SWELLENDAM MUNICIPALITY

PERFORMANCE AGREEMENT
FOR 01 JULY 2025 – 30 JUNE 2026

DIRECTOR: COMMUNITY SERVICES
KEITH STUURMAN

Performance agreement made and entered into by and between

The Swellendam Municipality and represented by **Anneleen Vorster** in her capacity as the Municipal Manager (*herein and after referred as Employer*)

and

Keith Dennis Stuurman, the **Director: Community Services** (*herein and after referred as Employee*) for the period **1 July 2025 to 30 June 2026.**

Where as

a. 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 as "the Parties";

b. 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;

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

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 82 of the Structures Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "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;

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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 2025** and will remain in force until **30 June 2026** 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;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

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 timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (**Annexure B** – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

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 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

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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 to perform to the standards required;

5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (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, Operational Performance and Competencies 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 (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Service Delivery and Infrastructure

Municipal Transformation and Institutional Development

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

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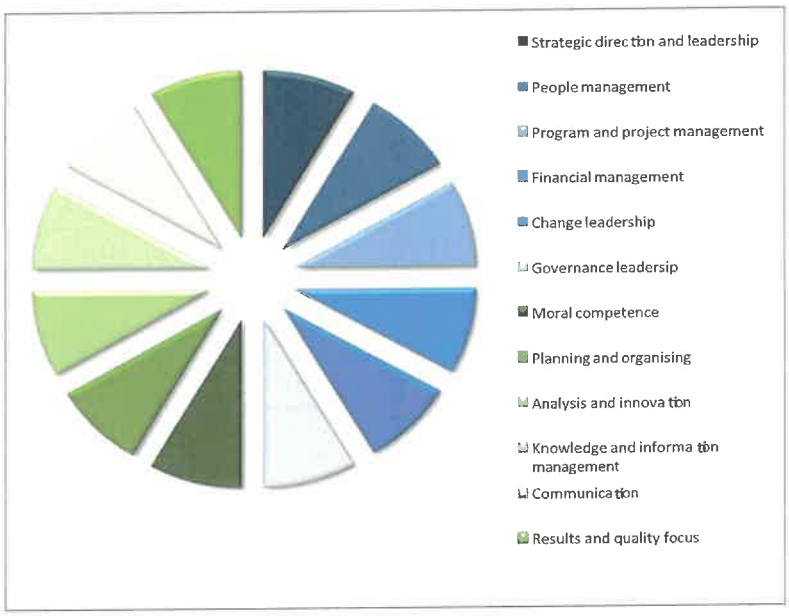

6. PERFORMANCE ASSESSMENT

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 – 6.13 below;

6.5 The Employee will submit bi-annual performance reports (SDBIP) and a comprehensive annual performance report to the Municipal Manager. The annual performance report (SDBIP) will be submitted at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes by the performance management assistant;

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 described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

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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 individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year assessment and year-end evaluation and will inform the final score awarded by the evaluation committee;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

