

PERFORMANCE AGREEMENT

BETWEEN

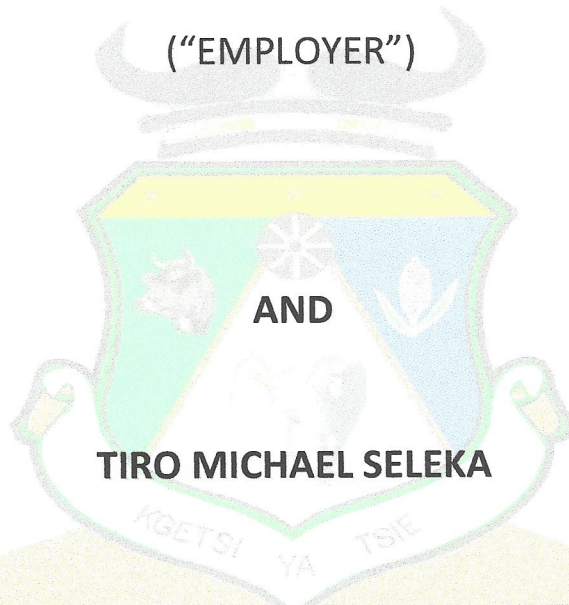
THE MUNICIPALITY OF RAMOTSHERE MOILOA LOCAL MUNICIPALITY,

AS REPRESENTED BY THE ACCOUNTING OFFICER

CROSBY MAEMA

(IN HIS CAPACITY AS THE MUNICIPAL MANAGER OF RAMOTSHERE MOILOA
LOCAL MUNICIPALITY)

("EMPLOYER")



AND

TIRO MICHAEL SELEKA

IN HIS CAPACITY AS THE DIRECTOR: COMMUNITY SERVICES OF
RAMOTSHERE MOILOA LOCAL MUNICIPALITY

("EMPLOYEE")

FOR THE

FINANCIAL YEAR: 1 JULY 2015 – 30 JUNE 2016

P.D.
Am
K.L.
J. T.

TABLE OF CONTENTS

1. PERFORMANCE AGREEMENT.....	0
2. TABLE OF CONTENTS.....	2
3. INTRODUCTION.....	2
4. PURPOSE OF THIS AGREEMENT.....	2
5. COMMENCEMENT AND DURATION.....	3
6. PERFORMANCE OBJECTIVES.....	3
7. PERFORMANCE MANAGEMENT SYSTEM.....	4
8. PERFORMANCE MANAGEMEN.....	4
9. EVALUATING PERFORMANCE.....	5
10. SCHEDULE FOR PERFORMANCE REVIEW.....	7
11. DEVELOPMENTAL REQUIREMENTS.....	8
12. OBLIGATIONS OF THE EMPLOYER.....	8
13. CONSULTATION.....	8
14. MANAGEMENT OF EVALUATIONS OUTCOMES	8
15. DISPUTE RESOLUTION.....	9
16. GENERAL.....	9

Am
P.D
K.L
Page 1 of 10

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Municipality of **Ramotshere Moiloa Local Municipality** herein represented by **Crosby Maema, ID 7107015433085** in his capacity as the **Municipal Manager of Ramotshere Moiloa Local Municipality** (hereinafter referred to as the Employer or Reporting Officer)

and

Tiro Michael Seleka, ID 7311305724084 in his capacity as the **Director: Community Services** and an **Employee of Ramotshere Moiloa Local Municipality** (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED 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 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.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

2. PURPOSE OF THIS AGREEMENT

The Purpose of this Agreement is to:

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;
- 2.2 Specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 2.3 Specify accountabilities as set out in the Performance plan (Annexure A);
- 2.4 Monitor and measure performance against set targeted outputs;
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for permanent employment and/or to assess whether the Employee has met the performance expectations applicable to his/her job;

Am
R.D.
K.L.

- 2.6 Appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7 Give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2015** and will remain in force until **30 June 2016** where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

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; and
 - 4.1.2 The time frames within which those performance objectives and targets must be met.
- 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 and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weighting.
- 4.3 The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 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 (IDP).

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 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.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management, and municipal staff to perform to the standards required.
- 5.3 The Employer will consult the Employee about the specific performance standard that will be included in the Performance Management System as applicable to the Employee.

6. The Employee agrees to participate in the Performance Management and Development System that the Employer adopts.

- 6.1 The Employee undertakes to actively focus towards the promotion and implementation of KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 6.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 6.2.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the key Performance Areas (KPA's) and the Core Managerial Competencies (CMC's) respectively.
 - 6.2.2 Each area of assessment will be weighted and will contribute a pro rata to the total score.
 - 6.2.3 KPAs covering the main areas of work will account for 80% and CMC's will account for 20% of the final assessment.
- 6.3 The Employee's assessment will be based on his/ her performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan (Annexure 12), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Key Performance Areas (KPA's)	Weighting
Basic Service Delivery	93%
Municipal Institute Development Transformation	5%
Local Economic Development (LED)	2%
Municipal Financial Viability and Management	-
Good Governance and Public Participation	-
Good Governance and Community Participation	-
Community & Social Development Services	-
Total	100%

The CMC's will make up the other 20% of the Employee's assessment scorecard. CMC's that are deemed to be most critical for the Employee's specific job should be selected (✓) from the list in Annexure A as agreed to between the Employer and Employee.

