

**PERFORMANCE PLAN**  
**DEPUTY MUNICIPAL MANAGER COMMUNITY SERVICES**  
**UMHLATHUZE MUNICIPALITY**

This plan defines the Council's expectations of the Deputy Municipal Manager Community Services in accordance with performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (MM) (as representative of Council).

There are 6 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates.
5. Competency Requirements
6. Consolidated score (Performance Assessment Calculator)

The period of this plan is from 1 July 2016 to 30 June 2017.

Signed and accepted by the **Deputy Municipal Manager :**  
**Community Services (DMM ComS):**.....

Date: 2016-07-29

Signed by the **Municipal Manager (MM)** on behalf of Council: .....

Date: 2016-07-29

## 1. POSITION PURPOSE

To perform all the duties and functions of the Deputy Municipal Manager Community Services (DMM ComS) as required by the relevant legislation or reasonably stipulated by the MM, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of the Deputy Municipal Manager Community Services and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Deputy Municipal Manager Community Services.

## 2. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The Mayor may request input from agendas, minutes and “customers” on the DMM ComS’s performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the DMM ComS’s performance since they have worked closely with him on some or all aspects of his job.
3. The DMM ComS to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.
4. The DMM ComS to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The DMM ComS and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the DMM ComS scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the DMM ComS’s performance against agreed objectives as a result of portfolio of evidence and/or comments and “customer” input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the DMM ComS will be based on the following rating scale for KPA's:



Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeds the standard expected of the DMM ComS at this level. The appraisal indicates that the DMM ComS 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.	5
Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the DMM ComS has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the DMM ComS has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
Performance 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 DMM ComS has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the DMM ComS has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DMM ComS 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.	1

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the DMM ComS on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Municipal Manager and the DMM ComS to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The Municipal Manager and DMM ComS to set new objectives, targets, performance indicators, weightings and dates etc for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.



### 3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) 2012/2017 of the uMhlathuze Local Municipality is aligned to the prescribed National Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National IDP Goals.

The Deputy Municipal Manager Community Services is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2012/2017 IDP as indicated in the IDP column of the scorecard:

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Good Governance & Public Participation	Good Governance	1.4	Public Safety and Security Services (Public Safety)				
				1.4.1	Fire & Rescue Services		
						1.4.1.1	Fire Prevention
						1.4.1.2	Fire Training
						1.4.1.3	Fire and Rescue Operations
						1.4.1.4	Fire and Rescue Administration
				1.4.2	Traffic Services		
						1.4.2.1	Crime Prevention
						1.4.2.2	Licensing (Vehicles)
						1.4.2.3	Traffic Operations and Administration
						1.4.2.4	Traffic Control Room
				1.4.3	Security Services (Crime Prevention and CCTV System)		
				1.4.4	Disaster Management		

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Basic Service Delivery & Infrastructure Development	Sustainable Infrastructure and Service Provision	2.4	Health and Cleansing				
				2.4.1	Solid Waste Management		
						2.4.1.1	Waste Management Inland
						2.4.1.2	Waste Management Coastal
						2.4.1.3	Waste Management Administration
				2.4.2	Primary Health (Clinic Services)		
						2.4.2.3	Occupational Health
				2.4.3	Public Health and Pollution Control		
						2.4.3.1	Environmental Health Coastal
						2.4.3.2	Environmental Health Inland
						2.4.3.3	Air Pollution Control and Environmental Impact
		2.6	Recreation and Environmental Services				
				2.6.1	Horticultural Management		
						2.6.1.1	Biodiversity (Cemeteries) and Conservation
						2.6.1.2	Operations management
				2.6.2	Sport & Recreation		
						2.6.2.1	Recreational Facilities Management
						2.6.2.2	Sport and Recreation Development
				2.6.3	Arts and Culture		
						2.6.3.1	Public Libraries
						2.6.3.2	Museum
						2.6.3.3	Community Halls and Thusong Centres
				2.6.4	Recreational Projects Management		
				2.6.5	Horticultural Contracts Management		
Municipal Institutional Development & Transformation	Institutional Development	4.1	Human Resource and Industrial Relations Services				
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
		5.2	Revenue				

