

# **GREATER LETABA MUNICIPALITY**

### PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN

**GREATER LETABA MUNICIPALITY** 

## AS REPRESENTED BY THE MUNICIPAL MANAGER

## MRS. MF MANKGABE

AND

MATIMBA EUGEN MALUNGANA

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2021 - 30 JUNE 2022

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#### PERFORMANCE AGREEMENT

#### ENTERED INTO BY AND BETWEEN:

The Greater Letaba Municipality herein represented by Mrs. MF Mankgabe in her capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Matimba Eugen Malungana as the Employee of the Municipality (hereinafter referred to as the Employee).

#### WHEREBY IT IS AGREED AS FOLLOWS:

#### 1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, 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 and outputs that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.

#### 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 Comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties.
- 2.2 Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP), the Departmental Business Plan and the Budget of the Municipality.
- 2.3 Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.
- 2.4 Monitor and measure performance against set targeted outputs.
- 2.5 Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his job.
- 2.6 In the event of outstanding performance, to appropriately reward the employee.
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery

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#### COMMENCEMENT AND DURATION

- This Agreement will commence on the 1 July 2021 and will remain in force until 30 June 2022; thereafter a new Performance 3.1 Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of the first month of the successive financial year.
- This Agreement will terminate on the termination of the Employee's contract of employment for any reason. 3.3
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or Council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

#### PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
  - 4.1.1 the performance objectives and targets that must be met by the Employee; and
  - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; targets that may include dates and weightings.
  - 4.2.1 The key objectives describe the main tasks that need to be done.
  - 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved.
  - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
  - 4.2.4 The weightings show the relative importance of the key performance areas, key objectives and key performance indicators to each other in terms of the position.
- The Employee's performance will, in addition, be measured in terms of contributions to the strategic objectives and 4.3 strategies set out in the Employer's Integrated Development Plan as developed per the Balanced Scorecard methodology.

#### PERFORMANCE MANAGEMENT SYSTEM 5

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the required standards.

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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
  - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPA's) and the Core Competency Requirements (CCR's) respectively.
  - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
  - 5.5.3 KPA's covering the main areas of work will account for 80% and CCR's will account for 20% of the final assessment.
- The **Employee**'s assessment will be based on his performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas	Weighting (5%)
Municipal Institutional Development and Transformation	5
Basic Service Delivery	65
Local Economic Development (LED)	5
Municipal Financial Viability and Management	15
Good Governance and Public Participation	10
Total	100%

- 5.7 In the case of managers directly accountable to the Municipal Manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the Municipal Manager and the relevant manager.
- The CRs will make up the other 20% of the Employee's assessment score. CRs that are deemed to be most critical for the Employee's specific job should be selected (√) from the list below as agreed to between the Employer and Employee. Three of the CRs are compulsory for Municipal Managers:

LEADING COMPETENCIES	√	WEIGHT
Strategic Direction and Leadership	<b>√</b>	15%
People Management	√	15%
Program and Project Management	<b>√</b>	5%
Financial Management	$\sqrt{}$	10%
Change Leadership	<i>√</i>	10%
Governance Leadership		10%
CORE COMPETENCIES		
Moral Competence		5%

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LEADING COMPETENCIES	√	WEIGHT
Planning and Organising	<b>√</b>	5%
Analysis and Innovation	<b>√</b>	10%
Knowledge and Information Management	<b>√</b>	5%
Communication	√	5%
Results and Quality Focus		5%
Total percentage	-	100%

#### 6. EVALUATING PERFORMANCE

- 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 employees 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 agreed time frames in the Personal Development.
- The **Employee**'s performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer**'s IDP.
- 6.5 The bi-annual and annual performance appraisal will involve:

### 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

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

#### 6.5.2 Assessment of the CCRs

- Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR (see Table 3 below).
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CR score.



