

## **OVERBERG DISTRICT MUNICIPALITY**

Performance Agreement  
2022-2023

**MR. D ADONIS**  
**DIRECTOR: COMMUNITY SERVICES**

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE EXECUTIVE AUTHORITY OF  
THE OVERBERG DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER  
**MR R BOSMAN**

(herein and after referred as Employer)

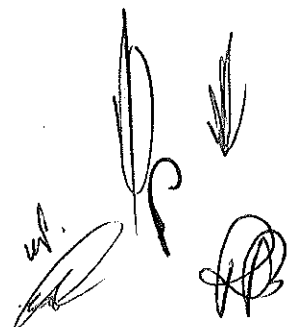
AND

DIRECTOR: COMMUNITY SERVICES  
**MR D ADONIS**

(herein and after referred as Employee)

FOR THE

PERIOD: 1 JANUARY – 30 JUNE 2023

Handwritten signatures of Mr. R. Bosman and Mr. D. Adonis.

## 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") Municipal Systems Amendment Act, Act 7 of 2011 ("the Amendment Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act and Section 6(c) of the Amendment Act.
- 1.5 In this Agreement the following terms will have the meaning ascribed thereto:
  - 1.5.1 "this Agreement" – means the performance agreement between the Employer and the Employee and the Annexures thereto;
  - 1.5.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("Structures Act") as represented by its chairperson, the Executive Mayor;
  - 1.5.3 "the Employee: means the Director: Corporate Services appointed in terms of Section 56 of the Systems Act,
  - 1.5.4 "the Employer" means Overberg District Municipality.
  - 1.5.5 "the Parties" means the Employer and Employee.

## 2. PURPOSE OF THIS AGREEMENT

- 2.1 Comply with the provisions of Section 57(1)(b),(4A), (4B) and (5) of the Systems Act, and Section 6(c) of the Amendment 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);

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- 2.4 Monitor and measure performance against set targeted outputs and outcomes;
- 2.5 Establish a transparent and accountable working relationship
- 2.6 Appropriately reward the employee in accordance with section 11 of this agreement; 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 the **01 January 2023** and will remain in force until **30 June 2023** where after a new Performance Agreement shall be concluded between the parties for the rest of the financial year or any portion thereof;
- 3.2 The parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31<sup>st</sup> of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 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.

### 4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A – Key Performance Indicators) sets out –
  - 4.1.1 The performance objectives and targets that must be met by the Employee;
  - 4.1.2 The time frames within which those performance objectives and targets must be met; and
  - 4.1.3 The core competency requirements (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) are essential to the role of a senior manager employed at the municipality.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:



- 4.2.1 Key objectives that describe the main tasks that needs to be done;
  - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
  - 4.2.3 Target dates that describe the timeframe in which the work must be achieved; and
  - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
  - 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

## **5. PERFORMANCE MANAGEMENT SYSTEM**

- 5.1 The Employee agrees to participate in the performance management system that the municipality adopted for the employees of the municipality;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and relevant stakeholders to perform to the standards required;
- 5.3 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;
- 5.4 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;
- 5.5 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;
- 5.6 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, 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:

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Key Performance Areas (KPA's)	Weighting
Basic Service Delivery and Infrastructure	
Municipal Transformation and Institutional Development	
Local Economic Development (LED)	
Municipal Financial Viability and Management	
Good Governance, Public Participation Accountability and Transparency	
<b>TOTAL</b>	<b>80%</b>

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies consist of six (6) leading competencies which comprise of twenty (20) driving competencies that drive the strategic intent and direction of local government and six (6) core competencies which drive the execution of the leading competencies.

<b>LEADING COMPETENCIES</b>	
Strategic Capability 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 Relation 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>
<b>CORE COMPETENCIES</b>	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Result and Quality Focus	

## 6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
  - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP);
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPI's 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;
  - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the final score;
  - 6.6.3 The Employee will do a self-evaluation and submit it to the Employer prior to the formal assessments; and
  - 6.6.4 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the CCRs:
- 6.7.1 Each CCR shall be assessed according to the extent to which the specified standards for the required proficiency level have been met;

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- 6.7.2 A rating on the five-point scale shall be provided for each CCR which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.4 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPI's:

Level	Terminology	Description
5	<b>Outstanding performance</b>	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.
4	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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.