7. EVALUATING PERFORMANCE

7.1 The Performance Plan (Annexure A) to this Agreement sets out :

7.1.1 The standards and procedures for evaluating the Employee's performance; and

7.1.2 The intervals for the evaluation of the Employee's performance.

7.2 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.

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

7.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP.

7.5 The annual performance appraisal will involve:

7.5.1 Assessment of the achievement of results as outlined in the performance plan:

- a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- b) An indicative rating on the five-point scale should be provided for each KPA.
- c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

7.5.2 Assessment of the CMC's

- a) Each CMC must be assessed according to the extent to which the specified standards have been met.
- b) An indicative rating on the five-point scale should be provided for each CMC.
- c) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CMC score.

7.5.3 Overall Rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

7.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's, CMC's and COC's :

P.D
K.L
Am
R.L
Jm

Level	Terminology	Description	Rating
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 Agreement and Performance Plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreement and Performance Plan.	
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 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 Performance Agreement and Performance Plan.	
1	Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreement 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.	

7.7 For purposes of evaluating the performance of the Employee, an evaluation panel constituted by the following persons will be established:

7.7.1 Municipal Manager;

7.7.2 Chairperson of the Performance Audit Committee or Audit and Risk Committee in the absence of PMS Audit Committee;

7.7.3 EXCO Member;

7.7.4 Municipal Manager from another Municipality.

Am. D.D.
K.L.

8. SCHEDULE FOR PERFORMANCE REVIEWS

- 8.1 The performance of the Employee in relation to his/her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

1.	First quarter	Fourth week of October 2015
2.	Second quarter	Fourth week of January 2016
3.	Third quarter	Fourth week of April 2016
4.	Fourth quarter	Fourth week of July 2016

- 8.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 8.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 8.4 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 must be fully consulted before any such change is made.
- 8.5 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.

9. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

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/her 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 reasonably require from time to time to contribution him/her 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 the 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.
- 11.2** The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 11.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

12.MANAGEMENT OF EVALUATION OUTCOMES

- 12.1** The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2** A performance bonus of 5% to 14% of inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 12.3** The Employee will be eligible for progression to the next higher remuneration package, within the relevant remuneration band, after completion of least twelve (12) service at current remuneration package 30 June (end of financial year) subject to a fully effective assessment.
- 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 or her 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 or her 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 and/ or any other matter provided for, shall be mediated by :
- 13.1.1** The MEC for Local Government and the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 13.1.2** Any other person appointed by the MEC.
- OWN.
R.D. L.T. K.C.

13.1.3 In the event that the mediation process contemplated above fails, clause 19.3 of the Contract of Employment shall apply.

14.GENERAL

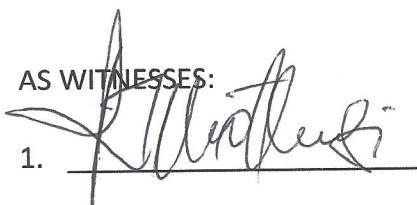
14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure 'A' may be made available to the public by the Employer.

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.

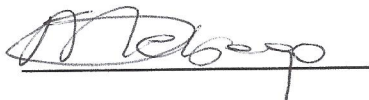
Thus done and signed at ZEERUST on this the 24th day of July (Month) 2015 (Year)

AS WITNESSES:

1.



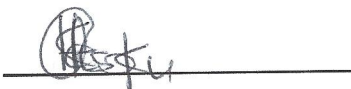
2.


TIRO MICHAEL SELEKA
DIRECTOR: COMMUNITY SERVICES
RAMOTSHERE MOILOA LOCAL MUNICIPALITY

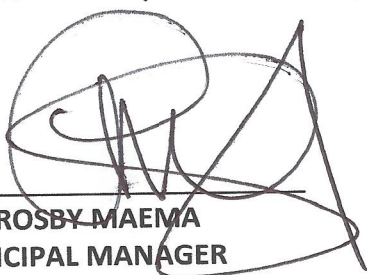
Thus done and signed at ZEERUST on this the 20 day of July (Month) 2015 (Year)

AS WITNESSES:

1.



2.


MR CROSBY MAEMA
MUNICIPAL MANAGER
RAMOTSHERE MOILOA LOCAL MUNICIPALITY

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;
- b) Core competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, R805 of 2006.

