

Annexure A

ADJUSTED Personal Performance Plan

2



2025-2026

Name: Ludwic Mawelewele Mahayi

Position: Senior Manager: Technical Services

Accountable to: The Municipal Manager

Plan Period: 01 July 2025 – 30 June 2026

TJ



Contents

1. INTRODUCTION	3
2. PURPOSE OF THE POSITION.....	3
3. SERVICE DELIVERY AND PERFORMANCE INDICATORS.....	5
4. CORE COMPETENCY REQUIREMENTS.....	22
5. SUMMARY SCORECARD.....	24
6. RATING SCALES	25
7. PERFORMANCE ASSESSMENT PROCESS	26
8. APPROVAL	27
ANNEXURE A1 - CORE MANAGERIAL COMPETENCIES DETAILS	28

TJ



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 (2001) 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
Promote social and economic development	LED	Develop and maintain infrastructure
	Spatial Rationale	Grow the economy
		Plan for the future
		Become financially viable
Provide democratic and accountable government for local communities	Municipal Financial Viability and Management	Manage through information
	Good Governance and Public Participation	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:

2025/2026 Performance Plan – Senior Manager: Technical Services

TJ



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

The Mission:

- ***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.

TJ



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	Dec-25				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
MTOD01	To promote democracy and sound governance	Municipal transformation and organisational development	PMS	To ensure that 54 & 56 Managers sign the performance agreements within 30 days after adoption of the final SDBIP	Signed Performance Agreements by all 54A & 56 Managers	#	Outcome	Senior Manager : Tech	1	Annually	1	Cumulative	1	N/A	N/A	N/A	Signed Performance Agreements for the Senior Manager
MTOD02	To promote democracy and sound governance	Municipal transformation and organisational development	PMS	To ensure PMS is cascaded to lower levels	# of Signed Performance Plan by all level 2 & 3 within the financial year	#	Output	Senior Manager : Tech	0	Annually	5	Stand-Alone	5	N/A	NA	N/A	Signed Performance Plan for all level 2 & 3
MTOD03	To promote democracy and sound governance	Municipal transformation and organisational development	PMS	To ensure quarterly assessments for Deputy Managers is conducted within 30 days after the end of the quarter.	# of performance assessments conducted for Deputy Managers and Managers	#	Output	Senior Manager : Tech	0	Bi-Annually	5	Stand alone	0	5	0	5	Performance Assessment report
MTOD04	To promote democracy and sound governance	Municipal transformation and organisational development	Internal Audit	To attain Clean Audit by ensuring compliance to all governance; financial management and reporting	% of internal audit findings implemented (Technical services)	%	Output	Senior Manager : Tech	60%	Quarterly	100%	Stand-Alone	25%	50%	75%	100%	Resolved IA register/planning, POE submitted

2025/2026 Performance Plan – Senior Manager: Technical Services

TJ



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	Dec-25				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
				requirements by 30 June 2026													
MTODOS	To promote democracy and sound governance	Municipal transformation and organisational development	Internal Audit	To attain Clean Audit by ensuring compliance to all governance; financial management and reporting requirements by 30 June 2026	% of AG issues resolved (Technical services)	%	Output	Senior Manager : Tech	80%	Quarterly	100%	Stand-Alone	0	0	50%	100%	Resolved AG issues and POE's submitted
MTODOS6	To promote democracy and sound governance	Municipal transformation and organisational development	PMS	To ensure monthly reporting and compliance within the financial year	# of Monthly reports submitted within 7 days of each month	#	Output	Senior Manager : Tech	New	Monthly	12	Stand-Alone	3	3	3	3	Monthly reports /Dated proof of submission
MTODOS7	To promote democracy and sound governance	Municipal transformation and organisational development	Risk management	To ensure effective implementation of risk mitigations actions 30 June 2026	% of Risk issues resolved (Technical services)	%	Outcome	Senior Manager : Tech	70%	Quarterly	100%	Cumulative	25%	50%	75%	100%	Resolved Risk issues and POE submitted

