Employer's IDP

6.5 The annual performance appraisal will involve:  
6.5.1 Assessment of the achievement of results as outlined in the Performance Plan

(a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA

(b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the target for an activity or KPI, over or under performance are calculated and converted to the 1-5 point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance where a disagreement

(c) The applicable assessment ratings and scores will calculate a

6.5.2 Assessment of the CCRs:		Final KPA score:	
(a) Each CCR should be assessed according to the extent to which the specified standards have been met.		(b) An indicative rating on the five-point scale should be provided for each CCR.	
(c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.		(d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.	
6.5.3 Overall rating:		An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcomes of the various weighted ratings contained in the performance Plan which represents the outcome of the performance appraisal.	
6.6 The assessment of the performance of the employee will be based on the following rating scale for KPA's and CCRs:		6.7 For the purpose of evaluating the performance of the section 57 manager	
Rating	Terminology	Description	% Score
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level.	167
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job.	133 - 166
3	Fully effective	Performance fully meets the standards expected in all areas of the job.	100 - 132
2	Performance not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job.	67 - 99
1	Unacceptable performance	Performance does not meet the standard expected for the job. 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.	0 - 66

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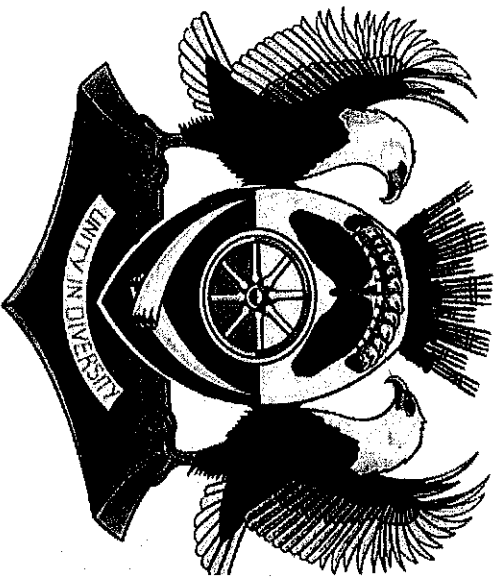
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<p>whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by the mayor within thirty (30) days of receipt of a formal dispute from the employee, whose decision shall be final and binding on both parties. The decision of the mediator (Mayor) shall be final and binding on both parties whose decision shall be final and binding on both parties.</p> <p>12.2 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 provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations. Regulation 805 of 2006, within thirty (30) days of receipt of a formal dispute from the employee. The decision of the mediator shall be final and binding on both parties whose decision shall be final and binding on both parties.</p>	<p>13.1 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.</p> <p>13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.</p> <p>13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.</p> <p>Thus done and signed at <u>12 MARCH</u> on this the <u>14</u> day of <u>JULY</u> 2023</p> <p>AS WITNESSES:</p> <p>1. <u>Officer</u></p> <p>2. _____</p> <p>AS WITNESSES:</p> <p>1. <u>[Signature]</u></p> <p>2. _____</p> <p>EMPLOYEE</p> <p>MUNICIPAL MANAGER</p>
<p>Resolution</p>	<p>13. General</p>

# Annexure A

## Personal Performance Plan



MOPANI DISTRICT MUNICIPALITY

2023/2024

Name: Monakedi Tshupo Albia

Position: Senior Manager: Planning & Development

Accountable to: The Municipal Manager

Plan Period: 01 July 2023 – 30 June 2024

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## 1. INTRODUCTION

### PURPOSE:

The performance plan defines the Council's expectations of the employee's performance agreement to which this document is attached and Section 54 (A) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and the Municipality's Service Delivery and Budget Implementation Plan (SDBIP) and as reviewed annually.

### STRATEGIC ALIGNMENT:

The Objects of Local Government as outlined in the Constitution, Key Performance Areas (KPA) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2101) inform the strategic objectives per BSC perspective and the ultimate outcomes to be achieved are listed in the table below. The indicators and targets are aligned to contribute to the achievement of the objectives over the longer term, in so far as it is relevant to the functions of the employee.