Leading competencies Strategic Direction • Un	ies			
_				
	Understand institutional and	Give direction to a team in	<ul> <li>Evaluate all activities to determine value and</li> </ul>	Structure and position the institution to
	departmental strategic objectives, but lacks the ability	realising the institution's strategic mandate and set objectives		local government priorities  • Actively use in-depth knowledge and
ð	to inspire other to achieve set	<ul> <li>Has a positive impact and</li> </ul>	of strategic planning	understanding to develop and
m.	mandate	influence on the morale,	<ul> <li>Align strategy and goals across all functional</li> </ul>	implement a comprehensive institutional
	Describe how specific tasks	engagement and participation of	areas	framework
5	link to institutional strategies but	team members	<ul> <li>Actively define performance measures to</li> </ul>	<ul> <li>Hold self accountable for strategy</li> </ul>
h <sub>6</sub>	has limited influence in directing	<ul> <li>Develop action plans to execute</li> </ul>	monitor the progress and effectiveness of the	execution and results
st	strategy	and guide strategy implementation	institution	<ul> <li>Provide impact and influence through</li> </ul>
•	•Has a basic understanding of	<ul> <li>Assist in defining performance</li> </ul>	<ul> <li>Consistently challenge strategic plans to ensure</li> </ul>	building and maintaining strategic
	institutional performance	measures to monitor the progress	relevance	relationships
<u> </u>	ability to integrate systems into	Displays an awareness of	factors and the consequences of actions	lovally and innovation Display a
a	a collective whole	institutional structures and political	Empower others to follow strategic direction and	superior level of self-discipline and
÷	Demonstrate a basic	factors	deal with complex situations	integrity in actions
un.	understanding of key decision-	<ul> <li>Effectively communicate barriers</li> </ul>	<ul> <li>Guide the institution through complex situations</li> </ul>	Integrate various systems into a
m	makers	to execution to relevant parties	and ambiguous concern	collective whole to optimise institutional
		• Provide guidance to all	Use understanding of power relationships and	performance management
		the strategic mandate	communications and develop strategies.	interests to manoeuvre successfully to a
		<ul> <li>Understand the aim and</li> </ul>	positions and alliances	win/win outcome
		objectives of the institution and relate it to own work		
People Management • F	<ul> <li>Participate in team goal-</li> </ul>	<ul> <li>Seek opportunities to increase</li> </ul>	<ul> <li>Identify ineffective team and work processes</li> </ul>	<ul> <li>Develop and incorporate best practice</li> </ul>
se	setting and problem-solving•	team contribution and	and recommend remedial interventions•	people management processes,
3 =	mileract and collaborate with	the discount respect and support	Recognise and reward effective and desired	approaches and tools across the
De De	Aware of quidelines for	aware of the benefits of a diverse	others in order to increase personal	institution• Foster a culture of discipline,
en	employee development, but	approach• Effectively delegate	effectiveness• Identify development and learning	accountability Understand the impact of
Гес	requires support in	tasks and empower others to	needs within the tam. Build a work environment	diversity in performance and actively
	implementing development	increase contribution and execute	conducive to sharing, innovation, ethical	incorporate a diversity strategy in the
D.	initiatives	functions optimally. Apply relevant	behaviour and professionalism• Inspire a culture	institution•Develop comprehensive
		employee legislation fairly and	of performance excellence by giving positive and	integrated strategies and approaches to
		consistently• Facilitate team goal-	constructive feedback to the team• Achieve	human capital development and
		setting and problem-solving•	agreement or consensus in adversarial	management Actively identify trends
		requirements to fulfil the strategic	across divisions to achieve institutional chiectives	and predict capacity requirements to facilitate unified transition and
		mandate		performance management
Programme and I • Ir	Initiate projects after approval	<ul> <li>Establish broad stakeholder</li> </ul>	<ul> <li>Manage multiple programmes and balance</li> </ul>	<ul> <li>Understand and conceptualise the</li> </ul>

Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
	<ul> <li>Understand procedures of</li> </ul>	project status and key milestones	goals	outcomes
	management methodology	Define the roles and	Apply effective risk management strategies     Through impact accessment and recourse	Direct a comprehensive strategic
	implications and stakeholder	and create clarity around	requirements	projects accordingly to realise
	involvement	expectations	<ul> <li>Modify project scope and budget when required</li> </ul>	institutional objectives
	projects in relation to the	<ul> <li>Find a balance between project deadline and the quality of</li> </ul>	without compromising the quality and objectives of the project	Consider and initiate projects that
	institution's strategic objectives	deliverables	Involve top-level authorities and relevant	objectives
	<ul> <li>Document and communicate</li> </ul>	<ul> <li>Identify appropriate project</li> </ul>	stakeholders in seeking project buy-in	<ul> <li>Influence people in positions of</li> </ul>
	factors and risk associated with	resources to facilitate the effective	<ul> <li>Identify and apply contemporary project</li> </ul>	authority to implement outcomes of
	I lee results and approaches of	completion of the deliverables	management methodology	projects
	successful project	requirements and apply policies in a	exceptional results	tead and direct nansiation of policy
	implementation as guide	consistent manner	Monitor policy implementation and apply	Ensures that programmes are
		<ul> <li>monitor progress and use of</li> </ul>	procedures to manage risks	monitored to track progress and optimal
		resources and make needed	8	resource utilisation, and that
		adjustments to timelines, steps and		adjustments are made as needed
Financial	<ul> <li>Understand basic financial</li> </ul>	<ul> <li>Exhibit knowledge of general</li> </ul>	Take active ownership of planning, budgeting.	Develop planning tools to assist in
Management	concepts and methods as they	financial concepts, planning,	and forecast processes and provides credible	evaluating and monitoring future
	and activities	they interrelate	Prepare budgets that are aligned to the	Set hildget frameworks for the
	<ul> <li>display awareness into the</li> </ul>	<ul> <li>Assess, identify and manage</li> </ul>	strategic objectives of the institution	institution
	vanous sources of financial	financial risks	Address complex budgeting and financial	<ul> <li>Set strategic direction for the institution</li> </ul>
	data, reporting mechanisms,	Assume a cost-saving approval to	management concerns	on expenditure and other financial
	maicial governance,	- Proper feed work book	• Put systems and processes in place to enhance	processes
	Understand the importance of	specified formats	the quality and integrity of financial management	<ul> <li>Build and nurture partnerships to</li> </ul>
	financial accountability	<ul> <li>Consider and understand the</li> </ul>	<ul> <li>Advise on policies and procedures regarding</li> </ul>	achieve financial savings
	<ul> <li>Understand the importance of</li> </ul>	financial implications of decisions	asset control	<ul> <li>Actively identify and implement new</li> </ul>
	asset control	and suggestions	Promote National Treasury's regulatory	methods to improve asset control
		instructions are required by	ilaniework for Financial Management	<ul> <li>Uisplay professionalism in dealing with financial data and processes</li> </ul>
		National Treasury guidelines are		
		reviewed and updated		
		Identify and implement proper		
		monitoring and evaluation practices		
		against budget		
Governance	<ul> <li>Display a basic awareness of</li> </ul>	Display a thorough understanding	Able to link risk initiative into key institutional	Demonstrate a high level of
Leadership	risk, compliance and	of governance and risk and		commitment in complying with
	governance factors but require	compliance factors and implement	, create valid	governance requirements
	guidance and development in	plans to address these	risk forecasts, and map risk profiles	<ul> <li>implement governance and</li> </ul>