TJ



3.2 KEY PERFORMANCE AREA 2: BASIC SERVICE DELIVERY

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	Dec-25				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
BSDO1	Basic Service Delivery	To have integrated infrastructure development.	To ensure sustainable infrastructure development and maintenance	MIG	Development of MIG Implementation Plan by July each year	#	Outcome	Senior Manager: Technical	1	Annually	1	Standard Alone	1	N/A	N/A	N/A	Approved MIG Implementation Plan
BSDO2	Basic Service Delivery	To have integrated infrastructure development.	To ensure sustainable infrastructure development and maintenance	MIG	# of monthly MIG reports captured in the MI systems	#	Outcome	Senior Manager: Technical	12	Monthly	12	Standard Alone	3	3	3	3	System screenshots
BSDO3	Basic Service Delivery	To have integrated infrastructure development.	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Roads & Transport	# in kilometres of gravel roads graded	#	Outcome	Senior Manager: Technical	55.67km	Quarterly	100 km	Standard alone	25 km	25 km	25km	25 km	Monthly graders reports
BSDO4	Basic Service Delivery	Clean, safe and hygienic environment, water and sanitation services	To ensure provision of basic services	Sanitation	# of HH with access to sanitation	#	Outcome	Senior Manager: Technical	0 HH	Quarterly	16 860 HH	Standard alone	3000 HH	3000 HH	3000 HH	7 860 HH	Happy Letter/Practical certificate /Progress Report

2025/2026 Performance Plan – Senior Manager: Technical Services



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
BSDO5	Basic Service Delivery	To have integrated infrastructure development.	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Energy	# number of quarterly energy forum held	#	Outcome	Senior Manager: Technical	New	Quarterly	4	Standard alone	1	1	1	1	Agenda, Minutes and attendance register
													N/A	N/A	N/A	1	
BSDO6	Basic Service Delivery	To have integrated infrastructure development.	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Roads & Transport	# number of integrated transport plan reviewed within the financial year	#	Outcome	Senior Manager: Technical	New	Annual	1	Standard alone	N/A	N/A	N/A	1	Integrated Transport Plan report
													N/A	N/A	N/A	1	
BSDO7	Basic Service Delivery	To have integrated infrastructure development.	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Roads & Transport	# number of transport forum held	#	Outcome	Senior Manager: Technical	New	Quarterly	4	Standard alone	1	1	1	1	Agenda, Minutes and attendance register
													N/A	N/A	N/A	1	

T-5



3.3 KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

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	Q1 Target	Dec-25 Target	Q3 Target	Jun-26 Q4 Target	Source of Evidence
LED 1	Local Economic Development	To improve community safety, health and social well-being	To ensure sustainable livelihoods within the district	LED	# of jobs created through EPWP	#	Outcome	Senior Manager :Technical	1016	Quarterly	550	Stand Alone	250	300	N/A	N/A	Proof of jobs opportunities created

4

3.4 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	Q1 Target	Dec-25 Target	Q3 Target	Jun-26 Q4 Target	Source of Evidence
MFMV 1	To promote democracy and sound governance	To Increase revenue generation and implement financial control systems	To ensure payment of service providers within 30 days of the submission of invoices.	Expenditure management	Submission of correct invoices to BTO within 7 days of receipts	%	Outcome	Senior Manager :Technical	New	Monthly	100%	Stand-Alone	100%	100%	100%	100%	Dated proof of submission
MFMV 2	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	% capital budget spent as approved by Council within the financial year	%	Outcome	Senior Manager :Technical	74%	Annually	100% Capital Budget spent	Stand-Alone	20%	40%	70%	100%	Expenditure reports

TJ



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
MFV3	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	% MIG budget spent as approved by Council within the financial year	%	Output	Senior Manager: Technical	91%	Annually	100%	Capital	20%	45%	70%	100%	Expenditure reports
MFV4	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	% WSIG budget spent as approved by Council within the financial year	%	Output	Senior Manager: Technical	63%	Annually	100% WSIG	Capital	20%	45%	70%	100%	Expenditure reports
MFV5	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	% RRAMS budget spent as approved by Council within the financial year	%	Output	Senior Manager: Technical	75%	Quarterly	100% RRAMS	Capital	20%	45%	70%	100%	Expenditure reports
MFV6	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	% EPWP budget spent as approved by Council within the financial year	%	Output	Senior Manager: Technical	100%	Quarterly	100% EPWP	Operational	20%	45%	70%	100%	Expenditure reports