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.

KPA's covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment. The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Category	Colour	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.

Category	Colour	Explanation
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.

KEY PERFORMANCE INDICATORS

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Service Delivery and Infrastructure Investment	Promote greening, sustainable development, clean and safe environment	99	Number of households provided with refuse removal services in urban areas during 2015/2016	6813 households provided with Refuse Removal Services in the urban areas during the 2014/2015	6813 +150 households provided with refuse removal services in urban areas by June 2016	Waste Management Reports and Collection Roosters	6813 +150 households provided with refuse removal services in urban areas by Sept. 2015	6813 +150 households provided with refuse removal services in urban areas by Dec. 2015	6813 +150 Households provided with refuse removal services in urban areas by March. 2016	6813 +150 households provided with refuse removal services in urban areas by June. 2016	2
Service Delivery and Infrastructure Investment	Promote greening, sustainable development, clean and safe environment	100	Number of reports submitted to Council on Municipal Landfill sites per the Environmental Conservation Act during 2015/2016	New KPI	4 reports submitted to Council on Municipal Landfill sites licensed as per the Environmental Conservation Act by June 2016	Copy of reports and Council Resolutions	1 Report submitted to Council on Municipal Landfill sites licensed as per the Environmental Conservation Act by July 2015	1 Report submitted to Council on Municipal Landfill sites licensed as per the Environmental Conservation Act by Oct 2015	1 Report submitted to Council on Municipal Landfill sites licensed as per the Environmental Conservation Act by January 2016	1 Report submitted to Council on Municipal Landfill sites licensed as per the Environmental Conservation Act by April 2016	2
Service Delivery and Infrastructure Investment	Promote greening, sustainable development, clean and safe environment	101	Number of concrete palisade fencing projects implemented at the Zeerust landfill site during 2014/2015	1 Concrete Palisade fencing project not implemented in Zeerust during 2014/2015	1 Concrete Palisade fencing project implemented by June 2016.	Completion certificate	-	1 Concrete Palisade fencing project implemented in Zeerust by December 2015.	-	-	2
Service Delivery and Infrastructure Investment	Promote greening, sustainable development, clean and safe environment	102	Number of illegal dumping sites cleansed in the municipal urban areas during 2015/2016	15 illegal dumping sites cleansed in the municipal urban areas during 2014/2015	20 illegal dumping sites cleansed in the municipal urban areas by June 2016	Illegal dumping cleansing Report. Photographic evidence	5 illegal dumping sites cleansed in the municipal urban areas by September 2015	5 illegal dumping sites cleansed in the municipal urban areas by December 2015	5 illegal dumping sites cleansed in the municipal urban areas by March 2016	5 illegal dumping sites cleansed in the municipal urban areas by June 2016	2
Service	Promote	103	Number of	Integrated	1 Integrated	Integrated	-	1 Integrated	-	-	2

Am. D. K.C.
Page 10

2015/2016 Performance Plan: Director Community Services

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Delivery and Infrastructure Investment	greening , sustainable development, clean and safe environment		Integrated Waste Management Plan adopted by Council during 2015/2016	Waste Management Plan in draft during 2014/2015	Waste Management Plan adopted by Council by June 2015	Waste Management Plan and Council Resolution		Waste Management Plan adopted by Council by December 2015			
Service Delivery and Infrastructure Investment	Promote greening , sustainable development, clean and safe environment	104	Number of Anti-littering and Clean-up campaigns conducted in the municipal area during 2015/2016	4 Anti-littering and Clean-up Campaigns conducted in the municipal area during 2014/2015	4 Anti-littering and Clean-up campaigns conducted in the municipal area by June 2016	Ant-littering and Clean-up campaign Report, Attendance Register	1 Anti-littering and Clean-up campaigns conducted in the municipal area by September 2015	1 Anti-littering and Clean-up campaigns conducted in the municipal area by December 2015	1 Anti-littering and Clean-up campaigns conducted in the municipal area by March 2016	1 Anti-littering and Clean-up campaigns conducted in the municipal area by June 2016	2
Service Delivery and Infrastructure Investment	Promote greening , sustainable development, clean and safe environment	105	Number of street refuse bins installed in the municipal urban areas during 2015/2016	30 street refuse bins installed in the municipal urban areas during 2014/2015	30 street refuse bins installed in the municipal urban areas by September 2015	Installation Report and Asset Register Extract	30 street refuse bins installed in the municipal urban areas by September 2015	-	-	-	2
Service Delivery and Infrastructure Investment	Promote greening , sustainable development, clean and safe environment	106	Number of reports submitted to Council on effectiveness and maintenance of integrated access control system during 2015/2016	Phase 2 of the Integrated access control system completed during 2014/2015	4 Quarterly reports submitted to Council on effectiveness and maintenance of integrated access control system by June 2016	Copy of reports on effectiveness and maintenance of integrated access control and Council Resolution	1 quarterly report submitted to Council on effectiveness and maintenance of integrated access control system by July 2015	1 quarterly report submitted to Council on effectiveness and maintenance of integrated access control system by Oct 2015	1 quarterly report submitted to Council on effectiveness and maintenance of integrated access control system by Jan 2016	1 quarterly report submitted to Council on effectiveness and maintenance of integrated access control system by April 2016	2
Service Delivery and Infrastructure Investment	Promote greening , sustainable development, clean and safe environment	107	Number of reports submitted to Council on effectiveness of fire detectors during	1 Project on the Installation of Fire Detectors in the Main Municipal Building completed	4 Quarterly reports submitted to Council on effectiveness of fire detectors by June 2016	Copy of reports on effectiveness of fire detectors and Council Resolution	1 Quarterly reports submitted to Council on effectiveness of fire detectors by July 2015	1 Quarterly reports submitted to Council on effectiveness of fire detectors by Oct 2015	1 Quarterly reports submitted to Council on effectiveness of fire detectors by	1 quarterly reports submitted to Council on effectiveness of fire detectors by	2

