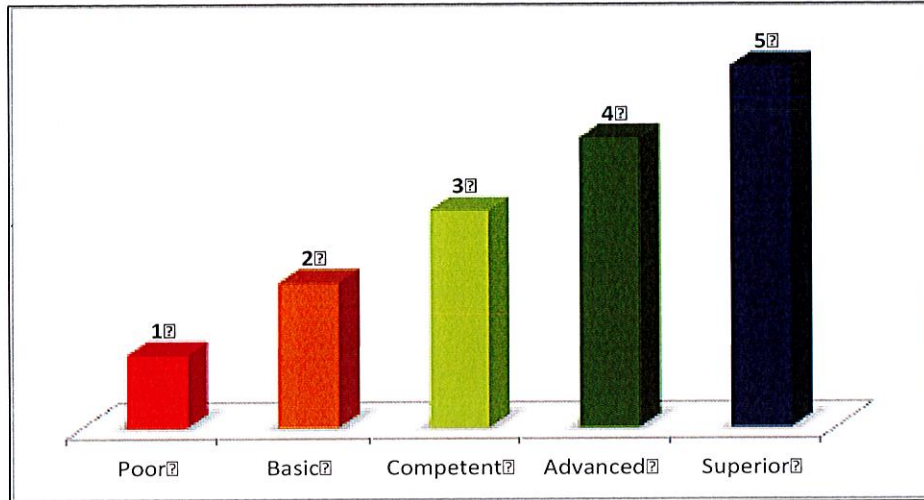


LAINGSBURG MUNICIPALITY

Performance Agreement for the financial year 1 July 2023 – 30 June 2024

SENIOR MANAGER: FINANCE AND COMPLIANCE SERVICES

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

- 6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –
 - 6.11.1 Municipal Manager;
 - 6.11.2 Municipal Manager from another municipality;
 - 6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and
 - 6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).
- 6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

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Performance Agreement

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Months
1	July - September
2	October - December
3	January - March
4	April - June

- 7.2 The Employer shall keep a record of the year-end assessment meetings;
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

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9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

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

10. CONSULTATION

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

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

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

11. REWARD

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

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Performance Agreement



- 13.3 In the instance where the matters referred to in 13.2 were not successfully resolved, the matter shall be referred to the Municipal Manager to mediate the issues within 30 (thirty) business days of receipt of a formal dispute from the Employee.
- 13.4 The decision of the Municipal Manager shall be final and binding on both parties; and
- 13.5 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.



Thus done and signed at Laingsburg on the 28th day of July of 2023.



AS WITNESSES:

- 1.  _____
SENIOR MANAGER:
FINANCE AND
COMPLIANCE SERVICES
- 2.  _____

Thus done and signed at Laingsburg on the 28th day of July of 2023.

AS WITNESSES:



- 1.  _____
MUNICIPAL MANAGER
- 2.  _____

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Performance Plan

Senior Manager: Finance and Administration Services

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The Performance Plan sets out:

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

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AKR ANO RNP

KEY PERFORMANCE INDICATORS

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

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: Compliance and Risk Management	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	New KPI	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: Supply Chain Management	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	100%	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: Revenue	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	100%	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: Expenditure	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	100%	90%	90%	90%	90%	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: ICT	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	100%	90%	90%	90%	90%	
TL3	Municipal Financial Viability and Management	Achieve a debtor payment percentage of 75% by 30 June 2024 [(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100]	% debtor payment achieved	78%	0	0	0	75	

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL4	Basic Service Delivery	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June 2024	Number of residential properties which are billed for electricity or have prepaid meters (Excluding Eskom areas) as at 30 June 2024	886	896	896	896	896	
TL5	Basic Service Delivery	Number of formal residential properties that receive piped water (credit and prepaid water metering) that is connected to the municipal water infrastructure network and billed for the service as at 30 June 2024	Number of residential properties which are billed for water	1 335	1 336	1 336	1 336	1 336	
TL6	Basic Service Delivery	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service, irrespective of the number of water closets (toilets) and billed for the service as at 30 June 2024	Number of residential properties which are billed for sewerage	1 296	1 294	1 294	1 294	1 294	
TL7	Basic Service Delivery	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June 2024	Number of residential properties which are billed for refuse removal	1 348	1 341	1 341	1 341	1 341	

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL8	Basic Service Delivery	Provide free 50kWh electricity to indigent households as at 30 June 2024	Number of households receiving free basic electricity	416	456	456	456	456	
TL9	Basic Service Delivery	Provide free 6kl water to indigent households as at 30 June 2024	Number of households receiving free basic water	537	617	617	617	617	
TL10	Basic Service Delivery	Provide free basic sanitation to indigent households as at 30 June 2024	Number of households receiving free basic sanitation services	535	613	613	613	613	
TL11	Basic Service Delivery	Provide free basic refuse removal to indigent households as at 30 June 2024	Number of households receiving free basic refuse removal services	547	630	630	630	630	
TL12	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations at 30 June 2024 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]	Debt coverage ratio as at 30 June 2024	40%	0	0	0	45	

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL13	Municipal Financial Viability and Management	Financial viability measured in % in terms of the total amount of outstanding service debtors in comparison with total revenue received for services at 30 June 2024 [(Total outstanding service debtors/annual revenue received for services)x 100]	% outstanding service debtors at 30 June 2024	95%	0	0	0	80	
TL14	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure at 30 June 2024 [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)]	Cost coverage ratio as at 30 June 2024	0.35	0	0	0	0.35	
D39	Municipal Financial Viability and Management	Review the insurance portfolio annually by 31 March	Reviewed insurance portfolio	1	0	1	0	0	
D40	Municipal Financial Viability and Management	Submit financial statements to the Auditor General by 31 August	Financial statements submitted by 31 August	1	1	0	0	0	

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
D41	Municipal Financial Viability and Management	Submit the draft main budget to Council for approval by 31 March	Main budget submitted to Council	1	0	0	1	0	
D42	Municipal Financial Viability and Management	Submit the adjustments budget for approval to Council by 28 February	Adjustment budget submitted to Council	1	0	0	1	0	
D43	Municipal Financial Viability and Management	Submit the departments annual report input to the Planning and Development department by 15 August	Number of submissions	1	1	0	0	0	
D44	Municipal Financial Viability and Management	Implement correctives measures within due dates as identified in the internal audit reports and Auditor General (AG) Management letter	% of corrective measures implemented within due dates	100%	100	100	100	100	
TOTAL									80

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COMPETENCIES

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

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

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: <ul style="list-style-type: none"> • Change vision and strategy 	1.67

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Competency	Definition	Weight
	<ul style="list-style-type: none"> Process design and improvement Change impact monitoring and evaluation 	
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

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Competency Framework

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

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

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

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

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

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

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

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



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

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

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

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Personal Development Plan

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

Signed and accepted by the Employee

[Signature]
 Date: 28th July 2023

Signed by the Municipal Manager on behalf of the Municipality

[Signature]
 Date: 28th July 2023

[Handwritten initials]
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