2025/2026 Performance Plan – Senior Manager: Technical Services

T.J



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	Dec-25				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
MFMV7	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	% of departmental budget spent as approved within the financial year	%	Output	Senior Manager: Technical	100%	Annually	100% departmental budget spent	Stand-Alone	25%	50%	75%	100%	Expenditure reports

3.6 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	Dec-25				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GGP1	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: Technical	13	Annually	7	Stand-Alone	1	1	3	2	Attendance register
GGP2	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: Technical	78%	Monthly	100%	Stand-Alone	100%	100%	100%	100%	Updated Resolutions Register

2025/2026 Performance Plan – Senior Manager: Technical Services

TJ



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GGP3	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of MAYCO within the financial year.	Mayoral Committee	# of MAYCO meetings invited & attended within the financial year	#	Output	Senior Manager: Technical	13	Monthly	7	Stand-Alone	1	1	3	2	Attendance register
GGP4	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: Technical	8	Annually	8	Stand-Alone	2	2	2	2	Agenda, Minutes & attendance register
GGP5	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: Technical	100%	Quarterly	100%	Cumulative	100%	100%	100%	100%	Updated Resolutions Register
GGP6	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: Technical	4	Quarterly	4	Stand alone	1	1	1	1	Attendance register
GGP7	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: Technical	4	Quarterly	4	Stand alone	1	1	1	1	Attendance register, Agenda Minutes/report

TJ



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GGP7	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: Technical	100%	Quarterly	100%	Stand alone	100%	100%	100%	100%	Updated Resolutions Register
GGP8	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: Technical	10	Monthly	5	Cumulative	N/A	N/A	N/A	5	Attendance register
GGP9	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of administration	Management Committee	# of Management meetings invited & attended within the financial year	#	Outcome	Senior Manager: Technical	14	Monthly	12	Stand alone	3	3	3	3	Attendance register
GGP10	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of administration	Management Committee	% in implementation of MANCO Resolutions within the financial year	%	Output	Municipal Manager	100%	Quarterly	100%	Stand-Alone	100%	100%	100%	100%	Updated Resolutions register
GGP11	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: Technical	13	Monthly	12	Stand-Alone	3	3	3	3	Attendance register

TJ



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GGP12	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 :Technical	100%	Monthly	100%	Cumulative	100%	100%	100%	100%	Updated Resolutions register
GGP13	Good Governance & Public Participation	To promote democracy and sound governance	To ensure public involvement in the IDP review	Public Participation	# of IDP/Budget/ PMS REP Forum meetings invited & attended within the financial year	#	Output	Senior Manager :Technical	4	Quarterly	4	Stand-Alone	1	1	1	1	Attendance register
GGP14	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/ PMS Steering Committee meetings invited & attended within the financial year	#	Output	Senior Manager :Technical	4	Annually	4	Stand-Alone	1	1	1	1	Attendance register
GGP15	Good Governance & Public Participation	To promote democracy and sound governance	To promote accountability within the municipality	Public Participation	% of complaints resolved (Technical)	%	Output	Senior Manager :Technical	100%	Quarterly	100%	Stand-Alone	100%	100%	100%	100%	Updated Complaints Management Register
GGP16	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 :Technical	11	Quarterly	7	Stand-Alone	2	1	2	2	Attendance register

2025/2026 Performance Plan – Senior Manager: Technical Services

TJ



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GP17	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 : Technical	New	Quarterly	100%	Stand-Alone	100%	100%	0	0	Dated Proof of submission
GP18	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 : Technical	New	Quarterly	100%	Stand-Alone	100%	100%	0	0	Dated Proof of submission
GP19	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 : Technical	New	Quarterly	100%	Stand-Alone	100%	100%	0	0	Dated Proof of submission

