



# **MOQHAKA MUNICIPALITY**

## **PERFORMANCE AGREEMENT**

MADE AND ENTERED INTO BY AND BETWEEN:

THE MOQHAKA LOCAL MUNICIPALITY

HEREIN REPRESENTED BY THE MUNICIPAL MANAGER

MTHUNZI ERIC MTHWALO

(ID 7103105317080)

(herein and after referred to as Employer)

AND

MR SIMON THEKISO LEIE

(ID 6911205597083)

**ACTING DIRECTOR LOCAL ECONOMIC DEVELOPMENT AND PLANNING**

(herein and after referred to as Employee)

FOR THE FINANCIAL YEAR

Period 1 July 2019 – 31 December 2019

M. P. J. S. Leie

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THE PARTIES HEREBY AGREE AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an Annual Performance Agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure Local Government policy goals as defined in the municipal Integrated Development Plan.

2. INTERPRETATION AND DEFINITION

- 2.1 In this Agreement, unless the context indicates otherwise–
  - 2.1.1 an expression, which denotes any gender, includes the other genders, a natural person includes a judicial person and vice versa, and the singular includes the plural and vice versa;
  - 2.1.2 clause headings are for convenience only and will not be used in its interpretation, and the following expressions bear the meanings assigned to them and cognate expressions bear corresponding meanings–

"agreement"	means this Performance Agreement and all the Appendices hereto;
"Employee"	means ..... the Director Technical Services of Moqhaka Local Municipality;
"Employer"	means the Moqhaka Local Municipality as represented by the Municipal Manager, Mr. M E Mthwalo;
"MEC"	means the Member of the Free State Executive Council responsible for local government;

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“MFMA”	means the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
“Municipality”	means the Moqhaka Local Municipality, established in terms of Structures Act;
“parties”	means the Municipality and the Employee;
“Regulations”	means the Local Government: Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, promulgated in the Government Gazette as Regulation Notice 805 on 1 August 2006 read together with the Local Government Regulations on Appointment and Conditions of Employment of Senior Managers, promulgated in the Government Gazette as Regulation Notice 37245 on 17 January 2014;
“Structures Act”	means the Local Government: Municipal Structures Act, 2000 (Act No.117 of 1998); and
“Systems Act”	means the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), and the Regulations promulgated in terms of the Act;

2.1.3 words and expressions defined in any sub-clause, for the purpose of the clause of which that sub-clause forms part, bear the meaning assigned to such words and expressions in that sub-clause; and

2.1.4 this agreement is governed by and construed in accordance with the laws of the Republic of South Africa.

### 3. PURPOSE OF THIS AGREEMENT

The purpose of this agreement is to:

- 3.1 Comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act, and the Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006) as amended by the Regulations on Appointment and Conditions of Employment of Senior Managers (2014), as well as the Contract of Employment entered into between the parties;

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- 3.2 Specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer;
- 3.3 Specify accountabilities as set out in the Performance Plan which is appended to this agreement as ANNEXURE A;
- 3.4 Monitor and measure performance against set targeted outputs;
- 3.5 Use the Performance Agreement and Performance Plan as the basis to assess whether the Employee has met the performance expectations applicable to his job; and
- 3.6 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

### 4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 1 July 2019 and will remain in force until 30 June 2020 where after a new Performance Agreement together with its Performance Plan and Performance Development Plan shall be concluded between the parties for the next financial year.
- 4.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement that replaces this Agreement by not later than the 31<sup>st</sup> July of each successive financial year or any portion thereof.
- 4.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 4.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 4.5 If at any time during the validity of this Agreement the work environment alters, whether as a result of government or council decisions or otherwise, to the

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extent that the contents of this Agreement are no longer appropriate, the contents must immediately be revised.

- 4.6 Any significant amendments or deviations must take cognisance of the requirements of sections 34 and 42 of the Systems Act, and regulation 4(5) of the 2014 Regulations.

### 5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan is attached as **ANNEXURE A**, and sets out:

5.1.1 The performance objectives and targets that must be met by the Employee; and

5.1.2 The time frames within which those performance objectives and targets must be met.

- 5.2 The performance objectives reflected in **ANNEXURE A** are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.

- 5.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

### 6. PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.

- 6.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

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- 6.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 6.4 The Employee undertakes to actively focus on the promotion and implementation of the KPA's (including special projects relevant to the Employee's responsibilities) within the local government framework.
- 6.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which are contained in this Performance Agreement.
- 6.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and Competencies respectively.
- 6.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.
- 6.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (**ANNEXURE A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee. The competencies will make up the other 20% of the Employee's assessment score.