Objects of Local Government	Local Government KPA	Strategic Objectives
Encourage the involvement of communities and community organisations in the matters of local government	Municipal Transformation and Organisational Development	Develop entrepreneurial and intellectual capability
Promote a safe and healthy environment	Basic Service Delivery	Improve Community well-being
Ensure the provision of services to communities in a sustainable manner.		Effective coordination of public transport systems
		Provide clean and safe water
		Develop and maintain infrastructure
Promote social and economic development	LED	Grow the economy
	Spatial Rationale	Plan for the future
Provide democratic and accountable government for local communities	Municipal Financial Viability and Management	Become financially viable
	Good Governance and Public Participation	Manage through information
		Democratic and accountable organization

## 2. PURPOSE OF THE POSITION

The employee undertakes to be committed to the municipality's strategic intent that follows:

The Vision:

*"To be the Food Basket of Southern Africa and the Tourism Destination of Choice"*

The Mission:

2023/24 Performance Plan – Senior Manager: Planning & Development

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- *To provide integrated sustainable equitable services through democratic responsible and accountable governance.*
- *Promoting the sustainable use of resources for economic growth to benefit the community.*

The value system of Mopani District municipality includes the following:

- Innovation
- Excellence
- Commitment
- Care
- Ubuntu

The employee is accountable and responsible for amongst others:

- The management of the Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, includes management, discipline and development of staff;
- The formation and development of an economical, effective, efficient and accountable administration that is equipped to carry out the task of implementing the municipality's Integrated Development Plan (IDP) and responsible to the needs of the local community
- The management and monitoring of Municipal Services provided to local community in a sustainable and equitable manner,
- The administration and implementation of the municipality's by-laws and other legislation, includes the implementation of National and Provincial directives, policies and legislation.
- Exercising powers delegated to the Municipal Manager by the Municipal Council and other authorities of the Municipality.
- Rendering administrative and strategic support to the Executive Mayor and other political structures in council.
- Manage income and expenditure of the municipality to ensure sound financial management of Council.

### 3. SERVICE DELIVERY AND PERFORMANCE INDICATORS

The indicators and targets for which the employee is responsible to achieve and report on follow:

#### 3.1 KEY PERFORMANCE AREA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT



Ref	Municipal KPA	Strategic Objective	Municipal Programme	Measurable Objectives	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep-23	Oct-23	Nov-23	Dec-23	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
MTO1	Municipal Transformation & Organizational Development	To inculcate entrepreneurial and intellectual capabilities	PMS	To ensure that S56 Managers sign the performance agreements within 30 days after adoption of the final SDBIP	Signed Performance Agreement by all S56 Manager	#	Outcome	Senior Manager : Planning	1	Annually	1	Cumulative	N/A	N/A	N/A	1	Signed Performance Agreements for the Senior Manager
MTO2	Municipal Transformation & Organizational Development	To inculcate entrepreneurial and intellectual capabilities	PMS	To ensure PMS is cascaded to lower levels	# of Signed Performance Plan by all level 3 within the financial year	#	Output	Senior Manager : Planning	New	Annually	3	Stand-Alone	3	N/A	N/A	N/A	Signed Performance Plan for all level 3
MTO3	Municipal Transformation & Organizational Development	To inculcate entrepreneurial and intellectual capabilities	PMS	To ensure quarterly assessments for S54 & S56 Managers is conducted within 30 days after the end of the quarter.	# of performance assessments conducted for Deputy Managers	#	Output	Senior Manager : Planning	New	Bi-Annually	3	Stand alone	0	0	3	0	Performance Assessment report
MTO4	Municipal Transformation & Organizational Development	To inculcate entrepreneurial and intellectual capabilities	Internal Audit	To attain Clean Audit by ensuring compliance to all governance, financial management and reporting	% of internal audit findings implemented (Planning)	%	Output	Senior Manager : Planning	60%	Quarterly	100%	Stand-Alone	25%	50%	75%	100%	Resolved IA register/planning, POE submitted

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Ref	Municipal KPA	Strategic Objective	Municipal Programme	Measurable Objectives	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	2023-24	2023-24	2023-24	2023-24	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
		capabilities		requirements by 30 June 2024													
MTO5	Municipal Transformation & Organisational Development	Good Governance and Public Participation	Internal Audit	To attain Clean Audit by ensuring compliance to all governance; financial management and reporting requirements by 30 June 2024	% of AG issues resolved (Planning)	%	Output	Senior Manager: Planning	60%	Quarterly	100%	Stand-Alone	0	0	50%	100%	Resolved AG issues and POE's submitted
MTO6	Municipal Transformation and organisational development	To promote democracy and sound governance	PMS	To ensure monthly reporting and compliance within the financial year	# of Monthly reports submitted within 7 days of each month	#	Output	Senior Manager: Planning	New	Monthly	1.2	Stand-Alone	3	3	3	3	Monthly reports /Dated proof of submission
MTO7	Municipal Transformation & Organisational Development	Good Governance and Public Participation	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2024	% of Risk issues resolved (Planning)	%	Outcome	Senior Manager: Planning	30%	Quarterly	100%	Cumulative	25%	50%	75%	100%	Resolved Risk issues and POE submitted