2025/2026 Performance Plan – Senior Manager: Technical Services

TJ



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	Quarterly Targets				Source of Evidence
													Q1 Target	Q2 Target	Q3 Target	Q4 Target	
GGP20	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: Technical	79%	Quarterly	90%	Stand-Alone	20%	50%	70%	90%	Audit Committee resolutions register
GGP21	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Audit committee within a financial year	PMS	# Number of performance information reports submitted to PMS unit within 5 days of requests	#	Output	Senior Manager: Technical	4	Quarterly	4	Stand-Alone	1	1	1	1	Dated proof of submission
GGP22	Good Governance & Public Participation	To promote democracy and sound governance	To ensure functionality of Audit committee within a financial year	Audit	# Number of Audit Committee reports submitted to internal Audit within 5 days of requests	#	Output	Senior Manager: Technical	New	Quarterly	4	Stand-Alone	1	1	1	1	Reports /Dated proof of submission



MUNICIPAL CAPITAL PROJECTS

BASIC SERVICES DELIVERY PROJECTS

Ward no	Municipal KPA	Strategic Objective	Municipal Programme	Performance Indicator Title	Project Name	Start Date	Completion date	Project Owner	Source of funding	Original Budget	Oct-Dec 25 Q2 Target	Apr-Jun 25 Q4 Target	Evidence required
	BSD1	To have integrated infrastructure development	Water	Road Asset Management System	Road Asset Management System	2025/07/01	2026/06/30	Senior Manager Tech	RRAMS	R2 586 996	25%	75%	Monthly Reports
ward 34 GTM	BSD3	To have integrated infrastructure development	Water	Construction of Lephepane Bulk Water	Lephepane Bulk Water	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R45 168 612	25%	75%	Practical certificate /Progress Reports
ward 15 BPM	BSD4	To have integrated infrastructure development	Water	Construction of Bulk Water Supply at Lulekani Water Scheme	Lulekani Water Scheme	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R37 168 380	25%	75%	Practical certificate /Progress Reports
ward 2 BPM	BSD5	To have integrated infrastructure development	Water	Construction of Makhushane Water Scheme	Makhushane Water Scheme	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R56 626 896	25%	75%	Practical certificate /Progress Reports
ward 22 GTM	BSD7	To have integrated infrastructure development	Water	Construction of Ritavi Water Scheme	Ritavi Water Scheme	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R61 986 084	25%	75%	Practical certificate /Progress Reports

T.J



BSD8	To have integrated infrastructure development	Sanitation	Construction of VIP toilets units	Rural Household Sanitation (Maruleng)	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R20 241 684	25%	50%	75%	100%	Happy Letters/practical Certificate /Progress Report
BSD9	To have integrated infrastructure development	Sanitation	Construction of VIP toilets units	Rural Household Sanitation (BPM)	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R24 999 996	25%	50%	75%	100%	Happy Letters/practical Certificate /Progress Report
BSD10	To have integrated infrastructure development	Sanitation	Construction of VIP toilets units	Rural Household Sanitation (Greater Giyani LM)	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R29 200 176	25%	50%	75%	100%	Happy Letters/practical Certificate /Progress Report
BSD11	To have integrated infrastructure development	Sanitation	Construction of VIP toilets units	Rural Household Sanitation (Greater Letaba LM)	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R33 999 996	25%	50%	75%	100%	Happy Letters/practical Certificate /Progress Report
BSD12	To have integrated infrastructure development	Sanitation	Construction of VIP toilets units	Rural Household Sanitation (Greater Tzaneen LM)	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R33 999 996	25%	50%	75%	100%	Happy Letters/practical Certificate /Progress Report
ward 12 GLM	To have integrated infrastructure development	Water	Construction of Sekgosese Water Scheme supply and Borehole equipment	Sekgosese Water Scheme	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R13 287 828	25%	50%	75%	100%	Practical Certificate /Progress Report

T.J



ward 26 GTM	BSD14	To have integrated infrastructure development	Water	Construction of Tours Water reticulation	Tours Water reticulation	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R16 691 184	25%	50%	75%	100%	Practical Certificate /Progress Report
	BSD15	To have integrated infrastructure development	Water	Water Infrastructure Project - Giyani Water Projects Phase 2	Water Infrastructure Project - Giyani Water Projects Phase 2	2025/07/01	2026/06/30	Senior Manager Tech	WSIG 6B	R136 000 000	25%	50%	75%	100%	Practical Certificate /Progress Report

