



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE EMFULENI LOCAL MUNICIPALITY,
HEREIN REPRESENTED BY THE MUNICIPAL MANAGER**

APRIL NTULI

AND

MOTHIBA DAVID MOGOFE

**IN HIS CAPACITY AS
THE CHIEF OPERATIONS OFFICER OF THE MUNICIPALITY**

**FOR THE FINANCIAL YEAR:
1 JULY 2024 TO 30 JUNE 2025**

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, 2000 (Act 32 of 2000), hereinafter referred to as "the Systems Act" the Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2. Section 57(1)(b) of the Systems Act, read with the contract of employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3. The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the employee to a set of outcomes that shall 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 Systems Act as well as the contract of employment entered into between the parties.
- 2.2 Specify objectives and targets established for the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery Budget Implementation Plan (SDBIP), and the Budget of the employer.
- 2.3 Specify performance expectations and accountabilities as set out in the Performance Plan (2024/2025 SDBIP) (**Annexure A**).
- 2.4 Monitor and measure performance against set targeted outputs.
- 2.5 Use the Performance Agreement and Performance Plan as the basis for assessing whether the employee has met the performance expectations applicable to her/his job.
- 2.6 In the event of outstanding performance on the set performance targets, and availability to budget, appropriately reward the employee in accordance with the Employer's Performance Management Policy in the event of outstanding performance; and
- 2.7 Give effect to the employer's commitment to a performance-orientated relationship with the employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1. This Agreement shall commence on **1 July 2024** and shall remain in force until **30 June 2025**. The performance plan and personal development plan shall be concluded between the parties for the next three months or any portion thereof.
- 3.2. The parties will conclude a new performance agreement that replaces this agreement at least once a year by not later than 31 July each financial year.
- 3.3. The parties shall review the provisions of this agreement every three months or anytime is necessary.
- 3.4. This agreement shall terminate on the termination of the employee's contract of employment for any reason.
- 3.5. The content of this agreement may be revised at any time during the period referred to in paragraph 3.1 above to determine the applicability of the matters agreed upon.
- 3.6. 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 by mutual agreement.

4. PERFORMANCE OBJECTIVES

The Performance Plan (*Annexure A*) sets out:

- 4.1. The performance objectives and targets that must be met by the employee.
- 4.2. The time frames within which those performance objectives and targets must be met.
- 4.3. The performance objectives and targets reflected in *Annexure A* are set by the employer in consultation with the employee and are based on the Integrated Development Plan, the Budget, and the Service Delivery and Budget Implementation Plan of the Employer, and include key objectives; key performance indicators; target dates and weightings.
- 4.4. The key objectives describe the main tasks that must be done. The key performance indicators provide the details of the evidence that must be provided to show that key objectives have been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.5. The employee's performance shall, 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 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 shall be to provide a comprehensive system with specific performance standards to assist the employer, management and municipal staff to perform to the standards required.
- 5.3. The employer shall consult the employee about the specific performance standards that shall be included in the performance management system as applicable to the Employee.
- 5.4. The employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs), 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 are contained in this agreement:
 - 5.5.1. The employee shall be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively;
 - 5.5.2. Each area of assessment shall be weighted and shall contribute a specific part to the total score; and
 - 5.5.3. KPAs covering the main areas of work shall account for 80% and CCRs shall account for 20% of the final assessment.
- 5.6. The employee's assessment shall be based on her/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 shall constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.
- 5.7. The CCRs shall make up the other 20% of the employee's assessment score. CCRs 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. **Refer to Annexure "B" for the Employee Core Competency Requirements (CCRs).**

6. EVALUATING PERFORMANCE

The performance plan (*Annexure "A"*) to this agreement sets out:

- 6.1. The standards and procedures for evaluating the employee's performance and 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 to be identified during any performance review discussion shall be documented in a Personal Development Plan as well as the actions agreed to and implementation shall take place within set timeframes.
- 6.4. The employee's performance shall be measured in terms of contributions to the goals and strategies set out in the employer's Integrated Development Plan.
- 6.5. The annual performance appraisal shall involve the assessment of the achievement of results as outlined in the performance plan:
 - 6.5.1.1. Each KPA shall 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;
 - 6.5.1.2. An indicative rating on the five-point scale shall be provided for each KPA; and
 - 6.5.1.3. The applicable assessment rating calculator shall then be used to add the scores and calculate a final KPA score.
- 6.6. Assessment of the CCRs:
 - 6.6.1. Each CCR shall be assessed according to the extent to which the specified standards have been met achieving the deliverables as outlined in the CCR's Driving Competencies and relating to the Performance Plan (*Annexure "A"*);
 - 6.6.2. An indicative rating on the five-point scale should be provided for each CCR demonstrating how the competencies contributed in achieving the deliverables outlined in the Performance Plan (*Annexure "A"*); and
 - 6.6.3. The applicable assessment rating calculator shall then be used to add the scores and calculate a final CCR score.

6.7. Overall rating:

6.7.1. An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal; and

6.7.2. The assessment of the performance of the Employee shall be based on the following rating scale for the KPA's and CCRs:

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

6.7.3. For purposes of evaluating the performance of the employee, an evaluation panel constituted by the following persons shall be established

-
- The Municipal Manager;
- The Municipal Manager from another Municipality;
- The Chairperson of the Performance Audit Committee;
- The applicable Member(s) of the Mayoral Committee; and

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1. The performance of the employee in relation to her/his performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:
- First quarter (July to September) not later than 31 December
 - Second quarter (October to December) not later than 31 March
 - Third quarter (January to March) not later than 30 June
 - Fourth quarter (April to June) not later than 30 September
- 7.2. The employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3. Performance feedback shall be based on the employer's assessment of the employee's performance.
- 7.4. The employer shall be entitled to review and make reasonable changes to the provisions of the Performance Plan (**Annexure A**) from time to time for operational reasons. The employee shall be fully consulted before any such change is made.
- 7.5. The employer may amend the provisions of the Performance Plan (**Annexure A**) whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case the employee shall be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

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

9. OBLIGATIONS OF THE EMPLOYER

The Employer shall:

- 9.1. Create an enabling environment to facilitate effective performance by the employee.
- 9.2. Provide access to skills development and capacity building opportunities.
- 9.3. Work collaboratively with the employee to solve problems and generate solutions to common problems that may impact on the performance of the employee.

- 9.4. On the request of the employee delegate such powers reasonably required by the employee to enable her/him to meet the performance objectives and targets established in terms of this Agreement.
- 9.5. Make available to the employee such resources as the employee may reasonably require from time-to-time to assist her/him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

The employer agrees to consult the employee beforehand where the exercising of the powers shall have amongst others:

- 10.1. A direct effect on the performance of any of the employee's functions.
- 10.2. Commit the employee to implement or to give effect to a decision made by the employer.
- 10.3. A substantial financial effect on the employer.
- 10.4. The employer agrees to inform the employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in paragraph 10.1 as soon as is practicable to enable the employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1. The evaluation of the employee's performance shall form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2. A performance bonus of 5% to 14% of the inclusive annual remuneration package may be paid to the employee in recognition of outstanding performance in case of budget availability and the overall performance of the municipality has improved.
- 11.3. In the case of unacceptable performance, the employer shall:
 - 11.3.1. Provide systematic remedial or developmental support to assist the Employee to improve her/his performance; and
 - 11.3.2. 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 her/his duties.

12. DISPUTE RESOLUTION

12.1. Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by –

12.1.1. The Executive Mayor of the Emfuleni Local Municipality within thirty (30) days of receipt of a formal dispute from the Employee whose decision shall be final and binding on both Parties.

13. GENERAL

13.1. 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.

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

Thus done and signed at Vanderbijlpark on this the 26 day of 07 2020



CHIEF OPERATIONS OFFICER



MUNICIPAL MANAGER

WITNESSES:

1. 