Annexure A

2015/2016 Performance Plan: Director Community Services

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
			2015/2016	during 2014/2015	June 2016		July 2015		Jan 2016	April 2016	
Service Delivery and Infrastructure Investment	Promote greening, sustainable development, clean and safe environment	108	Number of reports submitted to Council on maintenance and purchasing of fire extinguishers and emergency equipment during 2015/2016	New KPI	4 reports submitted to Council on maintenance and purchasing of fire extinguishers and emergency equipment by June 2016	Copies of Reports and Council Resolution	1 report submitted to Council on maintenance and purchasing of fire extinguishers and emergency equipment by July 2015	1 report submitted to Council on maintenance and purchasing of fire extinguishers and emergency equipment by Oct 2015	1 report submitted to Council on maintenance and purchasing of fire extinguishers and emergency equipment by Jan 2016	1 report submitted to Council on maintenance and purchasing of fire extinguishers and emergency equipment by April 2016	2
					4 reports submitted to Council on the Provision of security services (including cash-in-transit) in all municipal buildings during 2014/2015 FY	Reports on the Provision of security services and Council Resolution	1 report submitted to Council on the Provision of security services (including cash-in-transit) in all municipal buildings by July 2015	1 report submitted to Council on the Provision of security services (including cash-in-transit) in all municipal buildings by Oct 2015	1 report submitted to Council on the Provision of security services (including cash-in-transit) in all municipal buildings by Jan 2016	1 report submitted to Council on the Provision of security services (including cash-in-transit) in all municipal buildings by April 2016	2
Service Delivery and Infrastructure Investment	Promote greening, sustainable development, clean and safe environment	109	Number of reports submitted to Council on the Provision of security services (including cash-in-transit) in all municipal buildings during 2015/2016	16 joint- public safety operations conducted in the municipal urban areas during 2014/2015	16 joint- public safety operations conducted in the municipal urban areas by June 2016	Joint public Safety Operation Reports and Attendance Registers	4 Joint- public safety operations conducted in the municipal urban areas by September 2015	4 Joint- public safety operations conducted in the municipal urban areas by December 2015	4 Joint- public safety operations conducted in the municipal urban areas by March 2016	4 Joint- public safety operations conducted in the municipal urban areas by June 2016	2
					4 Reports on applicants and learners tested at the Municipal Driver license Testing Station submitted to	e-NATIS report & Council Resolution	1 Report on applicants and learners tested at the municipal driver license testing station	1 Report on applicants and learners tested at the municipal driver license testing station for learner licenses	1 Reports on applicants and learners tested at the municipal driver license testing station	1 Reports on applicants and learners tested at the municipal driver license testing station	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	110	Number of joint- public safety operations conducted in the municipal urban areas during 2015/2016	4 Reports on applicants and learners tested at the Municipal Driver license testing station	4 Reports on applicants and learners tested at the municipal driver license testing station						
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic	111	Number of reports on applicants and learners tested at the Municipal Driver license testing station	4 Reports on applicants and learners tested at the Municipal Driver license testing station	4 Reports on applicants and learners tested at the municipal driver license testing station						

