STELLENBOSCH

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Performance Agreement

2024/25

Municipal Manager

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY AS HEREBY REPRESENTED BY:

THE EXECUTIVE MAYOR
Cllr Adv Gesie Van Deventer
(herein and after referred to as the Employer**)**

AND

MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred to as the Employee**)**

FOR THE FINANCIAL YEAR:

01 JULY 2024 – 30 JUNE 2025

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Municipal Manager
Ms Geraldine Mettler

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Executive Mayor:
Cllr Adv Gesie Van Deventer

1. INTRODUCTION

1.1 The Employer, duly represented by **Cllr Adv Gesie Van Deventer**, in her capacity as the Executive Mayor has entered into a contract of employment with the Employee, **Ms Geraldine Mettler**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties";

1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;

1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems 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 Mayor" – means the **Executive Mayor** elected in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.5.3 "the Employee" means the **Municipal Manager** appointed in terms of Section 54 (A) and 56 of the Systems Act;

1.5.4 "the Employer" means **Stellenbosch Municipality**; and

1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on **01 July 2024** and will remain in force until **30 June 2025** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and

3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The time frames within which those performance objectives and targets must be met; and

4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators (KPIs) 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 targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers in performing 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 Strategic Focus Areas (SFAs) (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, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per the attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Table 1: Strategic Focus Areas

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

Table 2: Leading and Core Competencies

Leading and Core Competencies		
1.	**Strategic direction and leadership**	• Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	**People management**	• Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	**Programme and project management**	• Programme and project planning and implementation • Service delivery management • Program and project monitoring and evaluation
4.	**Financial management**	• Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	**Change leadership**	• Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	**Governance leadership**	• Policy formulation • Risk and compliance management • Cooperative Governance
7.	**Moral competence**	• Core Competency
8.	**Planning and organising**	• Core Competency
9.	**Analysis and innovation**	• Core Competency
10.	**Knowledge and information management**	• Core Competency
11.	**Communication**	• Core Competency
12.	**Results and quality focus**	• Core Competency

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) as described in 6.6 – 6.12 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

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

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met 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 KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such an 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 scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

Table 3: Performance rating scale

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

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	**Superior**	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	**Advanced**	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

Level	Achievement Levels	Description
3	**Competent**	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	**Basic**	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	**Sub Standard**	Applies little to no basic concepts, methods, and understanding of local government operations.

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

6.10.1 Executive Mayor;

6.10.2 Mayor from another municipality;

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

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.10.5 A Member of a ward committee as nominated by the Executive Mayor.

6.11 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

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

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Table 5: Schedule for performance reviews

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2024 (Informal)
2	October – December	January / February 2024 (Formal)
3	January – March	April / May 2024 (Informal)
4	April - June	After the receipt of the AGSA's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and / or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such a Plan may be implemented and / or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity-building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Table 6: Performance bonus calculations

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

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he / she was employed and he / she will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to the 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 to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and / or support as well as a 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 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations 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 contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Thus, done and signed at Stellenbosch on the 25TH day of June 2024

MUNICIPAL MANAGER

AS WITNESSES:

1.

2.

Thus, done and signed at Stellenbosch on the 25TH day of June 2024

EXECUTIVE MAYOR

AS WITNESSES:

1.

2.

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
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Annexure A
Performance Plan

MUNICIPAL MANAGER

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Municipal Manager
Ms Geraldine Mettler

.....
Executive Mayor:
Cllr Adv Gesie Van Deventer

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty per cent)** of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

MUNICIPAL MANAGER														
IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2022/23)	5 Year Target	2024/25	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2024/25)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Corporate Services	Percentage of indicators of the Director: Corporate Services achieved, measured quarterly	Outcome	85.09%	80% per annum	80%	SM	80%	80%	80%	80%	**4**
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Chief Financial Officer (CFO)	Percentage of indicators of the CFO achieved, measured quarterly	Outcome	89.30%	80% per annum	80%	SM	80%	80%	80%	80%	**4**