implementing such requirements of cooperative government but requires guidance on fostering within the institution of control methodology and approaches to operative guidance on fostering within the institution of control methodology and approaches optimising risk taking decisions. Cooperative government but requires guidance on fostering within the institution of control methodology and approaches to optimising risk taking decisions. Cooperative government but requires guidance on fostering within the institution to ensure the stakeholders.  Provide input into policy formulation within the institution to ensure the stakeholders and development in the institution to ensure the particular and the provide input into policy formulation of policies, identify and implement of methodology and approaches to optimising that requires guidance and development in undels to deliver a confidential nature of matters guidance and development in undels to deliver and population with moral intent are confidential nature of matters guidance and development in providing decisions.  • Able to follow basic plans and opposition of planning and comprehensive plans in providing decisions that are equires guidance and the process of plans and opportance of tasks.  • Able to follow existing plans experted and comprehensive plans in proportial resources for time and resources and extended and comprehensive plans in providing and ensurers that plants are performed within budget and with earns and provide recommendations for implementation and provide recommendations of interest promptly and in plant and provide recommendations of interest promptly and in plant and provide recommendations of interest promptly and in plant and provided propersional plants are provided provided and with the interest of local plants and control plants are plants to achieve and appropriate resources for time and resources.  • Able to follow basic plans and opportance of tasks and projects.  • Able to follow a provided and comprehensive plants to achieve instit	Competencies	Basic (2)	Competent (3)	(Advanced) (4)	(Superior) (5)
Inderstand the structure of coperative government but crequires guidance on fostering within the institution mutation of formulation of formulation which in the policy drive policy formulation which in the institution to ensure the stakeholders and evelopment in understanding and reasoning with moral intent and corruption with moral intent of objectives of the state of the ask understanding and reasoning with moral intent of objectives of the institution of intents promptly and intents and corruption with in coal government of objectives of the ask understanding and reasoning with moral intent of the policy of a task of the intents of the policy of a task of the intents of the plans of the policy of the pol		implementing such	Demonstrate understanding of the	Apply risk control methodology and approaches	compliance strategy to ensure
coperative government but within the institution or ensure the stakeholders.  Provide input into policy formulation  Actively ensure the impact of acting with integrity, but requires guidance and development in understanding and reasoning with moral intent organise tasks around set objectives.  Able to follow basic plans and organise tasks around set objectives when the process of planning and cognise tasks around set objectives.  Able to follow basic plans and organise tasks around set objectives and performed within budget and with a development in providing details and ensures the highert search and are performed within budget and with a densurate and are policy formulation.  Actively and implement comprehensive institution of the institution of the institution of the institution of the institution and provide recommendations for improvement.  Actively report fraudulent ectivity correction with moral intent organism to the best interest of local commendations.  Able to follow basic plans and organism the sources of planning and construction to the institution to the institution to the personal gain organism to the tearn's performence within budget and with a ferical true of time and resources.  Actively and implement comprehensive institution of the institution of planning and reasoning to the institution of the institution of the institution to interest promptly and in the approval of relevant stakeholders.  Able to work in unity with a team and not seek evelop organise and comprehensive plans, integrate and coordinate objectives.  Able to follow existing plans.  All the process of plans and organise in the mental contract of tasks around set objectives.  Able to follow existing plans are performed within budget and with a ferical true of time and to accurace.  All the process of plans and organise to ensure the parts the process of performent with the plant to complete tasks and projects.  All the process of plans and provide and proper the plant to complete tasks and projects.  All the process of plans an		requirements	techniques and processes for	to prevent and reduce risk that impede on the	achievement of institutional objectives
within the institution or ensure the stakeholders provide input into policy with integrity, but requires guidance and development in understanding and reasoning with moral intent organise tasks around set objectives  - Able to follow basic plans and organise informed with requires guidance and development in adventions but requires guidance and development in government and regulations of the institution (and provide trequires guidance and development in government and organise tasks around set objectives  - Able to follow basic plans and organise informed with requires guidance and development in government and organise informed with plans and organise institution spansors and provide recommendations for importensive plans and organise information and provide recommendations for importensive plans and organising but requires guidance and development in growing detailed and comprehensive plans and organise informed within budget and with a derivational objectives and an organise informed within budget and with a ferical treature of time and resources of the first treature of the provide in the provide into provide in the provide in the provide in policies, develop in the provide in the p		•Understand the structure of	optimising risk taking decisions	achievement of institutional objectives	within the legislative framework
requires guidance on tostering shelveen within the institution of institution of shelf with integrity, but requires guidance and development in unable to deliver and regulations of the institution of inplementing principles and regulations of the institution of the institution of process of the institution to interest promptly and in the paproval of relevant stakeholders of the institution to interest promptly and in the best interest promptly and in the best interest promptly and in the best interest of incar of the and incorporate into the team's performance objectives and development in providing detailed and comprehensive parts in the providing det		cooperative government but	within the institution	Demonstrate a thorough understanding of risk	<ul> <li>Able to advise Local Government on</li> </ul>
