

LANGEBERG MUNICIPALITY

**Performance Agreement
for the financial year 1 July 2019 – 30 June 2020**

DIRECTOR: COMMUNITY SERVICES

Handwritten signatures and initials at the bottom right corner, including "JP", a stylized signature, and "MM".

Performance agreement made and entered into by and between

The **Langeberg** Municipality and represented by the Municipal Manager (*herein and after referred as Employer*)

and

Mike Mgajo, the Director: Community Services (*herein and after referred as Employee*)
for the **period** 1 July 2019 to 30 June 2020

Where as

- a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an **annual** performance agreement;
- c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and
- d. The Parties wish to ensure that there is compliance with **Sections** 57(4B) and 57(5) of the **Systems** Act.

1. INTERPRETATION

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

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

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the **Structures** Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the **Municipality**; and

1.1.5 "the Parties" means the Employer and Employee.



2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into **between** the Parties;
- 2.2 To **specify objectives** and targets **established** for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify **accountabilities** as set out in the Performance Plan (Annexure A);
- 2.4 To **monitor** and measure performance against set targeted **outputs** and outcomes;
- 2.5 To **establish** a transparent and accountable working relationship;
- 2.6 To appropriately reward the **employee** in **accordance** with section 11 of this agreement; and
- 2.7 To give effect to the Employer's **commitment** to a **performance-orientated relationship** with the Employee in attaining **improved** service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 1 July 2019 and will remain in force until 30 June 2020 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding **financial** year;
- 3.3 This Agreement **will** terminate on the termination of the Employee's contract of employment for any reason;
- 3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the **contents** must by **mutual** agreement between the **parties**, immediately be revised; and
- 3.5 Any significant **amendments** or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.



4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The timeframes within which those performance objectives and targets must be met; and
 - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate **effectively** as senior **managers** in the local government environment.
- 4.2 The **performance objectives** and targets reflected in Annexure A are set by the Employer in **consultation** with the Employee and based on the Integrated Development Plan, **Service** Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall **include**:
 - 4.2.1 Key objectives that describe the main tasks **that** need to be done;
 - 4.2.2 Key performance **indicators** that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;
 - 4.2.3 Target dates that **describe** the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings **showing** the relative **importance** of the key **objectives** to each other.
- 4.3 The **Personal Development** Plan (Annexure C) sets out the Employee's personal development **requirements** in line with the **objectives** and targets of the Employer; and
- 4.4 The **Employee's performance** will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's Integrated Development Plan**.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer **adopted** for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service **providers** to **perform** to the standards required;



-
- 5.3 The Employer must consult the Employee about the specific performance **standards** and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and **implementation** of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the **performance** of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance **Agreement**;
- 5.6 The Employee's assessment will be based on his performance in terms of the **outputs/outcomes** (**performance** indicators) identified as per **attached** Performance Plan, which are linked to the KPAs, and will constitute **80%** of the overall assessment result as per the weightings agreed to between the Employer and **Employee**;
- 5.7 The Competencies will make up the other 20% of the Employee's **assessment** score. The **Competencies** are spilt into two groups, leading competencies (**indicated** in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. **PERFORMANCE ASSESSMENT**

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 During the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of **agreed** intervals for evaluation, the Employer may in **addition** review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