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### 3.2 KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

R e f	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	2023-24				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
L E D 1	Local Economic Development	To improve community safety, health and social well-being	To ensure sustainable livelihoods within the district	EPWP	# of jobs created through EPWP	#	Outcome	Senior Manager: Planning	2786	Quarterly	2 794	Stand- Alone	350	350	350	1744	Proof of jobs created
L E D 2	Local Economic Development	To promote economic sectors of the district	To promote economic sector of the district	LED	# of SEDA trainings conducted	#	Output	Senior Manager: Planning	4	Quarterly	4	Stand- Alone	1	1	1	1	Training reports
L E D 3	Local Economic Development	To promote economic sectors of the district	To promote economic sector of the district	LED	Review of LED strategy & approved by council by end of December	#	Outcome	Senior Manager: Planning	0	Annually	1	Cumulative	N/A	1	N/A	N/A	Council Resolution
L E D 4	Local Economic Development	To promote economic sectors of the district	To ensure Promotion of local economy within the financial year	LED	# of SMME supported through LED	#	Outcome	Senior Manager: Planning	222	Annually	100	Stand- Alone	20	20	30	30	Proof for SMMEs supported
L E D 5	Local Economic Development	To promote economic sectors of the district	To ensure Promotion of local economy within the financial year	EPWP	# of EPWP reports compiled and submitted to Council	#	Outcome	Senior Manager: Planning	4	Quarterly	4	Cumulative	1	1	1	1	EPWP reports/Council resolution

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Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	2023-24	2024-25	2025-26	2026-27	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
LEDE	Local Economic Development	To promote economic sectors of the district	To ensure Coordination of LED forums within the financial year	LED Programme	# of LED District Forums coordinated	#	Outcome	Senior Manager: Planning	3	Annually	4	Stand alone	1	1	1	1	Agenda, Minutes & Attendance register
LEDE	Local Economic Development	To promote economic sectors of the district	To promote tourism (INDABA) Engagements coordinated in the District	LED Programme	# of Tourism (INDABA) Engagements coordinated in the District	#	Outcome	Municipal Manager	0	Monthly	1	Operational	N/A	N/A	N/A	1	Attendance register & reports
LEDE	Local Economic Development	To promote economic sectors of the district	To Coordinate the Exhibition pavilion for emerging local SMMEs in Exhibition shows	LED Programme	# of Marketing initiatives coordinated	#	Outcome	Senior Manager: Planning	4	Monthly	4	Stand alone	1	1	1	1	Proof for Marketing Initiatives coordinated





### 3.3 KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY

Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	2023-24	2024-25	2025-26	2026-27	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
M1	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% Operational and maintenance budget spent as approved by Council within the financial year	%	Outcome	Senior Manager: Planning	77%	Twice a year	100% Operational Budget spent	Cumulative	25%	50%	75%	100%	Expenditure report
M2	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To effectively manage the financial affairs of the municipality within the financial year	Expenditure Management	% Departmental budget spent within the financial year	%	Output	Senior Manager: Planning	100%	Annually	100% Budget expenditure	Stand-Alone	25%	50%	75%	100%	Expenditure report



### 3.4 KEY PERFORMANCE AREA 5: SPATIAL PLANNING

Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sept-23	Dec-23	Mar-24	Jun-24	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
SP1	Spatial Rationale	To inculcate entrepreneurial and intellectual capabilities	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	% of applications received / of land use applications processed within 90 days of receipt)	%	100%	Senior Manager: Planning	100%	Quarterly	100%	100%	100%	100%	100%	100%	Dated Land use register
SP2	Spatial Rationale	To inculcate entrepreneurial and intellectual capabilities	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# of Municipal Planning Tribunal meetings coordinated	#	Outcome	Senior Manager: Planning	8	Annually	4	Stand Alone	1	1	1	1	Attendance Register, Minute
SP3	Spatial Rationale	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	GIS	% in capturing Projects in the GIS system within the financial year	%	Output	Senior Manager: Planning	100%	Monthly	100%	Stand-Alone	25%	50%	75%	100%	List of project coordinates in the GIS
SP3	Spatial Rationale	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# To establish township in Burgersdorp, Relela & Mariveni 100 sites(GTM) by 30 June 2024(R2 106 000,00)	#	Outcome	Municipal Manager	New	Quarterly	1	Cumulative	N/A	N/A	N/A	1	Approved Layout & General Plan