2. 

WITNESSES:

1. 

2. 

PERFORMANCE (OPERATIONAL) PLAN
(See A3 document and paraphrase each page)

ANNEXURE "A"



**CHIEF OPERATIONS OFFICER
MOTHIBA MOGOFE**



**MUNICIPAL MANAGER
APRIL NTULI**

COMPETENCY FRAMEWORK

ANNEXURE "B"

The Core Competency Requirements (CCRs) account for the remaining 20% of the employee's assessment score.

The competency framework includes the Critical Leading Competencies and Core Competencies as per Local Government: Regulation on the Appointment and Conditions of Employment of Senior Managers which came into operation on 17 January 2014 (LG: MSA 32/2000, Nr. 21, Gazette nr. 37245).

A person appointed as a senior manager must have the competencies as set out in the Competency Framework. Focus must be placed on the following key factors:

- a. **Critical Leading Competencies** that drive the strategic intent and direction of local government. The competency framework consists of six (6) leading competencies which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
- b. **Core Competencies** which senior managers are expected to possess and which drive the execution of the leading competencies. The competency framework involves six (6) core competencies that are drivers to ensure that the leading competencies are executed at an optimal level.
- c. The eight (8) **Batho Pele** Principles.

There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance. All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

Achievement levels indicated in the table below also serve as a benchmark for appointments, succession planning and development interventions.

Rating level 1 was added to be in line with the Rating Calculator using a 5-point scale in terms of Regulation 805 for individual performance assessment purposes.

Refer to Achievement Levels criteria of each competency as per competency framework's competency descriptions under separate cover (pages 26-37):

| Rating | Achievement Levels | Description |
|---------------|---------------------------|---|
| 1 | Unacceptable | Performance does not meet the standard expected. Requires supervised and development intervention. |
| 2 | Basic | Applies to basic concepts, methods and understanding of local government operations, but requires supervision and development intervention |
| 3 | Competent | Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses |
| 4 | Advanced | Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses |
| 5 | Superior | Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods |

**EIGHT BATHO PELE PRINCIPLES APPLICABLE THROUGHOUT
THE COMPETENCY FRAMEWORK**

* **CONSULTATION**

- Citizens should always be consulted on matters to do with their needs.

* **SERVICE STANDARDS**

- All citizens need to know the service they should expect.

* **ACCESS**

- All citizens need equal service access.

* **COURTESY**

- All citizens, without discriminating, to receive fair treatment and always be served courteously.

* **INFORMATION**

- All citizens are entitled to complete, accurate information.

* **REDRESS**

- Offer all citizens an apology as well as a solution in instances where standards fail to be met.

* **OPENNESS AND TRANSPARENCY**

- All citizens need to know about how decisions are reached and also about how departments are run.

* **VALUE FOR MONEY**

- The services offered should always give money value.

COMPETENCY FRAMEWORK STRUCTURE
Imbedded 8 Batho Pele Principles
 (LG:MSA 32/2000, Nr. 21, 17 January 2014, Gazette nr. 37245)
CHIEF OPERATIONS OFFICER