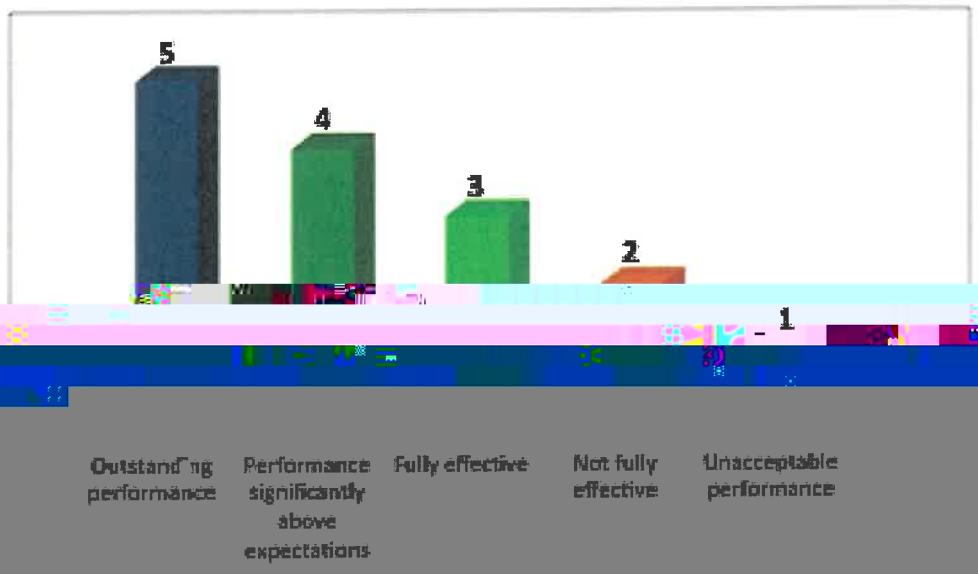
6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall rating

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

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



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Terminology	Description
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.
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.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
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.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:

4

3

2

1

Poor Basic Competent Advanced Superior

ve

Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.

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

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

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

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

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

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 2nd and 3rd quarters; and

6.13 The Municipal Manager 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 as indicated in the **table** below, except for the end year evaluation that will be done by the panel as described in clause 6.11, the quarterly performance reviews will be done by the Municipal Manager and the employee on a one to one basis. However, if the performance is below satisfactorily, the Executive Mayor may form part of the quarterly assessments.

Quarter	Months
1	July - September
2	October - December
3	January – March
4	April – June

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

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

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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

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be 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 on 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;

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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 The performance bonus will be awarded based on the following scheme:

Performance Rating		**Bonus Calculation**
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of 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 was employed and he 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 full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

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 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;

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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;

13.3 In the instance where the matters referred to in 13.2 were not successfully resolved, the matter shall be referred to the Executive Mayor to mediate the issues within 30 (thirty) business days of receipt of a formal dispute from the Employee.

13.4 The decision of the Executive Mayor shall be final and binding on both parties; and

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

14. GENERAL

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

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

Thus, done and signed at SWELLENDAM on the 13 day June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus, done and signed at _____ on the _____ day June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Dir.: _____ MM: _____

Performance Plan

Director: Community Services

Dir.: _____ MM: _____

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.

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KEY PERFORMANCE INDICATORS

nce objectives, key performance indicators and targets that must be met within the agreed timeframe are
e performance indicators will account for **eighty percent** of the total employee assessment score.

r (KPI)	Unit of Measurement	Baseline	Annual Target	Targets Q1	Q2	Q3	Q4	Weight
DIVISION PERFORMANCE								
e management and vision of Housing	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	90%	3
e management and n of Library Services	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	90%	3
e management and of Cemeteries/ Parks/ nal and Community Facilities	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	90%	3
e management and of Traffic and Licensing	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	90%	3
e management and n of Waste Services	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	90%	3
STRATEGIC (TOP LAYER) PERFORMANCE								
ster Management Plan and ouncil by 30 June	Disaster Management Plan reviewed and submitted to Council	1	0	0	0	0	1	3
man Settlements Pipeline to Council by 30 June	Human Settlements Plan reviewed and submitted to Council	0	1	0	0	0	1	3
MANAGERIAL PERFORMANCE								