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
	control		for Learner Licenses submitted to Council during 2015/2016	Council during 2014/2015	for learner licenses submitted to Council by June 2016		for learner licenses submitted to Council by July 2015	submitted to Council by Oct 2015	for learner licenses submitted to Council by Jan 2016	for learner licenses submitted to Council by April 2016	
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	112	Number of reports submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during 2015/2016	4 quarterly reports submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during 2014/2015	4 quarterly reports submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during by June 2016	Quarterly Reports on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act and Council Resolutions	1 quarterly report submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during by July 2015	1 quarterly report submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during by Oct 2015	1 quarterly report submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during by Jan 2016	1 quarterly report submitted to Council on the Provision of Traffic Control Services in the municipal urban areas in compliance with National Road Traffic Act during by April 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	113	Number of reports submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station during 2015/2016	4 quarterly reports submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station during 2014/2015	4 quarterly reports submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station by June 2016	Copy of the e-Natis report & Council Resolutions	1 quarterly report submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station by July 2015	1 quarterly report submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station by Oct 2015	1 quarterly report submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station by Jan 2016	1 quarterly report submitted to Council on Vehicles tested and/or registered at Municipal Motor-Vehicle Testing Station by April 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	114	Number of reports submitted to Council on the Enforcement of Municipal by-laws in the	4 quarterly reports submitted to Council on the Enforcement of Municipal by-laws in the	4 quarterly reports submitted to Council on the Enforcement of Municipal by-laws in the	By-Law Enforcement Council Resolution	1 quarterly report submitted to Council on the Enforcement of Municipal by-laws in the	1 quarterly report submitted to Council on the Enforcement of Municipal by-laws in the	1 quarterly report submitted to Council on the Enforcement of Municipal by-laws in the	1 quarterly report submitted to Council on the Enforcement of Municipal by-laws in the	2

2015/2016 Performance Plan: Director Community Services

Annexure A

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
	control		Municipal area during 2015/2016	Municipal area during 2014/2015	Municipal area by June 2016		Municipal area by July 2015		Municipal area by Jan 2016	Municipal area by April 2016	
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	115	Number of traffic management system installed during 2015/2016	New KPI	1 traffic management system installed and implemented by June 2016	Completion certificate	1 traffic management system installed and implemented by September 2015	-	-	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	116	Number of roadblock trailers procured during 2015/2016	New KPI	1 Road block trailers procured by June 2015	Good Received Voucher	1 Road block trailers procured by September 2015	-	-	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	117	Number of calibrations done on traffic equipment during 2015/2016	New KPI	2 calibrations done (On speed cameras and on VTS machines) by June 2016	Calibration Certificate	1 calibration done (on speed cameras and on VTS machines by September 2015	-	1 calibration done (on speed cameras and on VTS machines by March 2016	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	118	Number of fire arms procured for traffic officers during 2015/2016	New KPI	17 fire arms procured for traffic officers and law enforcement officers by June 2016	Good Received Voucher	17 fire arms procured for traffic officers and law enforcement officers by September 2015	-	-	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	119	Number of prodiba payments made during 2015/2016	New KPI	12 prodiba payments made by June 2016	Proof of payment	3 prodiba payments made by September 2015	3 prodiba payments made by December 2015	3 prodiba payments made by March 2016	3 prodiba payments made by June 2016	2

2015/2016 Performance Plan: Director Community Services

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Service Delivery and Infrastructure Investment	and traffic control Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	120	Number of South African Bureau of Standards 3% Levy payments made during 2015/2016	New KPI	2 SABS 3% Levy payments made by June 2016	Proof of payment	-	1 SABS 3% Levy payments made by December 2015	-	1 SABS 3% Levy payments made by June 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	121	Number of Vehicle Shelters installed at DLTC during 2015/2016	New KPI	10 Vehicle Shelters installed at DLTC by June 2016	Completion certificate	10 Vehicle Shelters installed at DLTC by September 2015	-	-	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	122	Number of speed cameras procured during 2015/2016	New KPI	2 speed cameras procured by June 2016	Good Received Voucher	-	2 speed cameras procured by December 2015	-	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	123	Number of Recreational Parks developed (Ikageleng Community Park and Mesega Community Park) during 2015/2016	1 Recreational Park development completed (Henryville) during 2014/2015	2 Recreational Park developed (Ikageleng and Mesega Community Parks) by December 2015	Completion certificates	-	2 Recreational Park developed (Ikageleng and Mesega Community Parks) by December 2015	-	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety	124	Number of brush and bush cutters procured for maintenance of parks and open spaces during	New KPI	18 Brush cutters and 1 bush cutter procured for maintenance of parks and	Good Received Voucher	18 Brush cutters and 1 bush cutter procured for maintenance of parks and	-	-	-	2