| LEADING COMPETENCIES | | | |
|--|---|---|-------------------------|
| CRITICAL LEADING COMPETENCIES (6) | DRIVING COMPETENCIES (20) (DRIVERS OF STRATEGIC INTENT) | EVIDENCE FOR POE (EVIDENCE OF IMPLEMENTATION & MITIGATION) | RELATIVE WEIGHTING % |
| 1. STRATEGIC DIRECTION AND LEADERSHIP | 1. Impact and influence 2. Institutional Performance Management and reporting 3. Strategic Planning and Management 4. Organisational Awareness | * Overall implementation of SDBIP 2024/2025 * Implementation of performance management – cascading of PMS * Implementation of OPCA (internal and external) * * | —% |
| 2. PEOPLE MANAGEMENT AND EMPOWERMENT | 5. Human capital planning and development 6. Diversity management 7. Employee Relations Management 8. Negotiation and Dispute Management | * PDP – Training * Implementation of Employment Equity * Dispute resolution & disciplinary procedures management * Attendance registers and leave management * Mentoring, coaching, succession planning * * | —% |
| 3. PROGRAMME AND PROJECT MANAGEMENT | 9. Program and Project Planning and Implementation 10. Service delivery management 11. Program and Project Monitoring and Evaluation | * SPV (Special Purpose Vehicle) * SED * Estom * Contract management and performance management of service providers * | —% |
| 4. FINANCIAL MANAGEMENT | 12. Budget Planning and Execution 13. Financial Reporting and Monitoring 14. Financial Strategy and Delivery | * Reduction of overtime * Adherence to approved budget * Revenue enhancement and protection plan * No UIFWE | —% |

| | | | |
|------------------------------|---|--|--------------------------------|
| 5. CHANGE LEADERSHIP | 15. Change vision and strategy 16. Process design and improvement 17. Change impact monitoring and improvement | * * <i>Teambuilding</i> * <i>Management of interns</i> * * * * <i>Policies and policy review</i> * <i>Implementation of Risk Management plan</i> * <i>Stakeholder engagements</i> * | |
| 6. GOVERNANCE LEADERSHIP | 18. Policy formulation 19. Risk and Compliance Management 20. Co-operative governance | * <i>Policies and policy review</i> * <i>Implementation of Risk Management plan</i> * <i>Stakeholder engagements</i> * | |
| CORE COMPETENCIES | | | |
| CORE COMPETENCIES (6) | COMPETENCY DEFINITION <i>(drive execution of Driving Competencies)</i> | EVIDENCE FOR POE (EVIDENCE OF IMPLEMENTATION & MITIGATION) | RELATIVE WEIGHTING % |
| 1. MORAL COMPETENCE | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence (Accountability and Ethical Conduct) | * * * * | __% |
| 2. PLANNING AND ORGANISING | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk | * * * | __% |
| 3. 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 (Problem Solving) | * * * | __% |
| 4. KNOWLEDGE AND | Able to promote the generation and sharing of knowledge and information | * <i>Agendas/Minutes – Cluster/department Meetings</i> * | __% |

| | | | |
|--|--|-------------|-------------|
| INFORMATION MANAGEMENT | through various processes and media, in order to enhance the collective knowledge base of local government | * | |
| 5. 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 | * * * | —% |
| 6. RESULTS AND QUALITY FOCUS | Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives | * * * | —% |
| TOTAL WEIGHT (LEADING COMPETENCIES & CORE COMPETENCIES) | | | 100% |



CHIEF OPERATIONS OFFICER
MOTHIBA MOGOFE

MUNICIPAL MANAGER
APRIL NTULI

| PERSONAL DEVELOPMENT PLAN CHIEF OPERATIONS OFFICER 2024/2025 | | | | | | |
|---|----------------------|---|-------------------------------|--------------------------|--|----------------|
| 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 |
| | | | | | | |
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CHIEF OPERATIONS OFFICER
MOTHIBA MOGOFE



MUNICIPAL MANAGER
APRIL NTULI

ANNEXURE "A"

**INDIVIDUAL PERFORMANCE PLAN
2024/2025**



Vaal River City, the Cradle of Human Rights

INDIVIDUAL PERFORMANCE PLAN 2024/2025 ANNEXURE "A"