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Reference	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target		
SP4	Spatial Rationale	To inculcate entrepreneurial and intellectual capabilities	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# To establish township in Namakgale 500 sites(BPM) by 30 June 2024(R526 500,00)	#	Outcome	Municipal Manager	New	Annually	1	Stand-Alone	N/A	N/A	N/A	N/A	1	Approved Layout & General Plan
SP5	Spatial Rationale	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development	Spatial Planning	# of Township established at Phooko & Mookwakwala (GLM) 1000 sites by 30 June 2024 (R1 053 000,00)	%	Output	Municipal Manager	New	Quarterly	1	Stand alone	N/A	N/A	N/A		1	Approved Layout & General Plan
SP6	Spatial Rationale	Good Governance and Public Participation	To have sustainable, optimal, harmonious and integrated land development		# of SDF reviewed by 30 June 2024 (R1 053 000,00)	%	Output	Municipal Manager	New	Quarterly	1	Stand alone	N/A	N/A	N/A		1	Council resolution





### 3.5 KEY PERFORMANCE AREA 6: GOOD GOVERNANCE & PUBLIC PARTICIPATION

Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	2023-24				Source of Evidence
													Sept-23	Oct-23	Nov-23	Dec-23	
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G1	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year.	Council	# of Council Meetings invited & attended within the financial year	#	Outcome	Senior Manager: Planning	11	Annually	7	Stand Alone	1	1	3	2	Attendance register
G2	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year.	Council	% in Implementation of Council Resolutions	%	Outcome	Senior Manager: Planning	New	Monthly	100%	Stand-Alone	100%	100%	100%	100%	Updated Resolutions Register
G3	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of MAYCO within the financial year.	Mayor al Committee	# of MAYCO meetings invited & attended within the financial year	#	Output	Senior Manager: Planning	11	Monthly	7	Stand-Alone	1	1	3	2	Agenda, Minutes & attendance register
G4	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Portfolio committees within the financial year.	Portfolio	# of Portfolio committee meetings held within the financial year	#	Outcome	Senior Manager: Planning	8	Annually	8	Stand-Alone	2	2	2	2	Agenda, Minutes & attendance register
G5	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Portfolio committees within the financial year.	Portfolio	% in Implementation of Portfolio Resolutions	%	Outcome	Senior Manager: Planning	78%	Quarterly	100%	Cumulative	100%	100%	100%	100%	Updated Resolutions Register



Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sept-23	Dec-23	Mar-24	Jun-24	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G6	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of IGR structures within the financial year.	IGR	# of Technical IGR meetings held within the financial year	#	Outcome	Senior Manager: Planning	4	Quarterly	4	Stand alone	1	1	1	1	Invitations, Agenda, Minutes & attendance register
G7	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of IGR structures within the financial year.	IGR	# of IGR meetings invited & attended within the financial year	#	Outcome	Senior Manager: Planning	4	Quarterly	4	Stand alone	1	1	1	1	Attendance register
G8	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of IGR structures within the financial year.	IGR	% in Implementation of IGR Resolutions	%	Outcome	Senior Manager: Planning	70%	Quarterly	100%	Stand alone	100%	100%	100%	100%	Updated Resolutions Register
G9	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the affairs of the Municipalities	Public Participation	# of Public Participation Meetings invited & attended within the financial year	#	Output	Senior Manager: Planning	10	Monthly	10	Cumulative	N/A	N/A	N/A	10	Attendance register
G10	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of administrative	Management Committee	# of Management meetings invited & attended within the financial year	#	Outcome	Senior Manager: Planning	14	Monthly	12	Stand alone	3	3	3	3	Attendance register



Reference	Municipal KRA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
G P 1	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of administrative	Management Committee	% in implementation of MANCO Resolutions within the financial year	#	Output	Senior Manager Planning	100	Quarterly	100%	Stand-Alone	100%	100%	100%	100%	Updated Resolutions register
G P 2	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council within the financial year	Labour Relations	# of LLF meetings invited & attended within the financial year	#	Outcome	Senior Manager Planning	13	Monthly	12	Stand-Alone	3	3	3	3	Attendance register
G P 3	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Municipality within the financial year	Labour Relations	% in implementation of LLF resolutions within the financial year	%	Outcome	Senior Manager Planning	64%	Monthly	100%	Cumulative	100%	100%	100%	100%	Updated Resolutions register
G P 4	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the IDP review	Public Participation	# of IDP/Budget/ PWS REP Forum meetings invited & attended within the financial year	#	Output	Senior Manager Planning	6	Quarterly	5	Stand-Alone	1	1	1	1	Attendance register
G P 5	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the IDP/Budget review within a financial year	Public Participation	# of IDP/Budget/ PWS Steering Committee meetings invited & attended within the financial year	#	Output	Senior Manager Planning	13	Annually	5	Stand-Alone	1	1	1	1	Attendance register