KEY PERFORMANCE AREA	No.	WEIGHT
Local Economic Development	16	80%
Municipal Transformation and Institutional Development	3	10%
Good Governance and Public Participation	4	10%
<b>Total</b>		<b>100%</b>

- 6.7 The competency framework as set out in the Regulations on Appointment and Conditions of Employment of Senior Managers (17 January 2014) consists of six leading competencies which comprise twenty driving competencies that communicate what is expected for effective performance in local government,

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and six core competencies that act as drivers to ensure that the leading competencies are executed at an optimal level.

LEADING COMPETENCIES	DRIVING COMPETENCIES	WEIGHT
1. Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	8.35
2. People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	8.33
3. Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	8.33
4. Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	8.33
5. Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	8.33
6. Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	8.33
<b>CORE COMPETENCIES</b>		
7. Moral Competence		8.33
8. Planning and Organising		8.35
9. Analysis and Innovation		8.33
10. Knowledge and Information Management		8.33
11. Communication		8.33
12. Results and Quality Focus		8.33
<b>Total</b>		<b>100</b>

- 6.8 There is no hierarchical connotation to the competencies and all are essential to the role of a senior manager to influence high performance. All competencies will therefore be considered as measurable and critical in assessing the level of the Employees performance.

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**7. PERFORMANCE ASSESSMENT**

7.1 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP).

7.2 The Employee will submit his self-assessment to the Employer prior to the formal assessment;

7.3 Performance assessments will entail:

7.3.1 Assessment of the achievement of results as outlined in the performance plan (**ANNEXURE A**):

**7.3.1.1** Each KPI shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI.

**7.3.1.2** The assessment of the performance of the Employee will be based on the following rating scale for KPI's:

Rating	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 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 Performance Plan.

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Rating	Terminology	Description
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The appraisal indicates that the Employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The appraisal indicates that the Employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the 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.

**7.3.1.3** The rating will then be multiplied by the weighting to calculate the final score;

**7.3.1.4** An overall rating will be calculated based on the total of the individual ratings calculated above.

**7.3.1.5** In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

**7.3.2** Assessment of competencies

**7.3.2.1** Each competency shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;

**7.3.2.2** The assessment of the performance of the Employee will be based on the following rating scale for Competencies:

Rating	Achievement level	Description
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses

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Rating	Achievement level	Description
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in- depth analyses
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

7.3.2.3 The rating will then be multiplied by the weighting to calculate the final score. Each competency shall carry an equal weighting;

7.3.2.4 A full description of achievement levels per competency is attached as ANNEXURE B.

7.3.3 Overall rating

7.3.3.1 An overall rating is calculated by combining the rating from 7.3.1 and 7.3.2 above. Such overall rating represents the outcome of the performance appraisal.

7.4 For purposes of appraising the performance of the Employee, an evaluation panel constituted of the following persons will be established, as mutually agreed upon:

7.4.1 Municipal Manager;

7.4.2 Chairperson of the Audit Committee;

7.4.3 Municipal Manager from another municipality; and

7.4.4 Member of the Mayoral Committee (Portfolio Chairperson).

8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1 The performance of each Employee in relation to his performance agreement shall be reviewed on the following dates:

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Quarter	Review Period	Review to be completed by
1	July – September 2019	December 2019 (informal assessment by MM)
2	October – December 2019	March 2020 (Mid-year Panel Assessment)
3	January – March 2020	June 20 (20informal assessment by MM)
4	April – June 2020	September 2020 (Year-end Panel Assessment)

- 8.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee’s performance at any stage while the contract of employment remains in force;
- 8.3 Performance reviews in the first and third quarter may be verbal if performance is deemed to be satisfactory by the Municipal Manager. In the event of unsatisfactory performance, a panel evaluation shall be convened.
- 8.4 The Employer shall keep a record of the mid-year, year-end and any other assessment meetings where a panel evaluation is convened;
- 8.5 Performance feedback shall be based on the Employer’s assessment of the Employee’s performance;
- 8.6 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
- 8.7 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.

**9. DEVELOPMENTAL REQUIREMENTS**

- 9.1 Personal growth and development needs identified during any performance appraisal discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

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- 9.2 The Personal Development Plan (PDP) for addressing developmental gaps must be developed, if deemed necessary in individual cases in consultation with the employee, the Portfolio Councillor and the Municipal Manager.

### 10. OBLIGATIONS OF THE EMPLOYER

#### 10.1 The Employer shall-

- 10.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 10.1.2 Provide access to skills development and capacity building opportunities;
- 10.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 10.1.4 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
- 10.1.5 Make available to the Employee such resources as the Employee may reasonable require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

### 11. CONSULTATION

- 11.1 The Employer agrees to consult the Employee timeously where the exercising of powers will have amongst others-
- 11.1.1 A direct effect on the performance of any of the Employee's functions;
  - 11.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
  - 11.1.3 A substantial financial effect on the Employer

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- 11.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 as soon as is practical to enable the Employee to take any necessary action.

