



KAAP AGULHAS MUNISIPALITEIT  
CAPE AGULHAS MUNICIPALITY  
U MASIPALA WASECAPE AGULHAS

## **PERFORMANCE AGREEMENT 2020/21**

**EBEN OLIVER PHILLIPS  
MUNICIPAL MANAGER**

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**CAPE AGULHAS MUNICIPALITY**

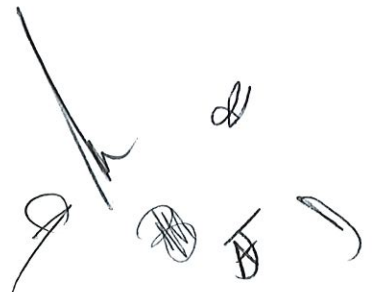
HEREIN REPRESENTED BY THE EXECUTIVE MAYOR  
CLLR PAUL SWART  
(Hereinafter referred to as the Employer)

AND

**THE MUNICIPAL MANAGER**  
EBEN OLIVER PHILLIPS

(Hereinafter referred to as the Employee)

FOR THE FINANCIAL YEAR  
1 JULY 2020 - 30 JUNE 2021  
EMPLOYED FROM 1 NOVEMBER 2020

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## 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");
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will promote local government goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A, 4B and 4C) and 57(5) of the Systems Act as well as Regulations R796, R805 and R21 which were promulgated in terms thereof.

## 2 INTERPRETATION

- 2.1 In this Agreement the followings terms will have the meaning ascribed thereto:
  - 2.1.1 "**this Agreement**" means the performance agreement between the Employer and the Employee and the Annexures thereto;
  - 2.1.2 "**the Executive Mayor** " means the Executive Mayor of the Municipality elected in terms of Section 55 of the Local Government: Municipal Structures Act; (Act 117 of 1998)
  - 2.1.3 "**the Employee**" means the Municipal Manager appointed in terms of Section 55 of the local Government Municipal Systems Act; (Act 32 of 2000)
  - 2.1.4 "**the Employer**" means Cape Agulhas Municipality; and
  - 2.1.5 "**the Parties**" means the Employer and Employee.



2.1.6 "**the Systems Act**" Means the Local Government: Municipal Systems Act 32, 2000 (Act no 32 of 2000), including any regulations made in terms thereof and amendments thereto as enacted from time to time.

2.1.7 "**the Structures Act**" Means the Local Government: Municipal Structures Act 117, 1998 (Act No 117 of 1998) including any regulations made in terms thereof and amendments thereto as enacted from time to time.

### 3 PURPOSE OF THIS AGREEMENT

- 3.1 To comply with the provisions of Section 57(4A, 4B and 4C) and 57(5) of the Systems Act as well as Regulations R796, R805 and R21 which were promulgated in terms thereof.
- 3.2 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;
- 3.3 To specify accountabilities as set out in the Performance Plan (**Annexure A**);
- 3.4 To monitor and measure performance against set targeted outputs and outcomes;
- 3.5 To establish a transparent and accountable working relationship;
- 3.6 To appropriately reward the **Employee** in accordance with section 12 of this agreement; and
- 3.7 To give effect to the **Employer's** commitment to a performance-orientated relationship with the **Employee** in attaining improved service delivery.

### 4 COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 01 November 2021 and will remain in force until 30 June 2021 where-after a new Performance





Agreement shall be concluded between the parties for the next financial year or any portion thereof;

- 4.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July of the succeeding financial year;
- 4.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason; and
- 4.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters previously agreed upon.
- 4.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised with due cognisance of applicable legislation.