Signature






Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	2023-24				Source of Evidence
													Jan-24	Feb-24	Dec-23	Mar-24	Apr-24
G6	Good Governance & Public Participation	To promote democracy and sound governance	To promote accountability within the municipality	Public Participation	% of complaints resolved (Planning)	%	Output	Senior Manager: Planning	100%	Quarterly	100%	Stand-Alone	100% Target	100% Target	100% Target	100% Target	Updated Complaints Management Register
G7	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Audit committee within a financial year	Committees	# of Audit Committee meetings invited & attended within the financial year	#	Output	Senior Manager: Planning	11	Quarterly	7	Stand-Alone	2	1	2	2	Attendance register
G8	Good Governance & Public Participation	To promote democracy and sound governance	To attain clean audit by ensuring compliance to all governance, financial management and reporting requirements within the financial year	Audit	% of RFI responded to within 3 working days	%	Output	Senior Manager: Corps	New	Quarterly	100%	Stand-Alone	100%	100%	0	0	Dated Proof of submission
G9	Good Governance & Public Participation	To promote democracy and sound governance	To attain clean audit by ensuring compliance to all governance, financial management and reporting requirements within the financial year	Audit	% of COMAF responded to within 3 working days	%	Output	Senior Manager: Corps	New	Quarterly	100%	Stand-Alone	100%	100%	0	0	Dated Proof of submission

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Ref	Municipal KPA	Strategic Objective	Measurable Objectives	Municipal Programme	Performance Indicator Title	UOM	KPI Concept	KPI Owner	Baseline	Reporting Category	Annual Target	KPI Calculation Type	Sept-23	Dec-23	Mar-24	Jun-24	Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GPO	Good Governance & Public Participation	To promote democracy and sound governance	To attain clean audit by ensuring compliance to all governance, financial management and reporting requirements within the financial year	Audit	% of Audit steering committee attended	%	Output	Senior Manager : Corps	New	Quarterly	100%	Stand-Alone	100%	100%	100%	100%	Attendance Register
GPO	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Council committee within the financial year	MPAC	% in implementation of MPAC Resolutions within the financial year	%	Output	Senior Manager : Planning	100%	Annually	100%	Stand-Alone	100%	100%	100%	100%	Updated Resolutions register
GPO	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Audit committee within a financial year	Committees	% of Audit and Performance Audit Committee resolutions implemented within the financial year	%	Output	Senior Manager : Planning	100%	Quarterly	100%	Stand-Alone	100%	100%	100%	100%	Audit Committee resolutions register

  
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#### 4. CORE COMPETENCY REQUIREMENTS

The core competencies the employee should conform to and will be assessed and evaluated against follows:

CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the organisation and inspire others in order to deliver on the organisational mandate	Annual Performance Reporting; Lead People; Strategy and Task Execution; Strategic Planning; Governance and Management Frameworks	10%
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to deliver the desired outputs	Project/Programme Planning; Execution and Reporting	5%
Financial Management	Must be able to compile and manage budgets, control cash flow, institute risk management and administer tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives	Financial Planning; MFMA, MTEF and MTSF; Financial Budget Execution and Reporting (in Year Monitoring and Reporting) AG Report	15%
Change Management	Must be able to initiate and support organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	Change Vision, Planning and Strategy; Process Improvement; Organisation Design; Policy Change and Execution; Change Results; Impact Monitoring and Evaluation	5%
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the organisation	Knowledge and Learning; Technology Usage; Knowledge Strategies; Information Sharing Sessions; Integration of Knowledge and Partnership Development	5%
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals	Innovation; Processes, Policy and Structures; Application of Best Practice	5%
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	Identify, Analyse and Resolve Problems in timely manner; Contingency Plans and Anticipate Problems	10%

  
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CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
People Management and Empowerment	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve organisational goals	Employee Relations; Diversity Management; HR Planning; Management and Development	5%
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	Application of Batho-Pele Principles; Service Delivery knowledge; Coaching and Mentoring Others; Cost, Time, Budget, Quality, and Targets Consciousness	15%
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes	Information and Ideas; Stakeholder Communication; Communication Strategy; Marketing and Branding; Use of Language; Negotiation and Bargaining	10%
Honesty and Integrity	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	High standard; Ethical and Moral Conduct; Confidentiality and Trust; Treat everyone with Respect; Responsible and Accountable; Shares information freely; Acts against Corruption	15%

More details related to each competency are attached as Annexure A1 to this plan.