#### 4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
LOCAL ECONOMIC DEVELOPMENT												
GOAL: PUBLIC SAFETY AND SECURITY												
TRAFFIC, VEHICLE LICENSING AND CRIME PREVENTION SERVICES												
Provision of Security and Traffic Services	1.1.1	1.4.2.3	Ensure Speed enforcement by screening of vehicles at random intervals and locations for at least 1800 hours without and 3400 hours with turnkey project assistance by 30 June 2017	30 Jun 2017	2	a) Schedule of hours spent on speed enforcement b) Copy of report to Council with supporting documentation	<u>Target:</u> 450 hours without turnkey 850 hours with turnkey  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 450 hours without turnkey 850 hours with turnkey  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 450 hours without turnkey 850 hours with turnkey  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 450 hours without turnkey 850 hours with turnkey  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.1.2	1.4.2.3	Ensure High Visibility Patrols, foot/ bit patrol, Point duty and Moving Violations by traffic vehicles especially within peak hours for at least 2600 hours by 30 June 2017	30 Jun 2017	4	a) Schedule of hours spent on Patrols b) Copy of report to Council	<u>Target:</u> 650 hours  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 650 hours  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 650 hours  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 650 hours  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.1.3	1.4.2.3	Conduct at least 200 vehicle and driver fitness exercises(Road Worthiness roadblocks) and 220 hours on Alco-exercises (Alco-roadblocks) by 30 June 2017	30 Jun 2017	2	a) Copy duty roster indicating number of exercises b) Copy of report to Council	<u>Target:</u> 50 vehicle and driver fitness exercises 55 hours alco-exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 50 vehicle and driver fitness exercises 55 hours alco-exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 50 vehicle and driver fitness exercises 55 hours alco-exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 50 vehicle and driver fitness exercises 55 hours alco-exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.1.4	1.4.2.3	Conduct at least 64 Road Safety Educational exercises by 30 June 2017	30 Jun 2017	2	a) Evidence of program presented. b) Copy of report to Council	<u>Target:</u> 16 exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 16 exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 16 exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 16 exercises  <u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
	1.1.5	1.4.3.2	Conduct at least 60 warrant of arrest and summons service operations (exercises) by 30 June 2017	30 Jun 2017	2	a) Copy duty roster indicating number of exercises b) Copy of report to Council	<u>Target</u> 15 Exercises	<u>Target</u> 15 Exercises	<u>Target</u> 15 Exercises	<u>Target</u> 15 Exercises		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	1.1.6	1.4.2.2	Ensure testing of 6400 Learners Driver's Licensing at least 3 sessions per week with 40 candidates per session and report quarterly statistics to Council.	30 Jun 2017	4	a) Record of names and ID numbers of candidates per test session b) Copy of quarterly reports to Council	<u>Target</u> 1600 learner driver's license tested	<u>Target</u> 1600 learner driver's license tested	<u>Target</u> 1600 learner driver's license tested	<u>Target</u> 1600 learner driver's license tested		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
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### LOCAL ECONOMIC DEVELOPMENT