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									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Planning and Economic Development	Percentage of indicators of the Director: Planning and Economic Development achieved, measured quarterly	Outcome	75.90%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Infrastructure Services	Percentage of indicators of the Director: Infrastructure Services achieved, measured quarterly	Outcome	52.63%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Director: Community and Protection Services	Percentage of indicators of the Director: Community and Protection Services achieved, measured quarterly	Outcome	63.75%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Internal Audit	Percentage of indicators of the Section: Internal Audit achieved, measured quarterly	Outcome	96.75%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: IDP/PMS/PP	Percentage of indicators of the Section: IDP/PMS/PP achieved, measured quarterly	Outcome	88.93%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Communication	Percentage of indicators of the Section: Communication achieved, measured quarterly	Outcome	97.75%	80% per annum	80%	SM	80%	80%	80%	80%	3

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IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2022/23)	5 Year Target	2024/25	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2024/25)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Risk Management	Percentage of indicators of the Section: Risk Management achieved, measured quarterly	Outcome	88.75%	80% per annum	80%	SM	80%	80%	80%	80%	**3**
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Office of the Municipal Manager	Percentage of indicators of the Section: Office of the Municipal Manager achieved, measured quarterly	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	**3**
KPI044	SFA 5: Good Governance and Compliance	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	Outcome	37.50%	50% per annum	50%	SM	N/A	N/A	N/A	50%	**2**
KPI048	SFA 5: Good Governance and Compliance	Submission of the revised Risk-Based Audit Plan (RBAP) to the Audit and Performance Audit Committee (APAC)	Number of revised RBAPs submitted to the APAC by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	**3**
KPI049	SFA 5: Good Governance and Compliance	Submission of the Auditor General of South Africa (AGSA) Audit Action Plan (AAP) to the APAC	Number of AGSA Audit Action Plans submitted to the APAC by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	**3**
KPI050	SFA 5: Good Governance and Compliance	Submission of the revised Strategic Risk Register (SRR) to the Risk Management Committee	Number of revised SRRs submitted to the Risk Management Committee by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	**2**
KPI053	SFA 5: Good Governance and Compliance	Submission of the draft Integrated Development Plan (IDP) to the Council	Number of draft IDPs submitted to the Council by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	**3**

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IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2022/23)	5 Year Target	2024/25	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2024/25)				Weight
									Q1	Q2	Q3	Q4	
KPI054	SFA 5: Good Governance and Compliance	Submission of the IDP / Budget / SDF time schedule (process plan) to the Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to the Council by 31 August	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	2
KPI059	SFA 5: Good Governance and Compliance	Submission of the revised Communication Policy to the MayCo	Number of revised Communication Policies submitted to the MayCo by 31 May	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
TBC	SFA 5: Good Governance and Compliance	Conclude performance agreements with the CFO and Directors	Number of performance agreements with the CFO and Directors concluded by 31 July	Output	5	5 per annum	5	SM	5	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Conclude performance plans with all identified personnel	Number of performance plans with all identified personnel concluded by 30 July	Output	4	5 per annum	6	SM	6	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with the CFO and Directors	Number of formal performance evaluations with the CFO and Directors conducted by 28 February	Output	10	10 per annum	10	SM	N/A	N/A	10	N/A	2
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 31 January	Output	8	18 per annum	11	SM	5 (5)	N/A	6 (11)	N/A	2
TBC	SFA 5: Good Governance and Compliance	Facilitation of Strategic Management meetings	Number of Strategic Management meetings facilitated per month	Output	35	20 per annum	20	SM	5 (5)	5 (10)	5 (15)	5 (20)	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directors Forum resolutions	Percentage of the Directors Forum Resolutions implemented, measured quarterly	Output	100%	80% per annum	80%	SM	80%	80%	80%	80%	2

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IDP / Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2022/23)	5 Year Target	2024/25	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2024/25)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Spend the Office of the Municipal Manager's approved Capital Budget	Percentage of the approved Capital Budget of the Office of the Municipal Manager actually spent by 30 June	Input	98.58%	90% per annum	90%	SM	10%	30%	60%	90%	**8**
TBC	SFA 5: Good Governance and Compliance	Develop an Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	4	1 per annum	1	SM	1	N/A	N/A	N/A	**2**
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	**1**
TBC	SFA 5: Good Governance and Compliance	Implementation of the Council resolutions	Percentage of the Council resolutions implemented, measured quarterly	Output	100%	70% per annum	70%	SM	70%	70%	70%	70%	**2**
TBC	SFA 5: Good Governance and Compliance	Submission of a combined assurance report to the Council	Number of combined assurance reports submitted to the Council by 30 September	Output	New KPI	1 per annum	1	SM	1	N/A	N/A	N/A	**1**
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	**2**
												Total	**80**