## 5 PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan (**Annexure A**) sets out –
  - 5.1.1 The performance objectives and targets that must be met by the **Employee**;
  - 5.1.2 The time frames within which those performance objectives and targets must be met;
- 5.2 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:
  - 5.2.1 Key objectives that describe the main tasks that need to be done;



- 5.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 5.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
  - 5.2.4 Weightings showing the relative importance of the key objectives to each other.
- 5.3 The Competency Framework as prescribed by Regulation 21 to the Municipal Systems Act of 17 January 2014 (Local Government Regulations on the Appointment and Conditions of Appointment of Senior Managers) (**Annexure B**) sets out the competencies required to operate effectively as a senior manager in the local government environment.
- 5.4 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
- 5.5 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

## 6 PERFORMANCE MANAGEMENT SYSTEM

- 6.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopted for the employees of the Employer;
- 6.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employee** and service providers to perform to the standards required;
- 6.3 The **Employer** will consult the **Employee** about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

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- 6.4 The **Employee** undertakes to actively focus on the promotion and implementation of the Key Performance Areas (including special projects relevant to the employee's responsibilities) within the local government framework;
- 6.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement;
- 6.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and Competencies respectively.
- 6.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 6.5.3 KPA's covering the main areas of work will account for 80% and Competencies will account for 20% of the final assessment.
- 6.6 The **Employee's** assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, 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**:

KPA	KEY PERFORMANCE AREA
1	Service Delivery and Infrastructure
2	Municipal Transformation and Institutional Development
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance, Public Participation Accountability and Transparency
TOTAL 80%	

- 6.7 The Competencies will make up the other 20% of the **Employee's** assessment score. The following Competencies will be assessed in terms of the Regulations on Appointment and Conditions of Employment of Senior Managers (Regulation 21 of 17 January 2014):



LEADING COMPETENCIES	
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
CORE COMPETENCIES	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	
TOTAL 20%	

## 7 PERFORMANCE ASSESSMENT

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 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** Integrated Development Plan (IDP) as described in 7.6 – 7.13 below;
- 7.5 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;
- 7.6 Assessment of the achievement of results as outlined in the performance plan:
- 7.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 7.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 7.6.3 The **Employee** will submit his self-evaluation to the Employer prior to the formal assessment;
- 7.6.4 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

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- 7.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 7.7 Assessment of the Competencies:
- 7.7.1 Each Competency will be assessed in terms of the definitions provided (**Annexure B**) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee. 360 degree means that the employee's peers and managers reporting to him will assess his CCRs; and
- 7.7.2 A rating on the five-point scale described in 7.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score;
- 7.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 7.8 Overall rating
- 7.8.1 An overall rating is calculated by adding the overall scores as calculated in 7.6.5 and 7.7.3 above; and
- 7.8.2 Such overall rating represents the outcome of the performance appraisal.
- 7.9 The assessment of the performance of the Employee will be based on the following rating scale for KPA's:

LEVEL	TERMINOLOGY	DESCRIPTION
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.

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4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that 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.

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

RATING	ACHIEVEMENT LEVEL	DESCRIPTION
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and

		development intervention
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods

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

7.11 For purposes of evaluating the performance of the **Employee** for the mid-year and year-end reviews, an evaluation panel constituted of the following persons will be established –

7.11.1 Executive Mayor;

7.11.2 Mayor or Municipal Manager from another municipality;

7.11.3 A Member of a Ward Committee as nominated by the Executive Mayor;

7.11.4 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

7.11.5 A Member of the Mayoral Committee.

7.12 The **Executive Mayor** will evaluate the performance of the **Employee** as at the end of the 1<sup>st</sup> and 3<sup>rd</sup> quarters; and

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- 7.13 The **Executive Mayor** will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

## 8 SCHEDULE FOR PERFORMANCE REVIEWS

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

QUARTER	REVIEW PERIOD	REVIEW TO BE COMPLETED BY
3	January – March	30 April 2021 (Informal)
4	April – June	30 November 2021 (Year-end panel assessment)

- 8.2 The **Employer** shall keep a record of the mid-year and year-end 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** will be fully consulted before any such change is made; and
- 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 C**. Such Plan may be implemented and/or amended as the case may be each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

## 10 OBLIGATIONS OF THE EMPLOYER



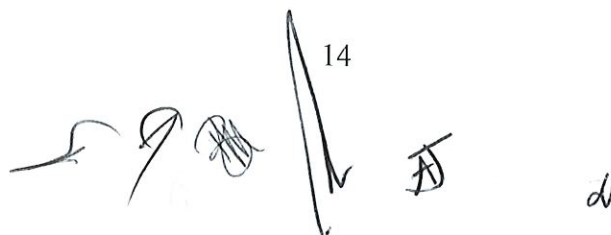
10.1 The **Employer** shall-

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

## 11 CONSULTATION

- 11.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of its 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 clause 13.1 as soon as is practicable to enable the **Employee** to take any necessary action with delay.