GOAL: PUBLIC HEALTH AND EMERGENCY SERVICES

### EMERGENCY SERVICES AND DISASTER MANAGEMENT

Provision of Fire and Rescue Services	2.1.1	1.4.4	Conduct 2000 fire prevention inspections on business premises by 30 June 2017	30 Jun 2017	4	a) List of business premises to be inspected b) Completed and signed inspection reports by officers confirming inspections c) Copy of quarterly report with supporting documentation to Council	<u>Target:</u> • 500 fire prevention inspections	<u>Target:</u> • 500 fire prevention inspections	<u>Target:</u> • 500 fire prevention inspections	<u>Target:</u> • 500 of fire prevention inspections		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	2.1.2	1.4.4	Conduct 12 emergency exercises at High Risk Installations by 30 June 2017	30 Jun 2017	2	a) List of high risk installations b) Evidence of communication to high risk installation sites c) Copy of progress report with supporting documentation and a copy of the resolution	<u>Target:</u> 4 exercises	<u>Target:</u> 4 exercises	<u>Target:</u> 2 exercises	<u>Target:</u> 2 exercises		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
	2.1.3	1.4.4	Meet with Advisory forum representing all major industries 4 times annually and Review and update Disaster Management Plan (DMP) twice per annum	30 Jun 2017	2	a) Copies of DMP with updates where applicable b) List of major industries c) Minutes of 3 meetings held d) Copy of item to Council	<u>Target:</u> 1 meeting  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 1 meeting Update of DMP  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 1 meeting  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 1 Meeting Update of DMP  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					8							
<b>OCCUPATIONAL CLINIC SERVICES</b>												
Provision of Health Facilities and Services	3.1.1	2.4.2.3	Deliver an occupational health care service to employees of the municipality.  (12 Peer educator meetings 120 Inspection of First Aid boxes. 120 Department visited by outreach team)	30 Jun 2017	4	a) Copy of quarterly reports with supporting documentation indicating statistics of occupational health services delivered quarterly to Council with resolution	<u>Target:</u> Quarterly report statistics on: 3 Peer educator meetings 30 Inspection of First Aid boxes. 30 Department visited by outreach team.  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report statistics on: 3 Peer educator meetings 30 Inspection of First Aid boxes. 30 Department visited by outreach team.  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report statistics on: 3 Peer educator meetings 30 Inspection of First Aid boxes. 30 Department visited by outreach team.  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Quarterly report statistics on: 3 Peer educator meetings 30 Inspection of First Aid boxes. 30 Department visited by outreach team.  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	3.1.2	2.4.2	Ensure continuous monitoring of employees for adverse health effects by conducting 1500 Medical surveillance examination to help determine the effectiveness of exposure prevention strategies	30 Jun 2017	2	a) Copies of quarterly progress reports to Council	<u>Target:</u> 375 surveillance  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 375 surveillance  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 375 surveillance  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 375 surveillance  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					6							
<b>AIR QUALITY MANAGEMENT</b>												
Provide a safe and clean environment in	4.1.1	2.4.3	Protect humans and the environment from harmful air pollution by	30 Jun 2017	3	a) Copies of attendance Register and Photographs	<u>Target:</u> 2 Programs 1 Quarterly Report	<u>Target:</u> 1 Program 1 Quarterly Report	<u>Target:</u> 1 Program 1 Quarterly Report	<u>Target:</u> 2 Programs 1 Quarterly Report		



STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
terms of the Air Quality Act 39 of 2004.	4.1.2	2.4.3.3	Conduct sixty (60) Air Quality Management Inspections on business premises by 30 June 2017 and report on quarterly progress	30 Jun 2017	3	a) List of business premises to be inspected b) Completed and signed inspection reports by officers confirming inspections c) Copy of quarterly report with supporting documentation to Council	<u>Target</u> 20 air quality inspections	<u>Target</u> 10 air quality inspections	<u>Target</u> 10 air quality inspections	<u>Target</u> 20 air quality inspections		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	4.1.3	2.4.3.3	Ensure prescribed ambient air quality standards are not violated and assess health hazard, damage to materials and control and regulate pollution from various sources by capturing at least 80% of data per monitoring station as required in terms of the Act.	30 Jun 2017	3	a) To meet a minimum target of 80% data capture per parameter per station per month. b) Report daily maximum SO2 concentrations at each ambient air monitoring system and meteorological conditions c) Copy of quarterly report to Council	<u>Target:</u> Capture at least 80% of data per Monitoring Station per month, analyse and report quarterly on ambient air quality to Council	<u>Target:</u> Capture at least 80% of data per Monitoring Station per month, analyse, interpret and report quarterly on ambient air quality to Council	<u>Target:</u> Capture at least 80% of data per Monitoring Station per month, analyse, interpret and report quarterly on ambient air quality to Council	<u>Target:</u> Capture at least 80% of data per Monitoring Station per month, analyse, interpret and report quarterly on ambient air quality to Council		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
					9							
<b>WASTE MANAGEMENT COLLECTION AND CLEANING</b>												
Provision of Solid waste and refuse	5.1.1	2.4.1	Promote waste minimisation, reuse, recycling and recovery of	30 Jun 2017	4	a) Evidence of waste collected for 2015/2016 financial year with calculations to	<u>Target:</u> 20% recycling of total waste collected in 1 <sup>st</sup> quarter	<u>Target:</u> 20% recycling of total waste collected in 2 <sup>nd</sup> quarter	<u>Target:</u> 20% recycling of total waste collected in 3 <sup>rd</sup> quarter	<u>Target:</u> 20% recycling of total waste collected in 4 <sup>th</sup> quarter		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Removal Services and contribute to environmental sustainability through solid waste management			waste by recycling of at least 20% of total waste by 30 June 2017.			support re-cycling figures b) Basis of calculation with evidence of recycling c) Copy of report with supporting documents and resolution	Target Met / Target Partially met Target Not met	Target Met / Target Partially met Target Not met	Target Met / Target Partially met Target Not met	Target Met / Target Partially met Target Not met		
	5.1.2	2.4.1	Ensure that people are aware of the impact of waste on their health, well-being and the environment by conducting 18 clean-up campaigns and educational programs by 30 June 2017.	30 Jun 2017	2	a) List of campaign areas/institutions to be targeted b) Copies of communication to targeted areas c) Evidence of implementation of campaign d) Copy of quarterly progress reports to Council with supporting evidence	<u>Target:</u> 5 clean-up campaigns <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 4 clean-up campaigns <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 4 clean-up campaigns <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 5 clean-up campaigns <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	5.1.3	2.4.1	Ensure effective and efficient delivery of Waste services through increase access to waste removal services by 2000 additional households (concentrating on rural areas)	30 Jun 2017	6	a) Copy of quarterly report to Council b) Evidence of delivery of skips/placement of skips c) Evidence of calculations of households	<u>Target</u> 500 additional households <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target</u> 500 additional households <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target</u> 500 additional households <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target</u> 500 additional households <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	5.1.4	2.4.1	Ensure participation of a bankable Study Report on diversion of waste away from the landfill site, as part of National Climate change strategy, and Municipal Integrated Waste Management Plan (IWMP) and finalize implementation by 30 June 2017.	30 Jun 2017	2	a) Progress reports b) Draft document of project c) Copy of report with supporting documents and resolution	<u>Target</u> Participate in National and International study tours and engagements with the Department of Environmental Affairs, and provide feedback. <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target</u> Report progress on the study and possible alternative technology, further register as Environmental Protection and Infrastructure Program (EPIP). <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target</u> Provide Final Draft of the project. <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target</u> Submit final report of study to Council for adoption and implementation. <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					14							
SPORT AND RECREATION												