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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1st Assessment	(July) Final Assessment	Weights	Comments
2.1	**Strategic direction and leadership**			**1.66%**	
2.2	**People management**			**1.66%**	
2.3	**Programme and project management**			**1.66%**	
2.4	**Financial management**			**1.66%**	
2.5	**Change leadership**			**1.67%**	
2.6	**Governance leadership**			**1.67%**	
2.7	**Moral competence**			**1.67%**	
2.8	**Planning and organising**			**1.67%**	
2.9	**Analysis and innovation**			**1.67%**	
2.10	**Knowledge and information management**			**1.67%**	
2.11	**Communication**			**1.67%**	
2.12	**Results and quality focus**			**1.67%**	
Total				**20%**	

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Annexure B
Competency Framework

MUNICIPAL MANAGER

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand Institutional and departmental strategic objectives, but • lacks the ability to inspire others to achieve set mandate.	• Give direction to a team in realising the institution's strategic mandate and set objectives.	• Evaluate all activities to determine value and alignment to strategic intent.	• Structure and position the institution to local government priorities.
• Describe how specific tasks link to institutional strategies but have limited influence in directing a strategy.	• Has a positive impact and influence on the morale, engagement and participation of team members.	• Display in-depth knowledge and understanding of strategic planning.	• Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
• Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	• Develop action plans to execute and guide strategy.	• Align strategy and goals across all functional areas.	• Hold self-accountable for strategy execution and results.
• Demonstrate basic understanding of key decision making.	• Assist in defining performance measures to monitor the progress and effectiveness of the institution.	• Actively define performance measures to monitor the progress and effectiveness of the institution.	• Provide impact and influence through building and maintaining strategic relationships.
	• Displays an awareness of institutional structures and political factors.	• Consistently challenge strategic plans to ensure relevance.	• Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	• Effectively communicate barriers to execution to relevant parties.	• Understand institutional structures and political factors, and the consequences of actions.	• Integrate various systems into a collective whole to optimise institutional performance management.
	• Provide guidance to all stakeholders in the achievement of the strategic mandate.	• Empower others to follow the strategic direction and deal with complex situations.	• Uses understanding of competing interests to maneuver successfully to a win / win outcome.
	• Understand the aim and objectives of the institution and relate it to own work.	• Guide the institution through complex and ambiguous concern. • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Participate in team goalsetting and problem solving.	• Seek opportunities to increase team contribution and responsibility.	• Identify ineffective team and work processes and recommend remedial interventions.	• Develop and incorporate best practice people management processes, approaches and tools across the institution.
• Interact and collaborate with people of diverse backgrounds.	• Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	• Recognise and reward effective and desired behavior.	• Foster a culture of discipline, responsibility and accountability.
• Aware of guidelines for employee development, but requires support in implementing development initiatives.	• Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	• Provide mentoring and guidance to others in order to increase personal effectiveness.	• Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	• Apply relevant employee legislation fairly and consistently.	• Identify development and learning needs within the team.	• Develop comprehensive integrated strategies and approaches to human capital development and management.
	• Effectively identify capacity requirements to fulfill the strategic mandate.	• Inspire a culture of performance excellence by giving positive and constructive feedback to the team. • Achieve agreement or consensus in adversarial environments. • Lead and unite diverse teams across divisions to achieve institutional objectives.	• Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

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CLUSTER :	**LEADING COMPETENCIES**
COMPETENCY NAME :	**Programme and Project Management**
COMPETENCY DEFINITION :	**Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.**