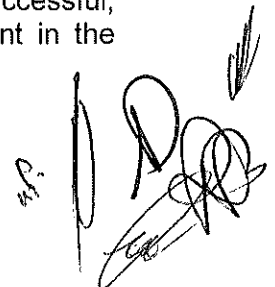
- 11.5 In the event that the Employee terminates his services during the validity of this Agreement, the Employee's performance will not be assessed and the Employee will subsequently not qualify for a performance bonus; and
- 11.6 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

## **12. MANAGEMENT OF EVALUATION OUTCOMES**

- 12.1 Where the Employer is, at 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 the employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his 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 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 three (3) working days meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the parties could not resolve the issues within ten (10) working days, an independent arbiter, acceptable to both parties, should be appointed to resolve the matter within thirty (30) days;
- 13.3 In the instance where the matters referred to in 13.2 were not successful, the matter should be referred to the MEC for local government in the

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province within thirty (30) days of receipt of a formal dispute from the Employee or any other person appointed by the MEC; and

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

**14. GENERAL**

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


14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus done and signed at BREDASDORP on the 17 day of FEBRUARY 2023.

**AS WITNESSES:**

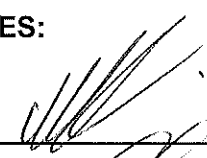
1.  \_\_\_\_\_

2.  \_\_\_\_\_

  
\_\_\_\_\_  
**DIRECTOR OF COMMUNITY SERVICES**

Thus done and signed at BREDASDORP on the 21<sup>st</sup> day of FEBRUARY 2023.

**AS WITNESSES:**

1.  \_\_\_\_\_

2.  \_\_\_\_\_

  
\_\_\_\_\_  
**MUNICIPAL MANAGER**

### KEY PERFORMANCE INDICATOR

The following Key Performance Indicators (KPI's) provide the details of the evidence that must be provided to show that a key objective has been obtained. The weightings show the relative importance of the key objectives to each other and should add up to 80% of the total assessment score. (Director: Community Services appointed from 1 January 2023)

No.	SDBIP KPI No.	National KPA [R]	Strategic Objective [R]	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
1	TL26	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Take domestic drinking water samples in towns and communities to monitor water quality (SAN 241 as amended)	Number of samples taken per annum	411	288			144	144	3
2	TL27	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Take food samples to monitor the quality of Food into the FCD Act and legislative requirements	Number of samples taken per annum	424	200			100	100	3
3	TL28	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Take water sample at Sewerage Final Outflow to monitor water quality (National Water Act: General Standards)	Number of samples taken per annum	164	80			40	40	3
4	TL29	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report quarterly to the Community Services Portfolio Committee on the activities of the Municipal Coastal Committee	Number of reports submitted per annum	4	2			1	1	3
5	TL30	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report annually to the Community Services Portfolio Committee on the outcome of Karwyderskraal Landfill site adherence to the permit conditions	Report submitted to the Community Portfolio Committee per annum	1	1			1		3

No.	SDBIP KPI No.	National KPA [R]	Strategic Objective [R]	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
6	TL31	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report quarterly to the Community Services Portfolio Committee on the activities of the Regional Waste Forum	Number of reports submitted per annum	4	2			1	1	3
7	TL32	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Report quarterly to the Community Services Portfolio Committee on the activities of the Municipal Climate Change & Biodiversity Forum	Number of reports submitted per annum	3	2			1	1	3
8	TL33	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Table the revised Disaster Risk Management Plan to Council by June	Revised Disaster Risk Management plan tabled to Council	1	1				1	3
9	TL34	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Table to Council the revised Disaster Management Framework by June	Revised Disaster Management Framework tabled to Council	1	1				1	3
10	TL35	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Revise annually Safer Community Project Plan and table to the Community Services Portfolio Committee by June	Number of Revised Safer Community Project Plan tabled per annum	1	1				1	3