**12. MANAGEMENT OF ASSESSMENT OUTCOMES**

- 12.1 Where the employer is, at any time during the employee's employment, not satisfied with the manager's performance in respect of any matter dealt with in this Agreement, the employer will give notice to the employee to attend a meeting.
- 12.2 The employee will have the opportunity at the meeting to satisfy the employer in respect of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures.
- 12.3 Where there is a dispute or difference as to the performance of the employee under this Agreement, the parties will confer with a view to resolve the dispute or difference.
- 12.4 In the case of unacceptable performance, the employer shall –
  - 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
  - 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his duties

**13. DISPUTE RESOLUTION**

- 13.1 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment must be mediated by the Executive Mayor within 30 days of receipt of a formal dispute from the employee. The Executive Mayors decision shall be final and binding on both parties

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13.2 Any disputes about the outcomes of the employee's performance evaluation must be mediated by a member of the Municipal Council provided that such member was not part of the evaluation panel within 30 days of receipt of a formal dispute from the employee. The Executive Mayors decision shall be final and binding on both parties.

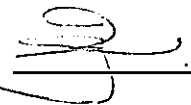
14. GENERAL


14.1 The contents of this agreement and the outcome of any review conducted in terms of ANNEXURE A must be made available to the public by the Employer in accordance with the Municipal Finance Management Act, 2003 and Section 46 of the Municipal Systems Act 32 of 2000.

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 legal instruments.

Thus done and signed at Kroonstad on this the 12 day of July July 2019.

AS WITNESSES:

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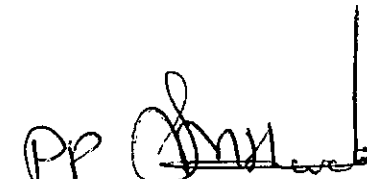
  
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Thus done and signed at \_\_\_\_\_ on this the \_\_\_\_\_ day of July 2019.

AS WITNESSES:

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MUNICIPAL MANAGER

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ANNEXURE A: PERFORMANCE PLAN

- i. The Performance Plan sets out the performance objectives and targets which are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and includes key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.
- ii. The employee's assessment will be based on his/her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the National KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.
- iii. The performance management system automatically rates performance in terms of the key performance indicators as follows which correlates with the rating referred to in 6.3.1.

Category	Rating	Explanation
KPI's Not Met/ Unacceptable performance	1	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.
KPI's Almost Met / Not fully effective	2	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.
KPI's Met / Fully effective	3	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.
KPI's Well Met / Performance significantly above expectations	4	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.
KPI's Extremely Well Met / Outstanding Performance	5	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.

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KEY PERFORMANCE INDICATORS AND TARGETS

Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
Organisational	TL 21	To review the Housing Sector Plan.	Local Economic Development	Housing Sector Plan Reviewed and received by Director on or 31 May 2019.	Housing Sector Plan Developed	All	Acting Director LED	0	1 Review Per Annum	0	0	0	1 Review Per Annum
Organisational	TL 22	To support the orderly and coordinated development of the urban areas within the municipal area.	Local Economic Development	Ensure the reviewed Spatial Development Framework is approved by June 2020	Submit reviewed document by June 2020 and review annually.	All	LED	NEW KPI	1 Review Per Annum	0	0	0	1 Review Per Annum
LED & Planning	TL 44	Explore the potential for the tourism sector in creating sustainable jobs and income for communities	Local Economic Development	Develop Tourism master plan by June 2020	Submit the draft of tourism plan by June 2020 and review annually	All	Acting Director LED	Draft Plan approved.	Plan to be approved by June 2020	0	0	0	Plan to be approved by June 2020
LED & Planning	TL 45	To explore commercialisation within the agriculture sector for optimum socio-economic benefits by the local communities.	Local Economic Development	Develop agricultural development plan and review annually by June 2020	Submit the draft of agricultural plan before June 2020	All	Acting Director LED	Draft plan approved.	Plan to be approved by June 2020	0	0	0	Plan to be approved by June 2020
LED & Planning	TL 46	Establishing a LED Forum comprising all	Local Economic	LED Forum established	1 LED Forum	All	Acting	0	1	0	1	0	0