Ward no	Municipal KPA	Strategic Objective	Municipal Programme	Performance Indicator Title	Project Name	Start Date	Completion date	Project Owner	Source of funding	Original Budget	Oct -Dec 25 Q 2 Target	Apr-Jun 26 Q4 Target	Evidence required
ward 12 GGM	BSD1	To have integrated infrastructure development	Water	Giyani-WWTW	Repairs and Maintenance - Giyani-WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R5 100 000	N/A	N/A	Advert /Appointment letter
ward 4 GLM	BSD2	To have integrated infrastructure development	Water	Kgapane-WWTW	Repairs and Maintenance - Kgapane-WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R6 800 004	N/A	N/A	Advert /Appointment letter
ward 31 GTM	BSD3	To have integrated infrastructure development	Water	Lenyenye-WWTW	Repairs and Maintenance - Lenyenye-WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R6 800 004	N/A	N/A	Advert /Appointment letter
ward 14 BPM	BSD4	To have integrated infrastructure development	Water	Lulekani-WWTW	Repairs and Maintenance - Lulekani-WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R7 654 080	N/A	N/A	Advert /Appointment letter



ward 2 BPM	BSD5	To have integrated infrastructure development	Water	Namakgale- WWTW	Repairs and Maintenance - Namakgale- WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R6 800 004	N/A	N/A	N/A	100%	Advert /Appoint ment letter
ward 19 GTM	BSD6	To have integrated infrastructure development	Water	Nkowankowa- WWTW	Repairs and Maintenance - Nkowankowa- WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R6 800 004	N/A	N/A	N/A	100%	Advert /Appoint ment letter
ward 11 BPM	BSD7	To have integrated infrastructure development	Water	Phalaborwa- WWTW	Repairs and Maintenance - Phalaborwa- WWTW	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R6 800 004	N/A	N/A	N/A	100%	Advert /Appoint ment letter
ward 15 BPM	BSD23	To have integrated infrastructure development	Water	Construction of Sefotse to Ditshosine bulk Water /ramahlatsi bulk and ret	Sefotse to Ditshosine bulk Water /ramahlatsi bulk and ret	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R3 478 261	N/A	N/A	N/A	25%	Specific ation /Advert
ward 15 BPM	BSD24	To have integrated infrastructure development	Water	Construction of Thabina to Lenyenye bulk water supply	Thabina to Lenyenye bulk water supply	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R9 487 261	N/A	N/A	N/A	25%	Specific ation /Advert
ward 15 BPM	BSD25	To have integrated infrastructure development	Water	Thapane water supply scheme Upgrading of water Reticulation	Thapane water supply scheme Upgrading of water Reticulation	2025/07/01	2026/06/30	Senior Manager Tech	MIG	R4 347 826	N/A	N/A	N/A	25%	Specific ation /Advert



		To have integrated infrastructure development	Water	Repair of Thakgalang Greater Letaba Regravelling Damaged Pipes	Repair of Thakgalang Greater Letaba Regravelling Damaged Pipes	2025/07/01	2026/06/30	Senior Manager Tech	Disaster Grant	R4 000 000	N/A	N/A	N/A	25%	Specific ation /Advert
		To have integrated infrastructure development	Water	Re - Construction and Repair Lulekani and the affected areas	Repair Lulekani Re - Construct ion of the affected areas	2025/07/01	2026/06/30	Senior Manager Tech		R3 500 000	N/A	N/A	N/A	25%	Specific ation /Advert
		To have integrated infrastructure development	Water	Repair of Rhulani installation of UPVS class 12 pipe	Repair of Rhulani installation of UPVS class 12 pipe	2025/07/01	2026/06/30	Senior Manager Tech		R500 000	N/A	N/A	N/A	25%	Specific ation /Advert

TJ



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%
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%

2025/2026 Performance Plan – Senior Manager: Technical Services

TJ



CORE MANAGERIAL COMPETENCIES	DEFINITION	DIMENSIONS MEASURED	WEIGHT %
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.