No.	SDBIP KPI No.	National KPA [R]	Strategic Objective [R]	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
11	TL37	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Upgrade roads to permanent surface by 30 June (MR 276)	Number of kilometres road upgraded per annum	0 km	2.42				2.42	3
12	TL38	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Kilometres of gravel roads to be regravelled	Number of kilometres road regravelled per annum	54.51 km	21	0	0	11	10	3
13	TL39	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Kilometres of gravel roads to be bladed	Number of kilometres roads bladed per annum	6771.73 km	3300			1700	1600	3
14	TL40	Basic Services and Infrastructure	To ensure the well-being of all in the Overberg through the provision of efficient basic services and infrastructure	Submit annually the Business Plan for Provincial Roads budget allocation to Department of Transport and Public Works by 31 March	Annual Business Plan submitted	1	1			1		3
15	TL41	Regional Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Review Municipal EPWP policy and submit to Community Portfolio Committee by June	Revised Municipal EPWP policy submitted	1	1				1	0
16	TL42	Regional Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Report quarterly to the Community Portfolio committee on the progress of planned deliverables in RED & Tourism Strategy	Number of progress reports tabled per annum	4	2			1	1	3

No.	SDBIP KPI No.	National KPA [R]	Strategic Objective [R]	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
17	TL44	Regional Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Create temporary work opportunities through the municipality's EPWP programme by 30 June	Number of temporary EPWP work opportunities created per annum	136	83				83	0
18	TL45	Regional Economic Development	To promote regional economic development by supporting initiatives in the District for the development of a sustainable district economy	Report Bi-annually on the progress in respect of social development Implementation Plan to the Community Services Portfolio Committee	Number of progress reports tabled per annum	2	1				1	3
19	TL46	Regional Economic Development	To promote regional economic development by supporting initiatives in the district for the development of a sustainable district economy	Submit bi-annually progress report to the Community Services Portfolio Committee on the application for ownership (Uilenkraalsmond) and funding to investigate the sustainability of ODM resorts	Number of progress reports submitted per annum	Roll over from previous financial year	1				1	3
20		Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Review quarterly the Directorate risk register at a Line Management meeting	Number of reviews executed per annum	4	2			1	1	3

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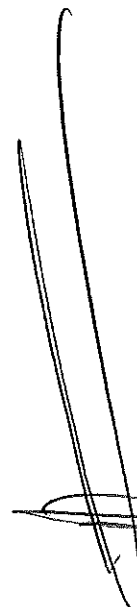
No.	SDBIP KPI No.	National KPA [R]	Strategic Objective [R]	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
21		Municipal Transformation and Institutional Development	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development	Conduct bi-annually performance assessments with all staff with performance agreements	Number Performance assessments conducted per annum	2	1			1		2
22		Municipal Financial Viability and Management	To attain and maintain financial viability and sustainability by executing accounting services in accordance with National policy and guidelines	Percentage of the Directorate Community Services capital budget to be spent by June (Actual amount spent on capital/total capital budget of directorate)	% of Capital budget actually spent	90%	90%				90	2
23		Good Governance and Community Participation	To ensure good governance practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Execute Council Resolutions within three months after approval	% of Council resolutions executed per annum (Total executed/total taken on a specific period)	100%	100%			100	100	3
24		Municipal Transformation and Institutional Development	To ensure municipal transformation and institutional development by creating a staff structure that would adhere to the principles of employment equity and promote skills development	Ensure that training needs are submitted to departments to HR/SDF by January	Training needs submitted	New KPI	1			1		1

No.	SDBIP KPI No.	National KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
25		Good Governance and Community Participation	To ensure good governances practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Effective directing and supervision of the Department Municipal Health	Number of KPI's the Department did not achieved (Total KPI's/ total met on year-to-date)	2	2			2	2	3
26		Good Governance and Community Participation	To ensure good governances practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Effective directing and supervision of the Department Environmental Management	Number of KPI's the Department did not achieved (Total KPI's/ total met on year-to-date)	2	2			2	2	3
27		Good Governance and Community Participation	To ensure good governances practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Effective directing and supervision of the Department Emergency Services	Number of KPI's the Department did not achieved (Total KPI's/ total met on year-to-date)	2	2			2	2	3
28		Good Governance and Community Participation	To ensure good governances practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Effective directing and supervision of the Department LED/Resorts	Number of KPI's the Department did not achieved (Total KPI's/ total met on year-to-date)	2	2			2	2	3