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## 12 REWARD

- 12.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 12.2 The payment of the performance bonus is determined by the performance score obtained during the 4<sup>th</sup> quarter and as informed by the quarterly performance assessments;
- 12.3 The performance bonus will be awarded based on the following scheme:

PERFORMANCE RATING	LEVEL	BONUS CALCULATION
0% - 64%	Poor performance	0% of Total package
65% - 69%	Average Performance	5% of Total Package
70% - 74%	Fair Performance	8% of Total Package
75% - 79%	Good Performance	11% of Total Package
80% - 100%	Excellent Performance	14% of Total Package

- 12.4 In the event of the Employee terminating his services during the validity period of this Agreement, or should the Employee not be employed for the full financial year for any other reason, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service;
- 12.5 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.

## 13 MANAGEMENT OF EVALUATION OUTCOMES

- 13.1 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;

- 13.2 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;
- 13.3 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
- 13.4 In the case of unacceptable performance, the **Employer** shall –
- 13.4.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his performance; and
- 13.4.2 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.

#### 14 DISPUTE RESOLUTION

- 14.1 In the event that the **Employee** is dissatisfied with any decision or action of the **Employer** in terms of this Agreement, or where a dispute or difference arises as to the extent to which the **Employee** has achieved the performance objectives and targets established in terms of this Agreement, the **Employee** may within 3 (three) business days, meet with the **Employer** with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 14.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days;
- 14.3 In the instance where the matters referred to in 14.2 were not successfully resolved, the matter shall be referred to the MEC for local government in the province within 30 (thirty) business days of

receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

- 14.4 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

## 15 GENERAL

- 15.1 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

- 15.2 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 Bredasdorp on this 23 day of December 2020.

### AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
EMPLOYEE

Thus done and signed at Bredasdorp on this 23 day of December 2020.

### AS WITNESSES:

1. Valentine

2. Apker

[Signature]  
EMPLOYER



## ANNEXURE A

## COMPETENCY FRAMEWORK

COMPETENCY	DEFINITION	WEIGHT
<b>LEADING COMPETENCIES</b>		
<b>Strategic Direction and Leadership</b>	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate, <ul style="list-style-type: none"> <li>o Impact and Influence</li> <li>o Institutional Performance Management</li> <li>o Strategic Planning and Management</li> <li>o Organisational Awareness</li> </ul>	1.67
<b>People Management</b>	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives <ul style="list-style-type: none"> <li>o Human Capital Planning and Development</li> <li>o Diversity Management</li> <li>o Employee Relations Management</li> <li>o Negotiation and Dispute Management</li> </ul>	1.67
<b>Program and Project Management</b>	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives <ul style="list-style-type: none"> <li>o Program and Project Planning and Implementation</li> <li>o Service Delivery Management</li> <li>o Program and Project Monitoring and Evaluation</li> </ul>	1.67
<b>Financial Management</b>	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner <ul style="list-style-type: none"> <li>o Budget Planning and Execution</li> <li>o Financial Strategy and Delivery</li> <li>o Financial Reporting and Monitoring</li> </ul>	1.67
<b>Change Leadership</b>	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community <ul style="list-style-type: none"> <li>o Change Vision and Strategy</li> <li>o Process Design and Improvement</li> <li>o Change Impact Monitoring and Evaluation</li> </ul>	1.67
<b>Governance Leadership</b>	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a	1.67

	thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships <ul style="list-style-type: none"> <li>o Policy Formulation</li> <li>o Risk and Compliance Management</li> <li>o Cooperative Governance</li> </ul>	
<b>CORE COMPETENCIES</b>		
<b>Moral Competence</b>	<ul style="list-style-type: none"> <li>• Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence</li> </ul>	1.67
<b>Planning and Organising</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	1.67
<b>Analysis and Innovation</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	1.67
<b>Knowledge and Information Management</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	1.67
<b>Communication</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	1.67
<b>Results and Quality Focus</b>	<ul style="list-style-type: none"> <li>• Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives</li> </ul>	1.67
<b>TOTAL 20</b>		



## KEY PERFORMANCE INDICATORS

The Performance Plan sets out the performance objectives and targets which are based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and includes key performance indicators, units of measure, details of evidence that must be provided to show that the indicator has been achieved, target dates and weightings which show the relative importance of key performance indicators to one another.