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Initiate projects after approval from higher authorities.	• Establish broad stakeholder involvement and communicate the project status and key milestones.	• Manage multiple programs and balance priorities and conflicts according to institutional goals.	• Understand and conceptualise the long-term implications of desired project outcomes.
• Understand procedures of program and project management methodology, implications and stakeholder involvement.	• Define the roles and responsibilities of the project team and create clarity around expectations.	• Apply effective risk management strategies through impact assessment and resource requirements.	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.
• Understand the rational of projects in relation to the institution's strategic objectives.	• Find a balance between project deadline and the quality of deliverables.	• Modify project scope and budget when required without compromising the quality and objectives of the project.	• Influence people in positions of authority to implement outcomes of projects
• Document and communicate factors and risk associated with own work.	• Identify appropriate project resources to facilitate the effective completion of the deliverables.	• Involve top-level authorities and relevant stakeholders in seeking project buy-in.	• Lead and direct translation of policy into workable action plans
• Use results and approaches of successful project implementation as guide.	• Comply with statutory requirements and apply policies in a consistent manner. • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	• Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results. • Monitor policy implementation and apply procedures to manage risks.	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display an awareness of change interventions and the benefits of transformation initiatives.	• Perform an analysis of the change impact on the social, political and economic environment.	• Actively monitor change impact and results and convey progress to relevant stakeholders.	• Sponsor change agents and create a network of change leaders who support the interventions.
• Able to identify basic needs for change.	• Maintain calm and focus during change.	• Secure buy-in and sponsorship for change initiatives.	• Actively adapt current structures and processes to incorporate the change interventions.
• Identify gaps between the current and desired state.	• Able to assist team members during change and keep them focused on the deliverables.	• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
• Identify potential risk and challenges to transformation, including resistance to change factors.	• Volunteer to lead change efforts outside of own work team.	• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	• Motivate and inspire others around change initiatives.
• Participate in change programs and piloting change interventions.	• Able to gain buy-in and approval for change from relevant stakeholders.	• Take the lead in impactful change programmes.	
• Understand the impact of change interventions on the institution within the broader scope of local government.	• Identify change readiness levels and assist in resolving resistance to change factors.	• Benchmark change interventions against best change practices.	
	• Design change interventions that are aligned with the institution's strategic objectives and goals.	• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation. • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand basic financial concepts and methods as they relate to institutional processes and activities	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	• Develop planning tools to assist in evaluating and monitoring future expenditure trends.
• Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	• Assess, identify and manage financial risks.	• Prepare budgets that are aligned to the strategic objectives of the institution.	• Set budget frameworks for the institution.
• Understand the importance of financial accountability	• Assume a cost-saving approach to financial management.	• Address complex budgeting and financial management concerns.	• Set strategic direction for the institution on expenditure and other financial processes.
• Understand the importance of asset control.	• Prepare financial reports based on specified formats.	• Put systems and processes in place to enhance the quality and integrity of financial management practices.	• Build and nurture partnerships to improve financial management and achieve financial savings.
	• Consider and understand the financial implications of decisions and suggestions.	• Advise on policies and procedures regarding asset control.	• Actively identify and implement new methods to improve asset control.
	• Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated. • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	• Promote National Treasury's regulatory framework for Financial Management.	• Display professionalism in dealing with financial data and processes.

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	• Able to link risk initiatives into key institutional objectives and drivers.	• Demonstrate a high level of commitment in complying with governance requirements.
• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
• Provide input into policy formulation.	• Actively drive policy formulation within the institution to ensure the achievement of objectives.	• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	• Able to advise local government on risk management, best practice interventions and compliance management.
		• Demonstrate a thorough understanding of risk retention plans.	• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.
		• Identify and implement comprehensive risk management systems and processes.	• Able to shape, direct and drive the formulation of policies on a macro level.
		• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	

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CLUSTER :	**CORE COMPETENCIES**
COMPETENCY NAME :	**Moral Competence**
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	• Conduct self in alignment with the values of local government and the institution.	• Identify, develop and apply measures of self-correction.	• Create an environment conducive of moral practices.
• Follow basic rules and regulations of the institution.	• Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	• Able to gain trust and respect through aligning actions with commitments.	• Actively develop and implement measures to combat fraud and corruption.
• Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Actively report fraudulent activity and corruption with local government.	• Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	• Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	• Understand and honor the confidential nature of matters without seeking personal gain.	• Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	• Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	• Able to deal with situations of conflict of interest promptly and in the best interest of local government.	• Takes an active stance against corruption and dishonesty when noted.	
		• Actively promote the value of the institution to internal and external stakeholders.	
		• Able to work in unity with a team and not seek personal gain.	
		• Apply universal moral principles consistently to achieve moral decisions.	