CHIEF OPERATIONS OFFICER

| GDS | Ref No (IDP Code) | IDP Strategic Objective | Output Indicators | 2023/2024 Annual Performance Report Baseline (Quarter 3 2023/2024) | 2024/2025 Annual Target | Quarter 1 Target | Quarter 2 Target | Mid-Year Target | Quarter 3 Target | Quarter 4 Target | Budget | Portfolio of Evidence | Weighting | |
|--|----------------------------|------------------------------|--|--|-------------------------|------------------|------------------|-----------------|------------------|------------------|---------------|--|---|----|
| Ensuring Good governance and Deepening Democracy | GG.01 | High Performing Municipality | Percentage achievement on the 2024/25 SDBIP targets | 65% | 90% | 90% | 90% | 90% | 90% | 90% | OPEX | 1. Technical indicator description. 2. Quarterly Performance reports submitted to PAC | 20 | |
| | GG.02 | | Percentage of all AG findings reduced | 40% | 80% | No Projection | No Projection | No Projection | 30% | 80% | OPEX | 1. Technical indicator description. 2. AG report and management report. 3. External OPCA submitted to Audit Steering Committee | 30 | |
| | GG.05 | | Percentage reviewed Integrated development plan (IDP) | 100% reviewed Integrated Development Plan (IDP) | 100% | 25% | 25% | 50% | 25% | 25% | 25% | OPEX | 1. Technical indicator description. 2. Process plan. 3. Drafting Final IDP submitted to Council | 15 |
| | GG.07 | | Number of performance monitoring and evaluation conducted | 3 | No Projection | 2 | No Projection | 2 | 1 | 1 | No Projection | OPEX | 1. Technical indicator description. 2. Number of performance monitoring and evaluation reports submitted to Council | 15 |
| | GG.08 | | Number of monitoring and evaluation of Circular 88 conducted | 4 | 4 | 4 | 1 | 2 | 2 | 1 | 1 | OPEX | 1. Technical indicator description. 2. Circular 88 reporting template submitted to EXCO | 15 |
| | GG.11 | | Percentage implementation of Communication strategy | 0% | 100% | 25% | 25% | 50% | 25% | 25% | 25% | OPEX | 1. Technical indicator description. 2. Implementation plan. 3. Communication strategy | 15 |
| | TOTAL WEIGHTING PERCENTAGE | | | | | | | | | | | 100% | | |

9



Vaal River City *the* Cradle of Human Rights

REPLACEMENT PAGES FOR:

PERFORMANCE AGREEMENT 2024/2025

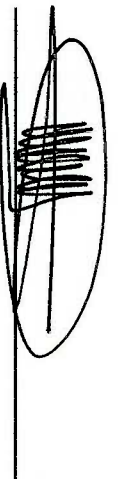
- ANNEXURE "B":

- COMPETENCY FRAMEWORK STRUCTURE (Pages 13, 14 and 15); AND
- ADDITION: COMPETENCY FRAMEWORK IMPLEMENTATION 2024/2025

COMPETENCY FRAMEWORK STRUCTURE (replacement document) - Annexure "B"
Imbedded 8 Batho Pele Principles
 (LG:MSA 32/2000, Nr. 21, 17 January 2014, Gazette nr. 37245)
CHIEF OPERATIONS OFFICER

| LEADING COMPETENCIES | | |
|---------------------------------------|---|----------------------|
| CRITICAL LEADING COMPETENCIES (6) | DRIVING COMPETENCIES (20) (DRIVERS OF STRATEGIC INTENT) | RELATIVE WEIGHTING % |
| 1. STRATEGIC DIRECTION AND LEADERSHIP | 1. Impact and Influence 2. Institutional Performance Management and reporting 3. Strategic Planning and Management 4. Organisational Awareness | 10% |
| 2. PEOPLE MANAGEMENT AND EMPOWERMENT | 5. Human capital planning and development 6. Diversity management 7. Employee Relations Management 8. Negotiation and Dispute Management | 10% |
| 3. PROGRAMME AND PROJECT MANAGEMENT | 9. Program and Project Planning and Implementation 10. Service delivery management 11. Program and Project Monitoring and Evaluation | 10% |
| 4. FINANCIAL MANAGEMENT | 12. Budget Planning and Execution 13. Financial Reporting and Monitoring 14. Financial Strategy and Delivery | 15% |
| 5. CHANGE LEADERSHIP | 15. Change vision and strategy 16. Process design and improvement 17. Change impact monitoring and improvement | 10% |
| 6. GOVERNANCE LEADERSHIP | 18. Policy formulation 19. Risk and Compliance Management 20. Co-operative governance | 15% |