TJ



5. SUMMARY SCORECARD

In terms of Regulation 805 of 2006, the employee will be scored on a ratio of 80% for key performance areas (KPA's) and 20% for core competency requirements (CCRs). It is also required that the KPA's 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 KPA's. It is also necessary to allocate weightings amongst KPI's and projects where relevant. A summary of the total weightings are indicated below:

POSITION OUTCOMES/OUTPUTS				ASSESS WEIGHTING
Key Performance Areas	KPA WEIGHTINGS	KPI / PROJECT WEIGHTING		
Municipal Transformation and Organisational Development				
Basic Service Delivery	20%	KPI's	100%	
Local Economic Development	20%	KPI's	100%	
Municipal Financial Viability	15%	KPI's	100%	
Good Governance and Public Participation	20%	KPI's	100%	
Spatial Planning	20%	KPI's	100%	
Core Competency Requirements (CCRs)	5%	KPI's	100%	80%
Total				20%
				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.

TJ



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 20% 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 2006.
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.

2025/2026 Performance Plan – Senior Manager: Technical Services

T.J



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 workshopping 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
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. 	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.
Signed and accepted by the Employee:	Signed and accepted on behalf of Council:
	
DATE: 1/06/2026	DATE: 3/6/2026

RD



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	- Understands organisational and departmental strategic initiatives; - Describes how specific tasks link to organisation's strategies; - Aligns and prioritises own action plans to organisational strategies; and - Demonstrates commitment through actions.	- Gives direction to team in realising the organisation's strategic objectives; - Impacts positively on team morale; - Develops action plans to execute strategic initiatives; - Assists in defining performance measures to evaluate the success of strategies; - Identifies and communicates obstacles to executing specific strategies; - Supports stakeholders in achieving their goals; - Inspires staff with own behaviour - "walks the talk"; - Manages and takes calculated risks; - Communicates strategic plan to the organisation; and - Utilises strategic planning methods and tools.	- Evaluates all activities to determine value added and alignment with the organisation's strategic goals. - Displays and contributes in-depth knowledge to strategic planning at the organisational level; - Ensures alignment of strategies across various functional areas to the organisation strategy; - Defines performance measures to evaluate the success of organisation's strategy; - Monitors and reviews strategic plans consistently and takes corrective action; - Promotes organisation's mission and vision to all relevant stakeholders; - Empowers others to deal with complex and ambiguous situations; - Achieves agreement or consensus in an adversarial environment; - Guides the organisation through complexity and uncertainty of vision; - Leads and unites diverse workgroups across divisions to achieve organisational objectives; and - Develops and implements risk management.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Financial Management	• Articulates basic financial concepts and techniques as they relate to organisational/departamental processes and tasks (e.g. performance budgeting and value for money); • Displays awareness of the different sources of financial data, reporting mechanisms and financial processes and systems; • Understands importance of financial accountability; • Understands the necessity for asset control; • Recognises key expenditure and financial accounting and reporting concepts; • Performs key financial management processes (expenditure, accounting and reporting) with guidance/direction; • Tracks and measures actual expenditure against budget; and • Understands the role of an audit function.	• Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; • Assesses, manages and monitors financial risks; • Prepares financial reports based on prescribed format; • Understands and weighs up financial implications of propositions; • Controls assets according to prescribed policies and procedures; • Understands, analyses and monitors financial reports; • Allocates resources to established goals and objectives; • Manages expenditure in relation to cash flow projections; • Ensures effective utilisation of financial resources; • Develops corrective measures/actions to ensure alignment of budget to financial resources; • Prepares and manages own budget in line with the strategic objectives of the organisation; and	• Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility; • Manages financial planning, forecasting and reporting processes; • Prepares budgets that are aligned to the strategic objectives of the organisation/departament; • Addresses complex budgeting and financial management issues; • Formulates long term financial plans and resource allocations; • Develops and implements systems, procedures and processes in order to improve financial management; • Advises on policies and procedures regarding asset control; • Dynamically allocates resources according to internal and external objectives (broader government objectives); • Develops expenditure Key Performance Indicators (KPIs); • Succeeds in achieving maximum results with limited resources; • Assists others with financial accounting/reporting tasks; • Coaches and teaches others on key financial concepts; and • Analyses projections in reports.