5. SUMMARY SCORECARD

In terms of Regulation 805 of 2106, the employee will be scored on a ratio of 80% for key performance areas (KPAs) and 21% for core competency requirements (CCRs). It is also required that the KPAs relevant to the employee's functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weightings amongst KPAs and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS		KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		ASSESS WEIGHTING
<b>Key Performance Areas</b>					<b>2</b>
Municipal Transformation and Organisational Development		20%	KPI's	100%	
Basic Service Delivery		0%	KPI's	0%	
Local Economic Development		30%	KPI's	100%	
Municipal Financial Viability		10%	KPI's	100%	
Good Governance and Public Participation		20%	KPI's	100%	
Spatial Planning		20%	KPI's	100%	80%
<b>Core Competency Requirements (CCRs)</b>					20%
<b>Total</b>					100%



# **RATING SCALES**

The assessment of the performance of the Employee will be based on the following rating scale for KPAs and CCRs:

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



## 6. PERFORMANCE ASSESSMENT PROCESS

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:
  - 1.1. Formal assessment between employee and employer will take place twice a year to measure the performance of the employee against the agreed performance targets for the half yearly and yearly assessments respectively.
  - 1.2. Actual performance against the targets will be captured in preparation for the assessments.
  - 1.3. Scores of 1-5 will be calculated based upon the progress against targets.
  - 1.4. KPI's and targets are audited before assessment date and their findings must accompany the Performance Plans.
  - 1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.
2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.
3. The process for determining Employee ratings are as follows:
  - 3.1. The panel to rate the achievement for the KPI's on a 5-point scale. Decimal places can be used.
  - 3.2. The employee to motivate for higher ratings where applicable.
  - 3.3. The panel to rate the employee's core competency requirements (CCR) on the 5-point scale. Decimal places can be used.
  - 3.4. The panel scores are averaged to derive at a total score per KPI / Activity / CCR. Overall scores are calculated by taking weightings into account where applicable.
  - 3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 21% of the final assessment total.
4. The five-point rating scale referred to in regulation 805 correspond as follows:

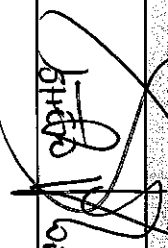

Rating:	1	2	3	4	5
% Score:	0-66	67-99	100-132	133-166	167
5. The assessment rating calculator is used to calculate the overall % score for performance.
6. Annual performance evaluation to determine the final ratings and scores as well as recommend performance bonuses will be conducted by the appropriate panel as constituted by Regulation 805 of 2106.
7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all-inclusive remuneration package as indicated in table below:

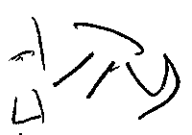
% Rating Over Performance	% Bonus
130-149%	5-9%
150% and above	10-14%
8. The Personal Development Plan (PDP) can be reviewed after the performance evaluation had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.
9. The results of the annual performance evaluation will be submitted to the performance audit committee for final approval of the assessment/s/evaluations.
10. Performance bonus, based upon the annual evaluation, will be subject to approval by Council.
11. The performance evaluation results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the Province.



## 7. APPROVAL

The process followed ensures individual alignment to the strategic intent of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshoping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employee	Undertaking of the employer
<p>I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.</p>	<p>On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.</p>
<p>Signed and accepted by the Employee:</p> <p> 5th Feb 2023</p>	<p>Signed and accepted on behalf of Council:</p> <p> 24/7/23</p>
<p>DATE:</p> <p>24/07/2023</p>	<p>DATE:</p> <p>24/7/23</p>







# ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS

The details pertaining to the Core Managerial Competencies follows:

Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance 5
Strategic Capability and Leadership	<ul style="list-style-type: none"> <li>• Understands organisational and departmental strategic initiatives;</li> <li>• Describes how specific tasks link to organisation's strategies;</li> <li>• Aligns and prioritises own action plans to organisational strategies; and</li> <li>• Demonstrates commitment through actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Gives direction to team in realising the organisation's strategic objectives;</li> <li>• Impacts positively on team morale;</li> <li>• Develops action plans to execute strategic initiatives;</li> <li>• Assists in defining performance measures to evaluate the success of strategies;</li> <li>• Identifies and communicates obstacles to executing specific strategies;</li> <li>• Supports stakeholders in achieving their goals;</li> <li>• Inspires staff with own behaviour - "walks the talk";</li> <li>• Manages and takes calculated risks;</li> <li>• Communicates strategic plan to the organisation; and</li> <li>• Utilises strategic planning methods and tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluates all activities to determine value added and alignment with the organisation's strategic goals.</li> <li>• Displays and contributes in-depth knowledge to strategic planning at the organisational level;</li> <li>• Ensures alignment of strategies across various functional areas to the organisation strategy;</li> <li>• Defines performance measures to evaluate the success of organisation's strategy;</li> <li>• Monitors and reviews strategic plans consistently and takes corrective action;</li> <li>• Promotes organisation's mission and vision to all relevant stakeholders;</li> <li>• Empowers others to deal with complex and ambiguous situations;</li> <li>• Achieves agreement or consensus in an adversarial environment;</li> <li>• Guides the organisation through complexity and uncertainty of vision;</li> <li>• Leads and unites diverse workgroups across divisions to achieve organisational objectives; and</li> <li>• Develops and implements risk management.</li> </ul>



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance 5
Financial Management	<ul style="list-style-type: none"> <li>• Articulates basic financial concepts and techniques as they relate to organisational/departamental processes and tasks (e.g. performance budgeting and value for money);</li> <li>• Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems;</li> <li>• Understands importance of financial accountability;</li> <li>• Understands the necessity for asset control;</li> <li>• Recognises key expenditure and financial accounting and reporting concepts;</li> <li>• Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction;</li> <li>• Tracks and measures actual expenditure against budget; and</li> <li>• Understands the role of an audit function.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</li> <li>• Assesses, manages and monitors financial risks;</li> <li>• Prepares financial reports based on prescribed format;</li> <li>• Understands and weighs up financial implications of propositions;</li> <li>• Controls assets according to prescribed policies and procedures;</li> <li>• Understands, analyses and monitors financial reports;</li> <li>• Allocates resources to established goals and objectives;</li> <li>• Manages expenditure in relation to cash flow projections;</li> <li>• Ensures effective utilisation of financial resources;</li> <li>• Develops corrective measures/actions to ensure alignment of budget to financial resources;</li> <li>• Prepares and manages own budget in line with the strategic objectives of the organisation; and</li> </ul>	<ul style="list-style-type: none"> <li>• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility;</li> <li>• Manages financial planning, forecasting and reporting processes;</li> <li>• Prepares budgets that are aligned to the strategic objectives of the organisation/departement;</li> <li>• Addresses complex budgeting and financial management issues;</li> <li>• Formulates long term financial plans and resource allocations;</li> <li>• Develops and implements systems, procedures and processes in order to improve financial management;</li> <li>• Advises on policies and procedures regarding asset control;</li> <li>• Dynamically allocates resources according to internal and external objectives (broader government objectives);</li> <li>• Develops expenditure Key Performance Indicators (KPIs);</li> <li>• Succeeds in achieving maximum results with limited resources;</li> <li>• Assists others with financial accounting/reporting tasks;</li> <li>• Coaches and teaches others on key financial concepts; and</li> <li>• Analyses projections in reports.</li> </ul>



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Knowledge Management	<ul style="list-style-type: none"> <li>• Collects, categorises and tracks relevant information required for specific tasks and projects;</li> <li>• Analyses and interprets information to draw conclusions;</li> <li>• Seeks new sources of information to increase own knowledge base; and</li> <li>• Shares information and knowledge with co-workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Uses appropriate information systems to manage organisational knowledge;</li> <li>• Uses modern technology to stay abreast of world trends and information;</li> <li>• Evaluates information from multiple sources and uses information to influence decisions;</li> <li>• Creates mechanisms and structures for sharing of knowledge in the organisation;</li> <li>• Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency;</li> <li>• Promotes the importance of knowledge sharing within own area;</li> <li>• Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and</li> <li>• Nurtures a knowledge-enabling environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Anticipates future knowledge management requirements and systems;</li> <li>• Develops standards and processes to meet future knowledge management requirements;</li> <li>• Shares and promotes best practices across the organisation;</li> <li>• Coaches others on knowledge management techniques;</li> <li>• Monitors and measures knowledge management capability in organisation;</li> <li>• Creates a culture of a learning organisation; and</li> <li>• Holds motivational sessions with colleagues to share information and new ideas.</li> </ul>