Ref	National KPA	Strategic Goal	Strategic Objective	KPI Name	Unit of Measurement	Ward	Risk	POE	Baseline	Annual Target	Q1	Q2	Q3	Q4	Weight
TL1	Municipal Transformation and Institutional Development	To ensure institutional sustainability	To create an administration capable of delivering on service excellence.	The percentage of the municipality's personnel budget actually spent on implementing its Workplace Skills Plan by 30 June in terms of the WSDL Act. {{Actual amount spent on training/total personnel budget}x100}	% of the personnel budget spent on training	All		Report from financial system	1.00%	1.00%			0.00%	1.00%	3
TL2	Good Governance and Public Participation	To ensure good governance	To create a culture of good governance	Implement 85% of the RBAP for 2020/21 by 30 June {(Number of audits and tasks completed for the period/ Number of audits and tasks identified in the RBAP )x100}	% of audits and tasks completed in terms of the RBAP	All		Quarterly Internal Audit progress report to the IM and Audit Committee	81.10%	85.00%			50.00%	85.00%	4

Ref	National KPA	Strategic Goal	Strategic Objective	KPI Name	Unit of Measurement	Ward	Risk	POE	Baseline	Annual Target	Q1	Q2	Q3	Q4	Weight
TL3	Local Economic Development	To promote local economic development in the Cape Agulhas Municipal Area	To create an enabling environment for economic growth and development	Create FTE's through government expenditure with the EPWP by 30 June	Number of FTE's created	All		Provincial report issued	118	100			0	100	5
TL4	Municipal Transformation and Institutional Development	To ensure institutional sustainability	To create an administration capable of delivering on service excellence.	Number of people from employment equity target groups employed in vacancies on the three highest levels of management in compliance with a municipality's approved employment equity plan for the financial year	Number of people from employment equity target groups employed in vacancies that arise in the three highest levels of management	All		Letter of appointment	1	1			0	1	1
TL5	Local Economic Development	To promote local economic development in the Cape Agulhas Municipal Area	To create an enabling environment for economic growth and development	Host an economic development summit to promote the Cape Agulhas Municipal Area by 30 March	Number of Economic Development summits held	All		Attendance register	1	1			1	0	4
TL33	Basic Service Delivery	To ensure access to equitable affordable and sustainable municipal services for all citizens	To provide community facilities and services	Spent 95% of the available budget (grant) for the implementation of the RSEP / VPUU Programme by 30 June	% of grant allocation for financial year spent	3		Report from financial system	0.00%	95.00%			60.00%	95.00%	4

Ref	National KPA	Strategic Goal	Strategic Objective	KPI Name	Unit of Measurement	Ward	Risk	POE	Baseline	Annual Target	Q1	Q2	Q3	Q4	Weight
D35	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Approve the departmental SDBIP by 30 June	Departmental SDBIP approved	All		Approved departmental SDBIP	1	1			0	1	2
D36	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Submit quarterly reports to Council on the progress made with the implementation of Council resolutions	Number of progress reports submitted to council	All		Collaborator report	4	2			1	1	2
D37	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Formal evaluation of the performance of directors in terms of their signed agreements by March	Number of formal evaluations completed	All		Evaluation report and signed scoring sheets	2	1			1	0	4
D38	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Liaise with senior leadership team on a regular basis	Number of meetings with senior leadership	All		Minutes of meetings	12	5			2	3	4
D40	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Compile and submit the draft performance agreements of S57 managers to the Mayor within 14 days after the budget has been approved	Number of agreements compiled and submitted	All		Proof of submission	4	4			0	4	4