No.	SDBIP KPI No.	National KPA	Strategic Objective	KPI	Unit of Measurement	Baseline	Annual Target	Target Q1	Target Q2	Target Q3	Target Q4	Weight
29		Good Governance and Community Participation	To ensure good governances practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Effective directing and supervision of the Department Social Services	Number of KPI's the Department did not achieved (Total KPI's/ total met on year-to-date)	2	2			2	2	3
30		Good Governance and Community Participation	To ensure good governances practices by providing a democratic and pro-active accountable government and ensuring community participation through IGR Structures	Effective directing and supervision of the Department Roads	Number of KPI's the Department did not achieved (Total KPI's/ total met on year-to-date)	2	2			2	2	3

Total	80
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 Signed and accepted by the Director. Community Services

17/02/2023  
 Date

  
 Signed and accepted by the Municipal Manager

24/02/2023  
 Date



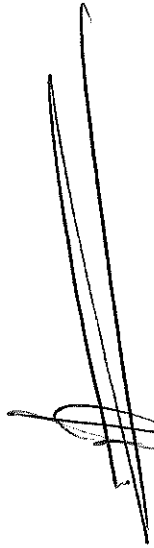
## COMPETENCIES

The assessment of the Core Competency Requirements (CCRs) will account for **twenty percent (20%)** of the total employee assessment score.

LEADING COMPETENCIES		Weight
Strategic Capability and Leadership	<ul style="list-style-type: none"> <li>• Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate</li> <li>• Impact and influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	3
People Management	<ul style="list-style-type: none"> <li>• Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives</li> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relation Management</li> <li>• Negotiation and dispute Management</li> </ul>	2
Program and Project Management	<ul style="list-style-type: none"> <li>• Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives</li> <li>• Program and Project Planning and Implementation</li> <li>• Service delivery Management</li> <li>• Program and Project Monitoring and evaluation</li> </ul>	2
Financial Management	<ul style="list-style-type: none"> <li>• 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</li> <li>• Budget Planning and Execution</li> <li>• Financial strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	2
Change Leadership	<ul style="list-style-type: none"> <li>• 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</li> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and evaluation</li> </ul>	2
Governance Leadership	<ul style="list-style-type: none"> <li>• 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 relation</li> <li>• Policy Formulation</li> <li>• Risk and compliance Management</li> <li>• Cooperative Governance</li> </ul>	2

**CORE COMPETENCIES**

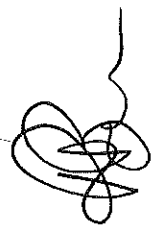
Moral Competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence	2
Planning and Organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	1
Analysis and Innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	1
Knowledge and Information Management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	1
Result and Quality Focus	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	1
<b>Total</b>		<b>20</b>



Signed and accepted by the Director of Community Services

17/2/2023

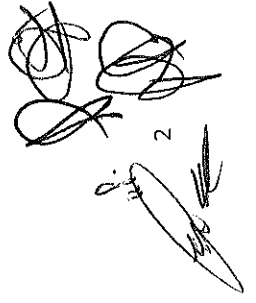
Date



Signed and accepted by the Municipal Manager

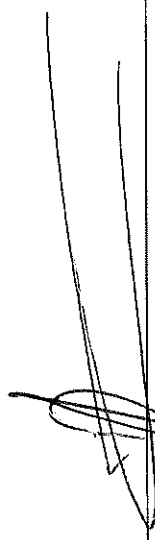
24/02/2023

Date




### PERSONAL DEVELOPMENT PLAN

Skills Performance Gap	Outcomes Expected	Training	Delivery Mode	Time frames	Work opportunity	Support Person
None						

  
 Signed and accepted by the Director of Community Services

17/2/2023  
 Date

  
 Signed and accepted by the Municipal Manager

2023/02/24  
 Date