T.J



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Knowledge Management	• Collects, categorises and tracks relevant information required for specific tasks and projects; • Analyses and interprets information to draw conclusions; • Seeks new sources of information to increase own knowledge base; and • Shares information and knowledge with co-workers.	• Uses appropriate information systems to manage organisational knowledge; • Uses modern technology to stay abreast of world trends and information; • Evaluates information from multiple sources and uses information to influence decisions; • Creates mechanisms and structures for sharing of knowledge in the organisation; • Uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve organisational efficiency; • Promotes the importance of knowledge sharing within own area; • Adapts and integrates information from multiple sources to create innovative knowledge management solutions; and • Nurtures a knowledge-enabling environment.	• Anticipates future knowledge management requirements and systems; • Develops standards and processes to meet future knowledge management requirements; • Shares and promotes best practices across the organisation; • Coaches others on knowledge management techniques; • Monitors and measures knowledge management capability in organisation; • Creates a culture of a learning organisation; and • Holds motivational sessions with colleagues to share information and new ideas.

TJ



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Service Delivery Innovation	• Recommends new ways of performing tasks within own function; • Identifies and seeks potential sources of new ideas and approaches to enhance service delivery; • Proposes simple remedial solutions to simple service delivery orientated problems; and • Listens to the ideas and perspectives of others and explores opportunities to enhance these ideas.	• Consults clients and stakeholders on ways to improve the delivery of services; • Communicates the benefits of service delivery improvement opportunities to stakeholders; • Identifies internal process improvement opportunities; • Identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • Implements innovative service delivery options in own department/organisation.	• Formulates and implements new ideas throughout the organisation; • Ensures buy-in from key stakeholders; • Consults and utilises international best practices on Service Delivery Innovation; • Aligns the Service Delivery Innovation initiatives with the latest technology; • Researches needs of clients; • Coaches others on innovation techniques; and • Inspires service providers to improve delivery of services.
Problem Solving and Analysis	• 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.	• 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.	• Coaches others on the analytical techniques and problem solving methods; • Anticipates organisational problems and strategies 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.

T.J



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
People Management and Empowerment	• Participates in team goal setting and problem solving; • Interacts and collaborates with diverse groups of people; • Understands team strengths, weaknesses and preferences; and • Is aware of the appropriate steps and guidelines for employee development and feedback, but not yet fully able to implement these.	• Seeks opportunities to increase personal contribution and level of responsibility; • Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; • Delegates and empowers others to increase contribution and level of responsibility; • Applies labour and employment legislation and regulations consistently; • Facilitates team goal setting and problem solving; • Recognises differences between individuals, cultures and teams and provides developmental feedback in accordance with performance management principles; • Adheres to internal and national standards with regards to human resource practices; • Identifies competencies required and suitable resources for specific tasks; • Displays personal interest in the well-being of colleagues; • Able to manage own time as well as time of colleagues and other stakeholders; and • Manages conflict through a participatory approach.	• Analyses ineffective team and work processes and recommends improvement; • Recognises and rewards desired behaviours and results; • Mentors and counsels others; • Addresses balance between individual career expectations and organisational needs; • Considers developmental needs of personnel when building teams and assigning tasks; • Establishes an environment in which personnel can maximise their potential; • Guides others on managing people; • Inspires a culture of performance excellence by giving positive and constructive feedback to the team; • Creates links among various individuals, cultures and teams and instils a common sense of identity towards the achievement of goals; • Shares knowledge of the big picture to help others understand their role; and • Creates a culture of continuous learning and development.



Core Managerial Competencies	Proficiency Level		
	Basic 1-2	Competent 3-4	Advance - 5
Client Orientation and Customer Focus	• Acknowledges customers rights; • Applies customer knowledge to improve own organisation or department; • Maintains good relationship with customers and understands their priorities; and • Redirects queries to the most appropriate person/ solution provider and follows through to ensure customer needs are met.	• Develops clear and implementable service delivery improvement programmes; • Identifies opportunities to exceed the expectations of customers; • Designs internal work processes to improve customer service; • Adds value to the organisation by providing exemplary customer service; and • Applies customer rights in own work environment.	• Coaches others about the importance and application of customer and client knowledge; • Fosters an environment in which customer satisfaction is valued and delivered; • Addresses and resolves high-risk, high profile stakeholder issues; and • Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.