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Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
LED & Planning	1 47	Create an environment that promotes the development of the local economy and facilitate job creation.	Local Economic Development	Number of jobs created through the municipality's LED, EPWP and other initiatives (Reg 796)	Sum of jobs created per year	All	Acting Director LED	48	55	0	55	0	0
LED & Planning	1 48	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	Develop a marketing strategy for the resort and submit to the Director for approval	Marketing strategy developed and submitted to the Director for approval	All	Acting Director LED	0	1	0	0	0	1
LED & Planning	1 49	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	% of occupancy of chalets	Number of days that chalets were occupied in measurement period relative to days in measurement period x Number of chalets and calculating an average for the year	All	Acting Director LED	24%	10%	1%	5%	2%	2%
LED & Planning	1 50	To support the expansion of the tourism potential of Kroonpark Holiday Resort		% of occupancy of Caravan sites	Number of days that Caravan/Camping sites were occupied in	All	Acting Director LED	2%	3%	0	2%	1%	0

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Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
			Local Economic Development		measurement period relative to days in measurement period x Number of Caravan/Camping sites and calculating an average for the year								
LED & Planning	151	To support the expansion of the tourism potential of Kroonpark Holiday Resort.	Local Economic Development	Number of day visitors at Kroonpark	Sum of day visitors at Kroonpark for the period 01 July 2018 to 30 June 2019	All	Acting Director LED	24 000	25 000	2 500	15 000	5 000	2 500
LED & Planning	152	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	Number of chalets renovated	Sum of chalets renovated	All	Acting Director LED	10	10	0	0	5	5
LED & Planning	153	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	Number of ablution facilities renovated	Sum of ablution facilities upgraded	All	Acting Director LED	2	2	2	0	0	0
LED & Planning	154	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	Number of annual entertainment activities held	Sum of events held	All	Acting Director LED	6	6	1	3	1	1
LED & Planning	155	To support the expansion of the tourism potential of the tourism	Local Economic Development	Revenue per available chalet	[revenue] divided by [Number of	All	Acting Director LED	10 484.08	12 000	2000	7000	2000	1000

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Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
		potential of Kroonpark Holiday Resort	Development	Revenue per Caravan site	available chalets] for each quarter and calculating an average for the year								
LED & Planning	TL 56	To support the expansion of the tourism potential of Kroonpark Holiday Resort	Local Economic Development	Revenue per Caravan site	[revenue] divided by [Number of available Caravan/camping sites] for each quarter and calculating an average for the year	All	Acting Director LED	649.35	800.00	0	600	100	100
LED & Planning	TL 57	To support the orderly use of all land parcels and to deal with all and use related issues within the municipal area	Local Economic Development	Develop a Land Use Scheme by June 2020	Submit the Land Use Scheme by June 2020	All	Acting Director LED	NEW KPI	30 June	0	0	0	30 June
LED & Planning	TL 58	Effective management and supervision of the SDBIP on the KPI's of the( Top layer and Departmental KPIs>	Good Governance and Public Participation	75% of the KPIs have been met.	Number of KPIs met/ by the total number of KPIs set.	All	Acting Director LED	80%	75%	75%	75%	75%	75%
LED & Planning	TL 59	Promote Sound risk management practices	Good Governance and Public	Compiling and ensure compliance with the	Signed Action Plan	All	Acting Director LED	0	1	1	0	0	0

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Directorate	TL KPI REF	Municipal Strategy	KPA	KPI	Calculation	Ward	KPI Owner	Baseline	Annual Target	Q1	Q2	Q3	Q4
		which the Directorate	Participation	Directorate action plan to									
LED & Planning	TL 60	Promote Sound risk management practices which the Directorate	Good Governance and Public Participation	Submission of complete and signed reports on status of implementation of action plan to address risks.	Signed Quarterly Reports.	All	Acting Director LED	0	4	1	1	1	1
LED & Planning	TL 61	Promote Sound risk management practices which the Directorate	Good Governance and Public Participation	Attend and support risk committee meetings	Quarterly attendance Registers.	All	Acting Director LED.	2	4	1	1	1	1
LED & Planning	TL 62	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Develop an annual schedule of directorate meetings for approval by the Municipal Manager.	Annual schedule submitted and approved by 30 June annually	All	Acting Director Led.	0	1	0	0	0	1
LED & Planning	TL 63	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of monthly directorate meetings held.	Sum of directorate meetings held.	All	Acting Director LED.	10	10	3	1	3	3
LED & Planning	TL 64	To facilitate the optimal functioning of management.	Municipal Transformation and Institutional Development	Number of quarterly reports submitted to Council.	Sum of reports submitted to Council	ALL	Acting Director LED	4	4	1	1	1	1

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**ANNEXURE B: COMPETENCY DESCRIPTIONS**  
**COMPETENCY DESCRIPTIONS (ANNEXURE B)**

**1. Leading Competencies Cluster**

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

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

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

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

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

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

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2. Core Competencies Cluster

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

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