2015/2016 Performance Plan: Director Community Services

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
	and traffic control		2015/2016		open spaces by September 2015		open spaces by September 2015				
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	125	Number of Entrances and circles refurbished in Municipal urban area during 2015/2016	1 entrances refurbished in the Municipal urban area during 2014/2015	1 entrance and 2 circles refurbished in the Municipal urban area by March 2016	Completion Certificates	-	-	1 entrance and 2 circles refurbished in the Municipal urban area by March 2016	-	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	126	Number of sports facilities maintained during 2015/2016	New KPI	3 sports facilities maintained by June 2016	Completion Certificate	-	-	-	3 sports facilities maintained by June 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	127	Number of reports on employee sports development programs embarked upon during 2015/2016	New KPI	4 reports on employee sports development programs embarked upon by June 2016	Copies of Reports and Council Resolution	1 report on employee sports development programs embarked upon by July 2015	1 report on employee sports development programs embarked upon by Oct 2015	1 report on employee sports development programs embarked upon by Jan 2016	1 report on employee sports development programs embarked upon by April 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	128	Number of lawn rehabilitation projects in established parks completed during 2015/2016	New KPI	2 lawn rehabilitation projects in established parks completed by June 2016	Completion Certificates	-	-	-	2 lawn rehabilitation projects in established parks completed by June 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community of Infrastructure, public safety and traffic control	129	Number of maintenance plans developed for parks, sports fields, circles and entrances during	New KPI	1 maintenance plans developed for parks, sports fields, circles	Maintenance Plan and Council Resolution	-	-	-	1 maintenance plans developed for parks, sports fields, circles	2

2015/2016 Performance Plan: Director Community Services

Annexure A

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
	and traffic control		2015/2016		and entrances by June 2016					and entrances by June 2016	
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	130	Number of reports on library services during 2015/2016	New KPI	4 reports on library services during by June 2016	Copies of Reports and Council Resolution	1 report on library services submitted to Council during September 2015	1 report on library services submitted to Council during December 2015	1 report on library services submitted to Council during March 2016	1 report on library services submitted to Council during by June 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	131	Number of holiday programs embarked upon for promotion of library services during 2015/2106	New KPI	12 holiday programs for 3 libraries embarked upon for promotion of library services during 2015/2106	Library promotion reports	3 holiday programs for 3 libraries embarked upon for promotion of library services September 2015	3 holiday programs for 3 libraries embarked upon for promotion of library services by December 2015	3 holiday programs for 3 libraries embarked upon for promotion of library services by March 2016	3 holiday programs for 3 libraries embarked upon for promotion of library services by June 2016	2
Service Delivery and Infrastructure Investment	Facilitate the provision and maintenance of Community Infrastructure, public safety and traffic control	132	Number of Testing and Licensing Stations Upgraded in Zeerust during 2014/2015	Existing Testing and Licensing Station in Zeerust was never upgraded during 2014/2015	1 Testing and Licensing Station Upgrading in Zeerust by June 2016	Completion certificate	-	-	-	1 Testing and Licensing Station Upgrading in Zeerust by June 2016	2
Service Delivery and Infrastructure Investment	Provide for and Maintain cemeteries	133	Number of cemeteries fenced in the Municipal rural areas during 2015/2016	10 cemeteries fenced in the municipal rural areas during 2014/2015	10 cemeteries fenced in Municipal rural areas by March 2016	Completion Certificates	-	-	10 cemeteries fenced in Municipal rural areas by March 2016	-	2
Service Delivery and Infrastructure Investment	Provide for and Maintain cemeteries	134	Number of lands purchased for development of a cemetery at Groot Marico during 2015/2016	New KPI	1 lands purchased for development of a cemetery at Groot Marico by September	Sale Agreement	1 lands purchased for development of a cemetery at Groot Marico by September	-	-	-	2

2015/2016 Performance Plan: Director Community Services

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
					2016		2016				
Service Delivery and Infrastructure Investment	Provide for and Maintain cemeteries	135	Number of cemetery systems installed during 2015/2016	New KPI	1 cemetery system installed by December	Good Received Voucher and Installation Report	-	1 cemetery system installed by December 2015	-	-	2
	Provide for and Maintain cemeteries	136	Number of reports submitted to Council on paupers burials paid for by the municipality during 2015/2016	New KPI	4 reports submitted to Council on paupers burials paid for by the municipality by June 2016	Copies of Reports and Council Resolution	1 reports submitted to Council on paupers burials paid for by the municipality by July 2015	1 reports submitted to Council on paupers burials paid for by the municipality by Oct 2015	1 reports submitted to Council on paupers burials paid for by the municipality by Jan 2016	1 reports submitted to Council on paupers burials paid for by the municipality by April 2016	2
Service Delivery and Infrastructure Investment	Provide for and Maintain cemeteries	137	Number of EIAs done for Zeerust and Ikageleng Cemetery during 2015/2016	New KPI	1 EIA conducted for new cemetery for Zeerust and Ikageleng by June 2016	Record of decision	-	-	-	1 EIA conducted for new cemetery for Zeerust and Ikageleng by June 2016	2
Service Delivery and Infrastructure Investment	Provide for and Maintain cemeteries	138	Number of Cemetery Maintenance Plan Developed and adopted by Council during 2015/2016	New KPI	1 Cemetery Maintenance Plan developed and adopted by Council by June 2016	Cemetery Maintenance Plan and Council Resolution	-	-	-	1 Cemetery Maintenance Plan developed and adopted by Council by June 2015	2
FINANCIAL VIABILITY	Promote Financial Accountability	69	Monthly operational expenditure as a percentage of planned expenditure, and per approved Annual Budget as published during 2015/2016	New KPI	100% Monthly operational expenditure as a percentage of planned expenditure during 2015/2016	Section 71 Reports ; quarterly review reports and Council Resolutions	100% of the quarterly operational budget targets as per the approved Budget by Sept. 2015	100% of the quarterly operational budget targets as per the approved Budget by Dec. 2015	100% of the quarterly operational budget targets as per the Budget by March 2016	100% of the quarterly operational budget targets as per the Budget by June 2016	4
	Institutional Development and Municipal	N/A	Performance agreements and scorecards	Performance Management Policy	Performance agreements and	Signed performance agreements	Performance agreements and	-	-	-	4