Core Managerial Competencies	Proficiency level		
	Basic 1-2	Competent 3-4	Advance 5
Service Delivery Innovation	<ul style="list-style-type: none"> <li>• Recommends new ways of performing tasks within own function;</li> <li>• Identifies and seeks potential sources of new ideas and approaches to enhance service delivery;</li> <li>• Proposes simple remedial solutions to simple service delivery orientated problems; and</li> <li>• Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• Consults clients and stakeholders on ways to improve the delivery of services;</li> <li>• Communicates the benefits of service delivery improvement opportunities to stakeholders;</li> <li>• Identifies internal process improvement opportunities;</li> <li>• Identifies and analyses opportunities where innovative ideas can lead to improved service delivery;</li> <li>• Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and</li> <li>• Implements innovative service delivery options in own department/organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Formulates and implements new ideas throughout the organisation;</li> <li>• Ensures buy-in from key stakeholders;</li> <li>• Consults and utilises international best practices on Service Delivery Innovation;</li> <li>• Aligns the Service Delivery Innovation initiatives with the latest technology;</li> <li>• Researches needs of clients;</li> <li>• Coaches others on innovation techniques; and</li> <li>• Inspires service providers to improve delivery of services.</li> </ul>
Problem Solving and Analysis	<ul style="list-style-type: none"> <li>• Understands the basic steps in problem solving and analysis and solves basic problems using organisation guidelines; • Identifies when to solve problems independently and when to consult others for resolution beyond own authority; • Participates actively and constructively in problem solving discussions; and • Identifies and documents issues associated with problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Explains potential impact of problems to own working environment; • Demonstrates logical problem solving approach and provides rationale for proposed solutions; • Determines root causes of problems; • Demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and • Demonstrates the ability to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Coaches others on the analytical techniques and problem solving methods; • Anticipates organisational problems and strategises to counteract potential impact; • Involves the appropriate people, to resolve complex, inter-departmental problems; • Generates various solutions/ options and contingency plans for problems; • Identifies the impact of solutions on multiple areas within the organisation; and • Develops contingency measures and explores various problem solving options.</li> </ul>





Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance 5
People Management and Empowerment	<ul style="list-style-type: none"> <li>• Participates in team goal setting and problem solving;</li> <li>• Interacts and collaborates with diverse groups of people;</li> <li>• Understands team strengths, weaknesses and preferences; and</li> <li>• Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks opportunities to increase personal contribution and level of responsibility;</li> <li>• Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li> <li>• Delegates and empowers others to increase contribution and level of responsibility;</li> <li>• Applies labour and employment legislation and regulations consistently;</li> <li>• Facilitates team goal setting and problem solving;</li> <li>• Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles;</li> <li>• Adheres to internal and national standards with regards to human resource practices;</li> <li>• Identifies competencies required and suitable resources for specific tasks;</li> <li>• Displays personal interest in the well-being of colleagues;</li> <li>• Able to manage own time as well as time of colleagues and other stakeholders; and</li> <li>• Manages conflict through a participatory approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyses ineffective team and work processes and recommends improvement;</li> <li>• Recognises and rewards desired behaviours and results;</li> <li>• Mentors and counsels others;</li> <li>• Addresses balance between individual career expectations and organisational needs;</li> <li>• Considers developmental needs of personnel when building teams and assigning tasks;</li> <li>• Establishes an environment in which personnel can maximise their potential;</li> <li>• Guides others on managing people;</li> <li>• Inspires a culture of performance excellence by giving positive and constructive feedback to the team;</li> <li>• Creates links among various individuals, cultures and teams and instils a common sense of identity towards the achievement of goals;</li> <li>• Shares knowledge of the big picture to help others understand their role; and</li> <li>• Creates a culture of continuous learning and development.</li> </ul>



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Client Orientation and Customer Focus	<ul style="list-style-type: none"><li>• Acknowledges customers rights;</li><li>• Applies customer knowledge to improve own organisation or department;</li><li>• Maintains good relationship with customers and understands their priorities; and</li><li>• Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met.</li></ul>	<ul style="list-style-type: none"><li>• Develops clear and implementable service delivery improvement programmes;</li><li>• Identifies opportunities to exceed the expectations of customers;</li><li>• Designs internal work processes to improve customer service;</li><li>• Adds value to the organisation by providing exemplary customer service; and</li><li>• Applies customer rights in own work environment.</li></ul>	<ul style="list-style-type: none"><li>• Coaches others about the importance and application of customer and client knowledge;</li><li>• Fosters an environment in which customer satisfaction is valued and delivered;</li><li>• Addresses and resolves high-risk, high profile stakeholder issues; and</li><li>• Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.</li></ul>