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D KPI	Basic Service Delivery	Spend 95% of the capital budget allocated for the directorate by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent	54%	95%	10%	40%	60%	95%	8
TBA	Basic Service Delivery	Purchase of a Law Enforcement Vehicle by 30 June	Refuse truck purchased by 30 June	New KPI	1	0	0	0	1	3
TBA	Good Governance and Public Participation	Evaluate all subordinates in terms of the individual performance management system for mid-year and year end	Plan and schedule completed	1	12	0	6	0	6	3
TBA	Good Governance and Public Participation	Complete the Ethics workshop on the Government e -learning school by 30 June	Number of ethic workshops completed	New KPI	1	0	0	0	1	3
TBA	Good Governance and Public Participation	Implement one cost containment measure by 30 June	Number of costing measure implemented	1	1	0	1	0	1	3
TBA	Good Governance and Public Participation	Review & Develop Personal Development Plans (PDP's) & Performance Agreements for managers by 30 August	PDP's and Performance Agreements Developed	7	6	6	0	0	0	3
TBA	Good Governance and Public Participation	Respond to all Collaborator Correspondence within the prescribed timeframe of it being allocated	% of Correspondence Responded to	100%	90%	90%	90%	90%	90%	3
	Good Governance and Public Participation	Complete 100% of all disciplinary proceeding reports within two (2) months and submit to Human Resources (HR)	% Completed disciplinary proceeding Reports	95%	100%	100%	100%	100%	100%	3

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					Annual Target	Targets Q1	Q2	Q3	Q4	Weight
TBA	Good Governance and Public Participation	Monitor Occupational Health & Safety (OHS) action plans within the directorate are addressed on a quarterly basis	Number of OHS reports monitored quarterly	New KPI	4	1	1	1	1	3
TBA	Good Governance and Public Participation	Ensure overtime is managed within the approved budget within the Directorate	Monthly budget expenditure reporting within budget	New KPI	12	3	3	3	3	3
TBA	Good Governance and Public Participation	Submit one (1) business plan (funding allocation/ value add) initiative by 30 June (except from the normal housing/ library grants)	Business Plan (Funding allocation/ value add initiative) submitted by 30 June	New KPI	1	0	1	0	0	4
TBA	Basic Services	Divert 30% of waste from Landfill Site at Bontebok Landfill Site by 30 June	Total waste diverted/ total waste generated x 100	10%	30%	0	0	0	30%	4
TBA	Good Governance and Public Participation	Achieve a 25% Collection rate on Traffic Fines by 30 June	% Collection Rate on Traffic Fines	24%	25%	0	0	0	25%	4
TBA	Good Governance and Public Participation	Conduct 8 traffic and law enforcement initiatives within the Swellendam Area by 30	Number of traffic and law enforcement initiatives conducted	New KP	8	2	2	2	2	3
TBA	Good Governance and Public Participation	Establish Functioning Sport Forum for all Municipal Sport Facilities by 30 June	Number of Sport Forums established supported by minutes and attendance registers	New KPI	1	0	0	0	1	3
TBA	Good Governance and Public Participation	Hold monthly meetings with departmental heads	Number of departmental meetings held on a monthly basis	9	10	3	2	2	3	3

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ood G and Parti	rnance blic ıtion	Implement four (4) communit' projects at schools by 30	fety	Community Safety projects implemented	New KPI's	4	1	1	1	1	3
											80

Unit of Measurement	Baseline	Annual Target	Targets				Weight
			Q1	Q2	Q3	Q4	

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INNOVATION

Competency	Definition
Innovation	The employee will also be assessed on innovative measure implemented during the course of the financial year to address and improve service delivery matters

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COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67

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Competency	Definition	Weight
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67
Governance leadership	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 conceptualization of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality-of-service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

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Competency Framework

CLUSTER:			
COMPETENCY NAME:			
COMPETENCY DEFINITION:		y others to deliver on the strategic in	mandate
		ACHIEVEMENT LEVELS	
BASIC	COMPETENT	ADVANCED	SUPERIOR
		nte all activities to determine value gnment to strategic intent	tructure and position the institution to cal government priorities
		y in-depth knowledge and standing of strategic planning	ctively use in-depth knowledge and nderstanding to develop and nplement a comprehensive institutional amework
		trategy and goals across inal areas	all old self-accountable for strategy xecution and results
		ly define performance measures nitor the progress and veness of the institution	rovide impact and influence through uilding and maintaining strategic elationships
		stently challenge strategic plans to e relevance	reate an environment that facilitates yalty and innovation. Display a uperior level of self-discipline and ntegrity in actions
		stand institutional structures and al factors, and the consequences ons	ntegrate various systems into a ollective whole to optimise institutional erformance management
		wer others to follow the strategic on and deal with complex ons	Uses understanding of competing nterests to maneuver successfully to a Win/win outcome
		the institution through complex mbiguous concern	
		nderstanding of power nships and dynamic tensions g key players to frame unications and develop strategies, ns and alliances	