Ref	National KPA	Strategic Goal	Strategic Objective	KPI Name	Unit of Measurement	Ward	Risk	POE	Baseline	Annual Target	Q1	Q2	Q3	Q4	Weight
D41	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Formal evaluation of the performance of all personnel in the division who were employed for the full 6 month period under review by 28 February	% of personnel for whom formal evaluations were completed	All		PMS evaluation report and individual score sheets	100.00%	100%			100.00%	0.00%	3
D43	Good Governance and Public Participation	To create a culture of good governance	To ensure good governance	Execute the quarterly deliverables in respect of the priority initiatives on Mayors SMT Register	Execute the quarterly deliverables in respect of the priority initiatives on Mayors SMT Register	All		SMT register signed off by Mayor	0	4			3	1	4
SDBIP Graph	Municipal Financial Viability and Management	To improve the financial viability of the Municipality and ensure its long term financial sustainability	To provide effective financial, asset and procurement management	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: Finance and Information Technology Services	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4
SDBIP Graph	Basic Service Delivery	To ensure access to equitable affordable and sustainable municipal services for all citizens	Development of sustainable vibrant human settlements	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: Management Services	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4

Ref	National KPA	Strategic Goal	Strategic Objective	KPI Name	Unit of Measurement	Ward	Risk	POE	Baseline	Annual Target	Q1	Q2	Q3	Q4	Weight
SDBIP Graph	Basic Service Delivery	To ensure access to equitable and affordable and sustainable municipal services for all citizens	To maintain infrastructure and undertake development of bulk infrastructure to ensure sustainable service delivery.	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: Infrastructure Services	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4
SDBIP Graph	Municipal Institutional Development and Transformation	To ensure institutional sustainability	To create an administration capable of delivering on service excellence.	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: Human Resource and Organisational Development	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4
SDBIP Graph	Local Economic Development	To promote local economic development in the Cape Agulhas Municipal Area	To create an enabling environment for economic growth and development	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: LED and Tourism	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4
SDBIP Graph	Good Governance and Public Participation	To ensure good governance and institutional sustainability	To create an administration capable of delivering on service excellence.	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: Strategic Services	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4
SDBIP Graph	Good Governance and Public Participation	To ensure good governance and institutional sustainability	To create an administration capable of delivering on service excellence.	Effective management and supervision of the SDBIP on the KPI's of the Sub Directorate: Internal Audit	90% of the KPI's of the Sub Directorate have been met as per IGNITE Dashboard	All		Updated SDBIP and Report	90%	90%			90%	90%	4



Ref	National KPA	Strategic Goal	Strategic Objective	KPI Name	Unit of Measurement	Ward	Risk	POE	Baseline	Annual Target	Q1	Q2	Q3	Q4	Weight
Other key performance areas	Good Governance and Public Participation	To ensure good governance and institutional sustainability	To create an administration capable of delivering on service excellence.	Innovations in respect of governance	Representation on and liaison with IGR structures to solicit support for the Municipality to enable it to achieve its objectives	All		Presentation to the evaluation committee		1			0	1	2
Other key performance areas	Good Governance and Public Participation	To ensure good governance and institutional sustainability	To create an administration capable of delivering on service excellence.	Innovations in respect of governance	Report to council on the implementation of an international twinning agreement.	All		Report to Council and presentation to the evaluation committee		1			0	1	2
Other key performance areas	Good Governance and Public Participation	To ensure good governance and institutional sustainability	To create an administration capable of delivering on service excellence.	Innovations in respect of governance	Attend and actively participate in the AG Audit Steering Committee meetings	All		Minutes of the AG Audit Steering Committee / Presentation to evaluation committee		1			0	1	4
TOTAL															80

## ANNEXURE B: COMPETENCY DESCRIPTIONS

## 1. Leading Competencies Cluster

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

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



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

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



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





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

## 2. Core Competencies Cluster

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

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



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

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



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



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

## ANNEXURE C

This Personal Development Plan (PDP) is drafted in terms of Section 9 of the Performance Agreement entered into between the Parties.

DEVELOPMENT NEED	OUTCOME	PROPOSED TRAINING DEVELOPMENT ACTIVITY	PROPOSED MODE OF DELIVERY	TIME FRAME	WORK OPPORTUNITY CREATED TO PRACTICE DEVELOPMENT NEED	SUPPORT PERSON
/	/	/	/	/	/	/

Employee: Date: 23 December 2020Employer: Date: 23 December 2020