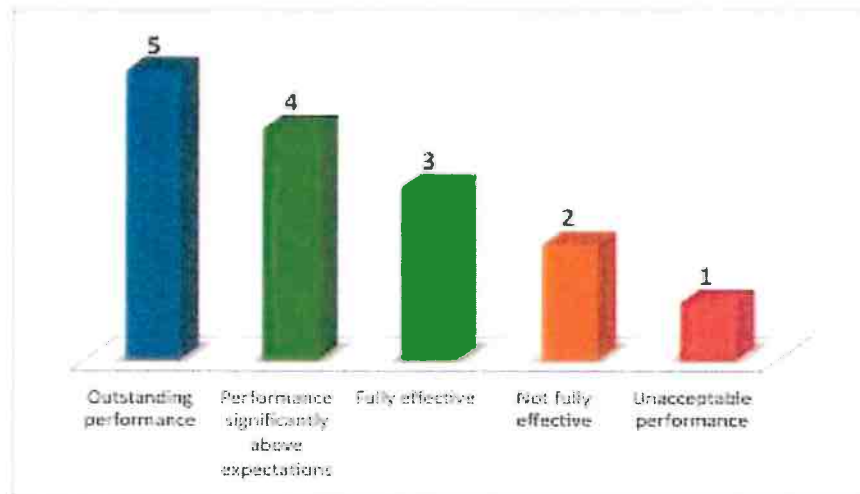


-
- 6.4 The Employee's **performance** will also be **measured** in terms of **contributions** to the goals and strategies set out in the Employer's Integrated **Development Plan** (IDP) as described in 6.6 – 6.13 below;
- 6.5 The Employee will submit quarterly **performance** reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of **the achievement** of results as **outlined** in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the **specified** standards or performance targets have been met (**qualitative** and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the **five-point** scale **described** in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee **will** submit his self-evaluation to the **Employer** prior to the formal **assessment**;
- 6.6.4 In the **instance** where the employee could not perform due to reasons **outside** the control of the **employer** and employee, the KPI will not be **considered** during the evaluation. The employee should provide **sufficient** evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the **individual** scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;
- 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

[Handwritten signature]

6.8.2 Such overall rating represents the outcome of the performance appraisal.

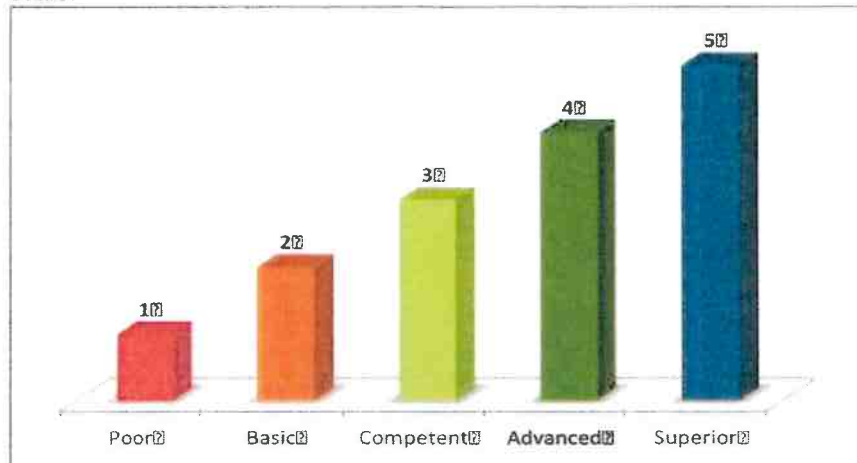
6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
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.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	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.

[Handwritten signature]

- 6.10 The assessment of the **competencies** will be based on the following rating scale:



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
- 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	Evaluation
1	July - September	
2	October - December	March 2020
3	January - March	
4	April - June	October 2020

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

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 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;



- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;
- 11.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following **scheme**:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and **he/she** will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of **recommending** the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not **satisfied** with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of **unacceptable** performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

Handwritten signatures

12.4.2 After **appropriate** performance **counselling** and having **provided** the necessary guidance and/or support as well as **reasonable** time for improvement in **performance**, the Employer may **consider** steps to **terminate** the contract of employment of the Employee on **grounds** of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

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

14. GENERAL

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

Thus done and signed at ASHTON on the 12 day of June 2019.

AS WITNESSES:

1. Principal
2. Officer

[Signature]
MUNICIPAL MANAGER

Thus done and signed at ASHTON on the 12 day of June 2019

AS WITNESSES:

1. Principal
2. Officer

[Signature]
DIRECTOR

[Signature]

Performance Plan

Director: Community Services

[Signature]

[Signature]

[Signature]

[Signature]

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.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator does not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

[Handwritten signatures and initials]

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	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Community Facilities	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Fire and Disaster Management	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Housing	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Libraries	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Parks and Amenities	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
T68	Basic Service Delivery	Review the Disaster Management Plan and submit the draft for assessment to the District Municipality by 31 March 2020	Plan reviewed and submitted	1	Proof of submission to the District	0	0	1	0	4
T69	Basic Service Delivery	Submit 200 completed signed offer to purchase contracts to the attorneys for registration of title deeds by 30 June 2020	Number of completed signed offer to purchase registered	200	Proof of submission to attorneys	50	50	50	50	4