KDS

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 • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • 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	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER:				
COMPETENCY NAME:				
COMPETENCY DEFINITION:			anage, monitor and evaluate specific activities in order to deliver on set	
		ACHIEVEMENT LEVELS		
BASIC		COMPETENT	ADVANCED	SUPERIOR
			e programs and balance nflicts according to ls	• Understand and conceptualise the long-term implications of desired project outcomes
			risk management gh impact assessment quirements	• Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives
			cope and budget when t compromising the ctives of the project	• Influence people in positions of authority to implement outcomes of projects
			l authorities and relevant seeking project buy-in	• Lead and direct translation of policy into workable action plans
			ly contemporary project ethodology	• Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed
			notivate project team to onal results	
			mplementation and apply nanage risks	

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

CLUSTER:			
COMPETENCY NAME:			
COMPETENCY DEFINITION:			n all levels in order to successfully drive and implement new initiatives nmunity
ACHIEVEMENT LEVELS			
ASIC	COMPETENT	ADVANCED	SUPERIOR
		hange impact and y progress to relevant d sponsorship for luate change strategy ntroduce new hance the institution's relationships with lers to establish in facilitating change mpactful change ge interventions nge practices mpact and psychology t remedial lace to facilitate mation isk and seek new ideas e scenarios and identify mplementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

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

KDS ORT

CLUSTER:	
COMPETENCY NAME:	
COMPETENCY DEFINITION:	[redacted], apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
	[redacted]ment with the [redacted]nment and the [redacted] own mistakes and [redacted]k assistance from [redacted]to deliver [redacted]ulent activity and [redacted] government [redacted]or the confidential [redacted]hout seeking [redacted]uations of conflict of [redacted]d in the best interest	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • 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	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

KDS CAR

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**	**UPERIOR**
• 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:

COMPETENCY NAME:

COMPETENCY DEFINITION:

	ACHIEVEMENT LEVELS		
BASIC	COMPETENT	ADVANCED	SUPERIOR
			ove
			halytical and ches and
		n	onducive to d problem
			lutions and allenges to currence
			hat fosters follows a proach
			nnovative y and process
			aring best ngage in al local nd conferences

EDS CRT

CLUSTER:			
COMPETENCY NAME:			
COMPETENCY DEFINITION:			and information through various processes and media, in order to nt
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
		ture information and ment requirements and processes to ge management best-practice ment across various neasures and for knowledge and ment ducive of learning ing dge and information elicit new ideas and approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

KDS

CLUSTER:				
COMPETENCY NAME:				
COMPETENCY DEFINITION:			ncise manner appropriate for the audience in order to effectively convey,	
		ACHIEVEMENT LEVELS		
BASIC		COMPETENT	VANCED	SUPERIOR
			nmunicate high-risk and ers to relevant ll-defined communication cal perspectives with eeds when communicating complex issues vely direct negotiations lex romote the institution to eholders and seek to sitive image of the nunicate with the media els of moral competence	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER:				
COMPETENCY NAME:				
COMPETENCY DEFINITION:				stently striving to exceed expectations and encourage against identified objectives
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
			and	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short-term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact
			esults	
			es to ment	
			s	
			for ining g and d	

KDS

Personal Development Plan

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: 13 · 6 · 2025

Signed by the Municipal Manager on behalf of the Municipality

Date: 13/6/25