National KPA	Strategic Objectives	KPI No.	Key Performance Indicator (KPI)	Baseline	Annual Target	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
Institutional Development	Transformation		signed ¹ with all relevant employees within the department	Framework & Departmental SDBIP	scorecards for all relevant employees signed by 31 August 2015	and scorecards.	scorecards for all relevant employees signed by 31 August 2015				
Municipal Transformation and Institutional Development	Institutional Development and Municipal Transformation	N/A	Number of performance reviews ² held of all relevant employee levels in terms of the PMS process.	New indicator	Quarterly performance reviews held of all relevant employee levels in terms of the PMS process.	PMS evaluation report and individual score sheets	-	Mid-term Formal Reviews	-	Annual Formal Reviews	4
TOTAL											100
CONTRIBUTION PERCENTAGE											80%

CORE COMPETENCY FRAMEWORK

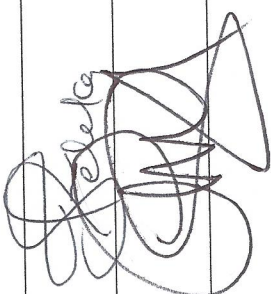
The performance of Section 57 Managers should be assessed in terms of Core Competency Requirements (CCRs) as required by the Regulations of Section 57 Managers. These competencies describe general managerial and occupational skills. The assessment of these competencies will account for **twenty percent** of the total employee assessment score. The bold CCR's are compulsory for all managers.

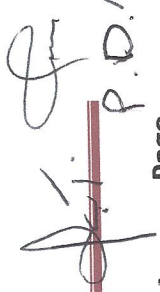
Annexure B describes the different proficiency levels for each Core Competency Requirements (CCRs) and should therefore form part of this section of the Performance Plan.

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Strategic Leadership and Management	✓	Skills to be able to provide a vision, set the direction for the municipality or department and inspire others in order to deliver on the municipality's mandate	10
Programme and project management	✓	Skills to enable the individual to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that local government objectives are achieved	10
Financial Management	✓	Skills required managing projects and/or department work within the constraints of a budget. This includes being able to plan a budget at the beginning of the financial year, controlling costs throughout the year by allocating resources appropriately and understanding and anticipating the impact of other departments on own budget and adopting where necessary.	5
Change Management	✓	Skills to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.	10
Knowledge management	✓	This includes the working knowledge of Council regulations, by-laws and policies, National, Provincial and Local Government structures and applicable legislation.	5

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight
Problem solving and analytical thinking	✓	Be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner	5
People and diversity management	✓	Skills to manage and encourage people optimise their outputs and effectively manage relationships. This includes holding regular meetings with his/ her team so that information can be shared and so that the team is aware of decisions that may affect them. It also involves distributing workloads so that individual skills are used appropriately and so that the work is evenly spread, making sure that the team has the necessary tools and resources in order to do their work and motivating the team so that they are committed to achieving the goals of the department and ultimately the municipality	10
Client orientation and customer focus	✓	Whether providing a service to an internal or external customer this means trying to determine the needs of the customer and then meeting those needs. At a minimum employee are required to react to queries, keeping promises, being honest in all their dealings, adhering to policies, procedures and delegations, keeping the client up to date, being friendly and helpful and solving problems quickly and without argument. Ideally managers are required to be proactive by trying to understand needs of the customer and providing an appropriate service based on these underlying needs	15
Service delivery innovation	✓	This about wanting to work well to achieve a high standard by trying to improve on the way things are done and by working towards achieving the work objectives. It is also about putting plans into action, meeting deadlines, taking initiative and solving problems to make sure that things get done. Employees do not wait to be told to do something but rather are encouraged to use their initiative to make sure that things get done accurately and efficiently.	15
Communication	✓	Skills to be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.	5
Accountability and ethical conduct	✓	Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the municipality	10