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Able to follow basic plans and organise tasks around set objectives.	• Actively and appropriately organise information and resources required for a task.	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	• Focus on broad strategies and initiatives when developing plans and actions.
• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	• Recognise the urgency and importance of tasks.	• Identify in advance required stages and actions to complete tasks.	• Able to protect and forecast short, medium and long term requirements of the institution and local government.
• Able to follow existing plans and ensure that objectives are met.	• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	• Schedule realistic timelines, objectives and milestones for tasks and projects.	• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
• Focus on short-term objectives in developing plans and actions	• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
• Arrange information and resources required for a task, but require further structure and organisation.	• Measures progress and monitor performance results.	• Identify possible risk factors and design and implement appropriate contingency plans. • Adapt plans in light of changing circumstances. • Prioritise tasks and projects according to their relevant urgency and importance.	

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand the basic operation of analysis, but lack detail and thoroughness.	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	• Coaches team members on analytical and innovative approaches and techniques.	• Demonstrate complex analytical and problem solving approaches and techniques.
• Able to balance independent analysis with requesting assistance from others.	• Demonstrate objectivity, insight and thoroughness when analysing problems.	• Engage with appropriate individuals in analysing and resolving complex problems.	• Create an environment conducive to analytical and fact-based problem solving.
• Recommend new ways to perform tasks within own function.	• Able to break down complex problems into manageable parts and identify solutions.	• Identify solutions on various areas in the institution.	• Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
• Propose simple remedial interventions that marginally challenges the status quo.	• Consult internal and external stakeholders on opportunities to improve processes and service delivery.	• Formulate and implement new ideas throughout the institution.	• Create an environment that fosters innovative thinking and follows a learning organisation approach.
• Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	• Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	• Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	• Be a thought leader on innovative customer service delivery and process optimisation.
	• Continuously identify opportunities to enhance internal processes.	• Identify trends and best practices in process and service delivery and propose institutional application.	• Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	• Continuously engage in research to identify client needs.	

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Collect, categorise and track relevant information required for specific tasks and projects.	• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	• Effectively predict future information and knowledge management requirements and systems.	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
• Analyse and interpret information to draw conclusions.	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	• Develop standards and processes to meet future knowledge management needs.	• Establish partnerships across local government to facilitate knowledge management.
• Seek new sources of information to increase the knowledge base.	• Actively create mechanisms and structures for sharing information.	• Share and promote best-practice knowledge management across various institutions.	• Demonstrate a mature approach.
• Regularly share information and knowledge with internal stakeholders and team members.	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	• Establish accurate measures and monitoring systems for knowledge and information management. • Create a culture conducive of learning and knowledge sharing. • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	• Recognise and exploit knowledge points in interactions with internal and external stakeholders.

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	• Regarded as a specialist in negotiations and representing the institution.
• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	• Develop a well-defined communication strategy.	• Able to inspire and motivate others through positive communication that is impactful and relevant.
• Disseminate and convey information and knowledge adequately.	• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	• Able to effectively direct negotiations around complex.	• Able to coordinate negotiations at different levels within local government and externally.
	• Compile clear, focused, concise and well-structured written documents.	• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution. • Able to communicate with the media with high levels of moral competence and discipline.	

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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			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand quality of work but requires guidance in attending to important matters.	• Focus on high-priority actions and does not become distracted by lower-priority activities.	• Consistently verify own standards and outcomes to ensure quality output.	• Coach and guide others to exceed quality standards and results.
• Show a basic commitment to achieving the correct results.	• Display firm commitment and pride in achieving the correct results.	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance.
• Produce the minimum level of results required in the role.	• Set quality standards and design processes and tasks around achieving set standards.	• Demonstrate a determined and committed approach to achieving results and quality standards.	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
• Produce outcomes that is of a good standard.	• Produce output of high quality.	• Follow task and projects through to completion.	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
• Focus on the quantity of output but requires development in incorporating the quality of work.	• Able to balance the quantity and quality and quality of results in order to achieve objectives.	• Set challenging goals and objectives to self and team and display commitment to achieving expectations.	• Take appropriate risks to accomplish goals.
• Produce quality work in general circumstances, but fails to meet expectation when under pressure.	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	• Maintain a focus on quality outputs when placed under pressure.	• Overcome setbacks and adjust action plans to realise goals.
		• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	• Focus people on critical activities that yield a high impact.

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Annexure C

Personal Development Plan

MUNICIPAL MANAGER

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Municipal Manager
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Skills Performance Gap	Outcomes Expected	Suggested training and / or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill / development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 25 June 2024

Signed by the Executive Mayor on behalf of the Municipality

Date: 25 June 2024