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Ensure excess of community to sports and recreation facilities to all	6.1.1	2.6.2.2	Implementation of 4 (four) mass participation recreational programmes: i.e. - 2 x Snr Citizens Golden Games - Disability Fun Day - Beach Festival	30 Jun 2017	2	a) List of approved sport development programs per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council	<u>Target:</u> 2 Programs  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 1 Program  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 1 Program  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> None  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	6.1.2	2.6.2.2	Present 42 (forty two) sports development events by 30 June 2017. - Ward Illumination Games - Cluster Games - Mayoral Games	30 Jun 2017	2	a) List of approved sport development events per target spread over financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council	<u>Target:</u> 7 events  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 1 events  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 6 events  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 28 events  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
	6.1.3	2.6.2.1	Upgrade 5 (five) sports facilities as per budget allocation by 30 June 2017. - Veldenvlei - kwaTsheka - Bomvini - Mcabango - Muzuvukile	31 Mar 2017	2	a.) SCM tender reports b.) Copy of quarterly progress report to Council	<u>Target:</u> Initiate the SCM process for 3x tenders  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Appoint service providers on sports facilities projects  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> Report progress on construction/upgrade  <u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Target:</u> 5 Facilities projects completed  <u>Achievements:</u> Target Met / Target Partially met Target Not met		
					6							
HORTICULTURAL SERVICES												
Provision of Horticultural	7.1.1	2.6.1.1	Promote indigenous vegetation by planting	30 Jun 2017	2	a) Indigenous trees register b) Evidence of	<u>Target:</u> No Target	<u>Target:</u> 400 Trees	<u>Target:</u> 400 Trees	<u>Target:</u> No Target		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Services			800 trees by 30 June 2017.			purchase invoice or requisition if internally grown c) List of trees planted per location (street, area etc where applicable) d) Copy of quarterly progress report to Council						
	7.1.2	2.6.1.2	Phase development of 2 (two) parks in Dumisani Makhaya Village (DMV) and eSikhaleni (Pool Area) 4 (four gardens at Rural Halls in Mandlankala, Gobandlovu, Bhejane and Masasandla by 30 June 2017	30 June 2017	4	a) SCM Reports b) Completion documentation	<u>Target:</u> Call for tender / quotes for Development	<u>Target:</u> Completion of 2 Gardens Adjudication of tender for 1 Park Development (Paving)	<u>Target:</u> 50% Completion of Parks Development Earthworks at DMV and Construction of Walkway at eSikhaleni Park	<u>Target:</u> Completion of 2 Gardens Proportional Completion of Phased Parks Developments		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
					6							
ARTS AND CULTURE												
Deliver an Arts and Culture service to the public	7.2.1	2.6.3.2	Develop a credible data base for all Artists in uMhlathuze in different genres of Arts and Culture by 30 June 2017	30 June 2017	2	a.) Data base	<u>Target:</u> No target	<u>Target:</u> No target	<u>Target:</u> No Target	<u>Target:</u> Completion of Comprehensive Data base Document		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	7.2.2	2.6.3.2	Present /Coordinate Nine (9) Arts and Culture	30 June 2017	4	a) List of approved events per target spread over	<u>Target:</u> 2 Events	<u>Target:</u> 3 Events	<u>Target:</u> 2 Events	<u>Target:</u> 2 Events		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
			Events/ Activities - Umkhosi wo Mhlanga - King Cetshwayo - Maskanda Festival - Ingoma Festival - Jazz Session - Music Competition - Choral Event - Satma Awards - Training and workshops			financial year b) Evidence of communications to target audience c) Copy of agenda and program content d) Copy of quarterly progress report to Council	Target Met / Target Partially met Target Not met	Target Met / Target Partially met Target Not met	Target Met / Target Partially met Target Not met	Target Met / Target Partially met Target Not met		
	7.2.3	2.6.3.2	Finalization of MOU with KwaMadlebe tribal authority KwaMthiyane tribal authority by 30 June 2017	30 June 2017	2	a) Vetted and signed MOU and SLA for KwaMadlebe tribal authority b) Vetted and signed MOU and SLA for KwaMthiyane tribal authority	<u>Target:</u> No Target	<u>Target:</u> Vetted MOU's and signed service level agreement for KwaMadlebe	<u>Target:</u> No Target	<u>Target:</u> Vetted MOU and signed service level agreement for KwaMthiyane		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	7.2.4	2.6.3.2	Refurbishment of Brackenham Hall and Nseleni Hall. Extension of Ngwelezane Hall by 30 June 2017	30 June 2017	2	a) SCM tender reports b) Copy of quarterly progress report to Council c) Completion certificates	<u>Target:</u> Initiate SCM process	<u>Target:</u> Appointment of service providers	<u>Target:</u> Completion Brackenham Hall Refurbishment	<u>Target:</u> Completion of Nseleni hall Refurbishment and Completion of Ngwelezane Hall Ext.		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	7.2.5	2.6.3.2	Execution of “Another side of Mandela” project and participation of Artists in Mandela week/ Public Service week in July 2016	30 Sep 2016	1	a) Programme/Agenda of event b) Attendance Register of event c) Report back progress/outcome of event to Council	<u>Target:</u> School competitions on Another side of Mandela project	<u>Target:</u> No Target	<u>Target:</u> No Target	<u>Target:</u> No Target		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		



STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Ensure the functionality of Community Service Centres	7.3.1	2.6.3.2	Create working relationship with different organizations to promote access to facilities and cultural activities (Formation of steering committees for Libraries, Halls, Museum and Crafts)	30 June 2017	2	a) Copies of TOR for steering committees b) Quarterly progress reports	<u>Target:</u> Development of Terms of Reference in all Steering Committees	<u>Target:</u> No Target	<u>Target:</u> Launch	<u>Target:</u> Launch		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
	7.3.2	2.6.3.2	Ensuring Community access to Government services offered in municipal facilities	30 June 2017	2	a) Evidence of Port Dunford outreach programme b) Evidence of Opening of Aquadene Library c) Evidence of Ntuzi and Umsasamndla Thusong Services Centre outreach programme	<u>Target:</u> Outreach Programme for Port Dunford and Launch of Aquadene Library	<u>Target:</u> Outreach Programme for Ntuzi and Umsasamndla Thusong Services Centre	<u>Target:</u> No Target	<u>Target:</u> No Target		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
					15							
STRATEGIC PLANNING AND DEPARTMENTAL MANAGEMENT												
Percentage of capital budget spent on capital projects/items budgeted for in the approved capital budget.	8.1	5.1	Ensure execution of all projects provided for on the Capital Budget under the direct control of the department and 90% spend by 30 June 2017	30 Jun 2017	16	a) Capital Budget expenditure report b) Component 5 of the SDBIP	<u>Target:</u> Evidence of 5% expenditure	<u>Target:</u> Evidence of 30% Expenditure	<u>Target:</u> Evidence of 60% Expenditure	<u>Target:</u> Evidence of 90% Expenditure		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
Manage departmental risk identified in the organisational risk assessment register	8.2	1.1.1	Ensure that departmental risk identified in the organisational risk assessment register is attended to, update and report quarterly risk assessment register.	Quarterly to 30 Jun 2017	2	a) Quarterly risk assessment registers	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register	<u>Target:</u> Quarterly risk assessment register		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		