Annexure A

2019/20

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
T70	Basic Service Delivery	Upgrade the ablution facilities at Van Zyl Street Sports field by 30 June 2020	Ablution facilities at Van Zyl Street Sports field upgraded	New capital project for 2019/20	Completion certificate	0	0	0	1	4
T71	Basic Service Delivery	Upgrade the sports ground in McGregor by 30 June 2020	Ablution facilities at McGregor sports field upgraded	New capital project for 2019/20	Completion certificate	0	0	0	1	4
T72	Basic Service Delivery	Replace Sand Filter System at Dirty Uys Swimming Pool by 31 December 2019	Sand Filter System at Dirty Uys Swimming Pool replaced	New capital project for 2019/20	Completion certificate	0	1	0	0	4
T73	Basic Service Delivery	Submit the Sport and Recreation Framework to Council by 30 June 2020	Sport and Recreation Framework submitted	New KPI for 2019/20	Proof of submission	0	0	0	1	4
T74	Basic Service Delivery	Submit the Sport Policy to Council by 30 June 2020	Sport Policy submitted	New KPI for 2019/20	Proof of submission	0	0	0	1	4
T75	Basic Service Delivery	Submit the Land Invasion Policy to Council by 30 June 2020	Land Invasion Policy submitted	New KPI for 2019/20	Proof of submission	0	0	0	1	4
D398	Municipal Transformation and Institutional Development	Conduct at least 2 formal evaluations of performance of personnel directly reporting to the Director	Number of formal evaluations conducted	New KPI	Signed-off evaluation sheets	0	1	0	1	4
D399	Good Governance and Public Participation	Attend to media and press enquiries within 3 days	% of media and press enquiries attended to within 3 days	New KPI	Proof of date of receipt and date of submission	100%	100%	100%	100%	3
D400	Municipal Transformation and Institutional Development	Compile a report on the performance of service providers applicable to the directorate and submit to SCM monthly	Number of reports submitted	Revised KPI	Proof of submission	3	3	3	3	3
D401	Good Governance and Public Participation	Attend to all internal audit queries within 10 working days	% of Internal Audit queries attended to within 10 working days	90%	Proof of submission	90%	90%	90%	90%	3

Annexure A

2019/20

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D402	Good Governance and Public Participation	Report quarterly on progress made with the implementation of council resolutions applicable to the directorate to the Office of the MM	Number of reports submitted	40%	Proof of submission	1	1	1	1	3
D403	Municipal Financial Viability and Management	95% of the capital budget for the directorate spent by 30 June 2020	% of capital budget spent by 30 June	90%	CAPEX Report from finance	0	20%	60%	95%	4
D404	Good Governance and Public Participation	Respond to all external COMAF's received within 5 working days after receipt	% of external COMAF's responded to within 5 working days	100%	Proof of submission	100%	100%	0	0	3
D405	Municipal Financial Viability and Management	Compile a tender plan of all projects and submit to SCM and the CFO by 31 July 2019	Tender plan completed and submitted by 31 July	1	Proof of submission	1	0	0	0	2
D406	Good Governance and Public Participation	Submit monthly reports to Internal Audit from February to June on the progress made with the implementation with Audit Action Plan	Number of reports submitted	5	Proof of submission	0	0	2	3	2
D407	Basic Service Delivery	Submit a monthly report on the implementation of Housing Delivery Plan to the Portfolio Committee	Number of reports submitted	12	Proof of submission	3	3	3	3	4
D408	Good Governance and Public Participation	Submit a report on the implementation of the maintenance plan for Parks and equipment to the Portfolio Committee by 31 October	Report submitted	1	Proof of submission	0	1	0	0	2
TOTAL										80

Handwritten signatures and initials.

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: • 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: • 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: • 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: • 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: • Change vision and strategy	1.67

Competency	Definition	Weight
	• Process design and improvement • Change impact monitoring and evaluation	
Governance leadership	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: • 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

Handwritten signatures and initials are present in the right margin of the page.