stakeholders and control of self-weight integrity, but requires with integrity, but requires with integrity, but requires values of Local Government and guidance and development in implementation and provide recommendations for improvement in situation.  Able to identify basis moral situations of the institution and provide recommendations for improvement in subtations of the institution and provide recommendations for improvement and challenges with implementation and provide recommendations for improvement and challenges with implementation and provide recommendations for improvement and challenges with implementation and provide recommendations for improvement and challenges with implementation and provide recommendations for improvement with the value of the institution and provide recommendations for improvement and challenges with implementation and provide recommendations for improvement with the correction and concurs with commitments and development in provide requires and development in provide requires and development in provide consistency in a chief to commendation and provide recommendations for improvement with the institution and provide recommendations with commitments.  - Able to gain trust and respect through aligning and reasonal gain trust and respect through aligning and commendations when stakes and poproval of relevant transparent and gain the approval of relevant transparent and gain trust and respect through aligning and commendations when stake proposals and commendations when stake proposals and commendations when active stance against corruption and dishonests and proportial event the value of the institution to interest promptly and in properties information and resources of work in unity with a team and not seek the best interest of local substances of tracks and projects and development in produce clear, detailed and comprehensive plants of local properties and decine and decine and decine and decine and decine and confidence in additional decinity and decine and decine and decin		requires guidance on fostering	•Actively drive policy formulation	eldentify and implement comprehensive rick	risk management strategies, best
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Realise the impact of acting with integrity, but requires guidance and development in Able to openly admit own mistakes and weaknesses and regulations of the institution and provide requires guidance and development in Able to dentify basic moral situations, but requires guidance and development in Able to dentify basic moral situations, but requires guidance and development in Able to deal with moral intent confidential nature of matters when the basic plans and corruption and planning and organising but importance and development in providing and ganism and gains and gains and gains and government and weaknesses and regulations.  *Able to deal with situations of the institution to planning and organism guidance and development in providing and organism and government and weaknesses and regulations of conflict of interest promptly and in personal gain the approval of relevant transparent and gain transparent and gainst corruption and dishones when unless that are confident		formulation		policies, identify and analyse constraints and	cooperative governance level to
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with integrity, but requires guidance and development in implementing principles follow the basic rules and sack assistance from others when regulations of the institution Able to openly admit own follow the basic rules and seek assistance from others when stakeholders subtations, but requires guidance and development in understanding and reasoning with moral intent confidential nature of matters with moral intent with moral intent openies tasks around set objectives.  Able to follow basic plans and organising but requires guidance and guernment stakeholders objectives and one with a confidential nature of tasks and projects and services are efficient use of time and resources for some stakeholders.  Able to follow basic plans and organising but required for a task shale to follow existing plans and constructions are enforted within budget and within a comprehensive plans in oracle and comprehensive plans and constructional decirons of schedule tasks and projects through aligning actions with commutition of Able to openly admit own mistakeholders stakeholders or conflict of interest promptly and in the state of the institution was takeholders or conflict of interest promptly and in the approval of relevant stakeholders or conflict of interest promptly and in the approval of relevant stakeholders or conflict of interest promptly and in the process of conflict of interest promptly and in the process of plans and converted the value sheat are activity of the institutions of conflict of interest promptly and in the process of plans and organising but required for a task stake and projects and converted tasks and projects or schedule realistic timelines, objectives and deciron and solve institutional objectives.  Able to follow existing plans or conflict of interest promptly and in the appropriate promptine to the institution of the institution to define institution to achieve institutional objectives and projects or conflict of the institution of the institution of the institution of the institution of the institut	?au Camatanaia				formulation of policies on a macro level
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with moral intent  nd  - Able to gain trust and respect through aligning implementing principles  - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning  with moral intent  - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning  with moral intent  - Able to deliver  - Actively report fraudulent activity - Actively report fraudulent activity - Able to deal with intuations of conflict of interest promptly and in organise tasks around set objectives  - Able to follow basic plans and development in providing and organising but requires guidance and development in providing detailed and comprehensive plans and opposits and resources of plans and opposits and popiects and and popiects and and popiects and and goals and incorporate into the approval of relevant stakeholders  - Able to deal with situations of conflict of interest promptly and in providing and organising but required for a task and projectives and development in providing detailed and comprehensive plans in the option and proportial to deal with situations of importance objectives and development in providing and organise the plans into active transparent and gain the approval of relevant stakeholders  - Able to deal with situations of conflict of interest promptly and in the process of interest promptly and in the approval of relevant stakeholders  - Able to deal with situations of conflict of interest promptly and in the process of interest promptly and in the approval of relevant stakeholders  - Able to deal with situations of conflict of interest promptly and in the process of interes	•	with integrity, but requires	values of Local Government and	correction	moral practices