Core Managerial Skill	Select prov. level (refer Annexure B)	Definition	Weight	
			Total	100
			CONTRIBUTION PERCENTAGE	20%

The 2015/2016 Performance Plan signed and accepted by the Director Community Services: Mr Tiro Seleka		Date:	24/07/2015
		Date:	20 July 2015


 P.D.K.
 Page

Annexure B: PERSONAL DEVELOPMENT PLAN (Include Skills Gap)

Director	T.M SELEKA	Employee No	180002
Job Title:	Director	Department:	COMMUNITY SERVICES
Accounting Officer	CROSBY MAEMA	Date:	20 July 2015

Applicable	Skills / Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practise skill/ development area	Support Person
X	Management by objectives and strategic alignment		Strategic Planning	On job Training	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Management of people and change		Change Management	On job Training	April 2015- June 2016		Corporate Services through the Municipal Manager
X	PMS Cascading (Managing performance at lower level)		Performance Management system	Accredited Training and Support by the Department	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Financial reporting		Basic Financial Accounting	Accredited training institution	April 2015- June 2016		Corporate Services and CFO through the Municipal Manager
X	Management of organisational risks		Risk management	On job Training	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Combating corruption in the work place		Ethics	Accredited Institution	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Enforcing discipline		Labour relations(Disciplinary Code)	On job Training	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Project Monitoring and implementation		Project Management	Accredited training	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Generic Management		Leadership Development	Accredited training	April 2015- June 2016		Corporate Services through the Municipal Manager
X	Engagement with stakeholders and customer care		Stakeholder Management	Accredited training	April 2015- June 2016		Corporate Services through the Municipal Manager
Manager's Signature			Date	20 July 2015	 Date		
			Accounting Officer's Signature:				
20 July 2015							

CORE MANAGEMENT COMPETENCIES

The competency level will be assessed according to the extent to which specified standards have been met.

Competency	Definition	Standards
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate.	- Evaluates all activities to determine value added and alignment with the organizations' strategic goals - Displays and contributes in-depth knowledge to strategic planning at the organizational level. - Ensure alignment of strategies across various functional areas to the organization strategy - Defines performance measures to evaluate the success of organization's strategy - Monitors and review strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment - Promotes organization's mission and vision to all relevant stakeholders - Empowers others to deal with complex and ambiguous situations. - Develops and implements risk management. - Achieves agreement or consensus in an adversarial environment
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved.	- Manages multiple projects and balances priorities and conflicts between projects based on broader organizational goals. - Manages risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations. - Modifies project approach and budget without compromising the quality of outcomes and the desired results
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003	- Takes ownership of key planning, budgeting and forecasting processes and answers questions related to topics within own responsibility. - Formulates long term financial plans and resource allocations. - Develops and implements systems, procedures and processes in order to improve financial management - Advise on policies and procedures regarding asset control. - Dynamically allocate resources according to internal and external objectives.
Service Delivery Innovation	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals.	- Formulates and implements new ideas throughout the organization. - Ensures buy-in from key stakeholders - Consults and utilizes international best practices in SDI/ - Coaches others on innovation techniques - Inspires service providers to improve delivery of services

GM
P.D.
K.L.

Competency	Definition	Standards
People Management and Empowerment	Must be able to manage and encourage people, optimize their outputs and effectively manage relationships in order to achieve the municipality's goals.	- Analyses ineffective team and work processes and recommends improvement - Recognizes and rewards desired behaviours and results - Mentors and counsels others - Addresses balance between individual career expectations and organizational needs. - Considers developmental needs of personnel when building teams and assigning tasks. - Establishes an environment in which personnel can maximize their potential.
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.	- Coaches others about the importance and application of customer and client knowledge. - Fosters an environment in which customer satisfaction is valued and delivered. - Addresses and resolves high risk high profile stakeholder issues. - Takes advantage of opportunities to learn about stakeholders and brings this information to own functional area.
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence other to achieve the desired outcomes.	- Communicates high risk sensitive matters to all relevant stakeholders - Develops well defined communication strategy - Balances political views with organizational needs which communicating differing view points on complex issues. - Communicates with the media without compromising the integrity of the organization
Core Occupational Competencies		
Knowledge of Performance Management and Reporting	The ability to support the implementation of performance management and reporting in the municipality.	- Knowledge and understanding of the legislative framework governing performance management in local government. - Supporting and contributing to the timely preparation, submission and publication of statutory reports including annual report, in-year reporting. - Ability to interpret the performance information. - Advanced knowledge of performance management issues and concepts. - Thorough understanding of reporting requirements
Competence in policy conceptualization and implementation	Ability to support and contribute to the formulation of policy and by laws as well as ability to implement, manage and oversee the implementation of policy with the area of responsibility	Ability to analyze regulatory frameworks and various models of policy processes.

Am. P.D.
K.L