STRATEGIC OBJECTIVE	NO	IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS – Indicate target met or not met by “X” (with brief descriptive achievements reported with reference to supportive documentation)				DMM ComS SCORE Rating 1 2 3 4 5	EVAL PANEL SCORE Rating 1 2 3 4 5
							Q1	Q2	Q3	Q4		
Sufficient departmental response to internal and external audit and general enquiries and implement approved recommendations timeously.	8.3	1.1.1	Respond to all internal and external audit enquiries and other general enquiries and implement all approved recommendations within 30 days unless there is reason why implementation is not possible, in which case an agreed extended date to be agreed with and approved by the MM	30 Jun 2016	2	a) Evidence of receipt of query recorded in a register and the date of response acknowledged by auditors b) Measurement to be based on testing a random sample of 5 items, which would provide assurance that the recommendations have been consistently implemented from the action date indicated.	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>		
							1 Quarterly report	1 Quarterly report	1 Quarterly report	1 Quarterly report		
							<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met	<u>Achievements:</u> Target Met / Target Partially met Target Not met		
					20							
TOTAL					100							

## 5. COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER COMMUNITY SERVICES

Refer to separate document (DMS 970612) reflecting Competency requirements in terms of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers (GN 21 of 17 February 2014, Annexure A2).

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

## 6. CONSOLIDATED SCORE SHEET (Refer to Performance Assessment Rating Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

## COMPETENCY FRAMEWORK

### Competency Assessment Sheet

**2016/2017**

1. In terms of Local Government: Regulations on appointment and conditions of employment of Senior Managers, Reg. 21 of 17 January 2014, the "Core competencies" are competencies that cut across all levels of work in a municipality and enhance contextualised leadership that guarantees service delivery impact; and "Leading competencies" means competencies that are required to develop clear institutional strategy, initiate, drive and implement programs to achieve long-term sustainable and measurable service delivery performance results.
2. There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.
3. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance and is listed as follows:

LEADING COMPETENCIES		
COMPETENCY		Weighting
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>	9
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>	9
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>	9
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>	9
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	8
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	8
WEIGHTING LEADING COMPETENCIES		52
CORE COMPETENCIES		
COMPETENCY		Weighting
Moral Competence		8
Planning and Organising		8
Analysis and Innovation		8
Knowledge and Information Management		8
Communication		8
Results and Quality Focus		8
WEIGHTING CORE COMPETENCIES		48
Total Percentage Weighting		100



4. The assessment of the manager on the performance of competencies will be based on the following rating scale:

Achievement Level	Description	SCORING
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention	1 – 2
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses	3
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses	4
Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods	5

5. The following competencies are to be evaluated during the Annual Performance Assessment:

**COMPETENCY 1**

Cluster		Leading Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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</li><li>• 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>
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 2**

Cluster		Leading Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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>
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 3**

Cluster		Leading Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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 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 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>
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 4**

Cluster	Leading Competencies		
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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>
WEIGHTING			9
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 5**

Cluster		Leading Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 6**

Cluster		Leading Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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</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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 7**

Cluster		Core Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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 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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			



**COMPETENCY 8**

Cluster		Core Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 9**

Cluster		Core Competencies	
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<ul style="list-style-type: none"><li>Understand the basic operation 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 problem solving 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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 10**

Cluster	Core Competencies		
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 11**

Cluster	Core Competencies		
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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 a 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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			

**COMPETENCY 12**

Cluster	Core Competencies		
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 (RATING)			
BASIC	COMPETENT	ADVANCED	SUPERIOR
1 – 2	3	4	5
<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 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,</li><li>• 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>
WEIGHTING			8
MANAGER SCORE			
EVALUATION PANEL SCORE			