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Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent confidential nature of matters with moral intent confidential nature of matters with moral intent confidential nature of matters without seeking personal gain hable to follow existing plans and denoure that noherities are afficient use of firms and resources of tasks are afficient use of firms and resources is task-holders.  **Actively report fraudulent activity or restance and gain the approval of relevant stakcholders stakcholders or conflict of interest promptly and in the best interest of local opportance of tasks or conflict of interest promptly and in the best interest of local opportance of tasks or conflict of interest promptly and in the best interest of local opportance of tasks or conflict of interest promptly and in the best interest of local opportance of tasks or conflict of interest promptly and in the process of plans and organise information and resources or schedule tasks to ensure they are plans to achieve institutional objectives and descine and de		<ul> <li>follow the basic rules and</li> </ul>	mistakes and weaknesses and	<ul> <li>Make proposals and recommendations that are</li> </ul>	corruption
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organise tasks around set objectives  • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans  organise information and resources comprehensive plans organise information and resources of comprehensive plans organise information and resources activities, and assign appropriate resources for successful implementation • Identify in advance required stages and actions • Schedule tasks and projects • Schedule tasks to ensure they are plans to achieve institutional objectives • Produce clear, detailed and comprehensive plans, integrate and coordinate resources for successful implementation • Identify in advance required stages and actions • Schedule tasks and projects • Schedule tasks to ensure they are plans to achieve institutional objectives • Produce clear, detailed and comprehensive plans, integrate and coordinate resources for successful implementation • Identify in advance required stages and actions • Schedule realistic timelines, objectives and milestones for successful implementation • Identify in advance required stages and actions • Schedule realistic timelines, objectives and milestones for tasks • Produce clear, detailed and comprehensive plans to achieve institutional objectives	Planning and	Able to follow basic plans and	Actively and appropriately	Able to define institutional objectives, develop	Focus on broad strategies and
required for a task erstand the process of importance of tasks es guidance and opment in providing and goals and incorporate into the dand comprehensive of follow existing plans or to follow existin	Organising	organise tasks around set	organise information and resources	comprehensive plans, integrate and coordinate	initiatives when developing plans and
erstand the process of erstand the process of erstand the process of erstand the process of importance of tasks  es guidance and providing es and goals and incorporate into the earn's performance objectives es to follow existing plans efficient use of time and resources.  •Recognise the urgency and successful implementation  •Identify in advance required stages and actions to complete tasks and projects  •Schedule realistic timelines, objectives and milestones for tasks and projects  •Schedule tasks to ensure they are plans to achieve institutional objectives  •Identify in advance required stages and actions  •Chedule realistic timelines, objectives and milestones for tasks and projects  •Schedule realistic timelines, objectives and milestones for tasks and projects  •Schedule realistic timelines, objectives and milestones for tasks and projects  •Identify in advance required stages and actions		objectives	required for a task	activities, and assign appropriate resources for	actions
es guidance and  • Balance short and long-term plans  opment in providing and goals and incorporate into the dam's performance objectives and and comprehensive  • Schedule tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Produce clear, detailed and comprehensive plans to complete tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Produce clear, detailed and comprehensive plans to complete tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Produce clear, detailed and comprehensive plans to complete tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Produce clear, detailed and comprehensive plans to complete tasks and projects  • Schedule realistic timelines, objectives and milestones for tasks and projects  • Produce clear, detailed and comprehensive plans to achieve institutional objectives  • It is a project to complete tasks and projects  • Produce clear, detailed and comprehensive plans to achieve institutional objectives		Understand the process of	•Recognise the urgency and	Identify in advance control change and actions	Able to project and forecast short,
and goals and incorporate into the dam's performance objectives and milestones for tasks and projects of follow existing plans of firms and resources that chiertines are difficient use of time and resources.		requires quidance and	Balance short and long-term plans	to complete tasks and projects	the institution and local government
ed and comprehensive team's performance objectives milestones for tasks and projects  • Schedule tasks to ensure they are to follow existing plans performed within budget and with to follow existing plans afficient use of time and resources that objectives are afficient use of time and resources.		development in providing	and goals and incorporate into the	Schedule realistic timelines, objectives and	<ul> <li>Translate policy into relevant projects</li> </ul>
Schedule tasks to ensure they are to follow existing plans performed within budget and with plans to achieve institutional objectives      Heartify possible risk factors and design and comprehensive plans to achieve institutional objectives.		detailed and comprehensive	team's performance objectives	milestones for tasks and projects	to facilitate the achievement of the
efficient use of time and resources   plans to achieve in		plans	Schedule tasks to ensure they are	Produce clear, detailed and comprehensive	institutional objectives
		Able to follow existing plans	performed within budget and with		

Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
	met  Focus on short-term  objectives in developing plans	Measures progress and monitor performance results	implement appropriate contingency plans  • Adapt plans in light of changing circumstances  • Prioritise tasks and projects according to their	
	<ul> <li>Arrange information and</li> </ul>		relevant urgency and importance	
	resources required for a task,			
	but require further structure and			
Analysis and	Inderstand the basis	- Damanatata Indian arakiam	>	
Innovation	operation of analysis, but lack	<ul> <li>Demonstrate logical problem</li> <li>solving techniques and approaches</li> </ul>	<ul> <li>Coaches team members on analytical and innovative approaches and techniques</li> </ul>	<ul> <li>Demonstrate complex analytical and problem solving approaches and</li> </ul>
	detail and thoroughness	and provide rationale for	Engage with appropriate individuals in	techniques
	Able to balance independent	recommendations	analysing and resolving complex problems	Create an environment conductive to
	analysis with requesting	<ul> <li>Demonstrate objectivity, insight,</li> </ul>	Identify solutions on various areas in the	analytical and fact-based problem-
	assistance from others	and thoroughness when analysing	institution	solving
	Recommend new ways to	problems	<ul> <li>Formulate and implement new ideas</li> </ul>	<ul> <li>Analyse, recommend solutions and</li> </ul>
	perform tasks within own	<ul> <li>Able to break down complex</li> </ul>	throughout the institution	monitor trends in key challenges to
	Propose simple remedial	problems into manageable parts	Able to gain approval and buy-in for proposed	prevent and manage occurrence
	interventions that marginally	Consult internal and external	Identify trends and best practices in process	innovative thinking and follows a
	challenges the status quo	stakeholders on opportunities to	and service delivery and propose institutional	learning organisation approach
	Listen to the ideas and	improve processes and service	application	<ul> <li>Be a thought leader on innovative</li> </ul>
	explore opportunities to	Clearly communicate the benefits	client needs	customer service delivery, and process
	enhance such innovative	of new opportunities and innovative		Play an active role in sharing best
	thinking	solutions to stakeholders		practice solutions and engage in
		Continuously identify		national and international local
		opportunities to enhance internal		government seminars and conferences
		<ul> <li>Identify and analyse opportunities</li> </ul>		
		conducive to innovative approaches		
		and propose remedial intervention		
Knowledge and	Collect, categorise and track	<ul> <li>Use appropriate information</li> </ul>	<ul> <li>Effectively predict future information and</li> </ul>	<ul> <li>Create and support a vision and</li> </ul>
Management	relevant information required for	systems and technology to manage	knowledge management requirements and	culture where team members are
Management	Analyse and interpret	institutional knowledge and	systems	empowered to seek, gain and share
	information to draw conclusions	Evaluate data from various	future knowledge management poods	knowledge and information
	Seek new sources of	Sources and use information	Share and promote best practice knowledge	Establish partnerships across local
	information to increase the	effectively to influence decisions	management across various institutions	management
	knowledge base	and provide solutions	<ul> <li>Establish accurate measures and monitoring</li> </ul>	demonstrate a mature approach to
	<ul> <li>Regularly share information</li> </ul>	<ul> <li>Actively create mechanisms and</li> </ul>	systems for knowledge and information	knowledge and information sharing with
	and knowledge with internal	structures for sharing of information	management	an abundance and assistance approach
	stakeholders and team	Use external and internal	Create a culture conducive of learning and	<ul> <li>Recognise and exploit knowledge</li> </ul>
	members	resources to research and provide	knowledge charing	

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Competencies	Competencies Basic (2) Competent (3	Competent (3)	(Advanced) (4)	(Superior) (5)
		relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	<ul> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>	points in interactions with internal and external stakeholders
Communication	Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools     Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration     Disseminate and convey information and knowledge adequately	<ul> <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> <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> <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> </ul>
Results and Quality Focus	<ul> <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> <li>Focus on high-priority actions and does not become distracted by lower-priority activities</li> <li>Display firm commitment and pride in achieving the correct results</li> <li>Set quality standards and design processes and tasks around achieving set standards</li> <li>Produce output of high quality</li> <li>Able to balance the quantity and quality of results in order to achieve objectives</li> <li>Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed</li> </ul>	<ul> <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 V 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 word, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</li> </ul>	<ul> <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>



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 Modyadyi Cloron this	s the day of	July 2021
AS WITNESSES:		
Allo	EMPLOYEE	EMAL—
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AS WITNESSES:		
1	EMPLOYER_	MS
2.		