| CORE COMPETENCIES | | |
|---|--|----------------------------|
| CORE COMPETENCIES (6) | COMPETENCY DEFINITION (drive execution of Driving Competencies) | RELATIVE WEIGHTING % |
| 1. MORAL COMPETENCE | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence (Accountability and Ethical Conduct) | 5% |
| 2. PLANNING AND ORGANISING | Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk | 5% |
| 3. 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 (Problem Solving) | 5% |
| 4. 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 | 5% |
| 5. 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 | 5% |
| 6. RESULTS AND QUALITY FOCUS | Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives | 5% |
| TOTAL WEIGHT (LEADING COMPETENCIES & CORE COMPETENCIES) | | 100% |



CHIEF OPERATIONS OFFICER
MOTHIBA MOGOFE



MUNICIPAL MANAGER
APRIL NTULI

COMPETENCY FRAMEWORK IMPLEMENTATION 2024/2025

ANNEXURE "B"

CHIEF OPERATIONS OFFICER

| Competency Description | Competency Drivers per description | Output Indicators | 2023/2024 Audited Baseline | 2024/2025 Annual Target | Quarter 1 Target | Quarter 2 Target | Midyear Target | Quarter 3 Target | Quarter 4 Target | Budget | Portfolio of Evidence | Weighting |
|------------------------------------|--|--|----------------------------|--|--|--|---|--|---|--------|---|-----------|
| STRATEGIC DIRECTION AND LEADERSHIP | Institutional Performance Management and reporting | Implementation of Performance Management: Cascading - signing of individual performance agreements | | 100% signed 2024/2025 Performance Agreements for Level 1 to Level 3 employees (including Reviewed) | 100% signed 2024/2025 Performance Agreements for Level 1 to Level 3 employees including progress report | No Projection | 100% signed 2024/2025 individual performance agreements including progress report | 100% signed 2024/2025 Reviewed individual performance agreements including progress report | No Projection | OPEX | Signed 2024/2025 individual performance agreements and signed 2024/2025 Reviewed individual performance agreements for Level 1 to Level 3 employees. Progress reports submitted to EXCO | 2% |
| | | Implementation of Performance Management: Cascading - individual performance assessments | | 100% 2023/2024 individual performance assessments (Level 1 to Level 3 employees) | 2025/2026 FY (Q1): 100% Annual 2023/2024 individual performance assessments (Level 1 to Level 3 employees) | No Projection | No Projection | 100% Midyear 2023/2024 individual performance assessments (Level 1 to Level 3 employees) | No Projection | OPEX | Progress reports submitted to EXCO | 2% |
| | Strategic Planning and Management | Implementation of IA OPCA (internal) | | 100% Resolve of IA OPCA findings of the Cluster | 25% Resolve of IA OPCA findings of the Cluster | 50% Resolve of IA OPCA findings of the Cluster | 50% Resolve of IA OPCA findings of the Cluster | 75% Resolve of IA OPCA findings of the Cluster | 100% Resolve of IA OPCA findings of the Cluster | OPEX | IA OPCA Schedule and progress report for the Cluster | 2% |
| | | Implementation of AGSA OPCA (external) | | 100% Resolve of AGSA OPCA findings of the Cluster | 25% Resolve of AGSA OPCA findings of the Cluster | 50% Resolve of AGSA OPCA findings of the Cluster | 50% Resolve of AGSA OPCA findings of the Cluster | 75% Resolve of AGSA OPCA findings of the Cluster | 100% Resolve of AGSA OPCA findings of the Cluster | OPEX | AGSA OPCA Schedule and progress report for the Cluster | 2% |

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| Competency Description | Competency Drivers per description | Output Indicators | 2023/2024 Audited Baseline | 2024/2025 Annual Target | Quarter 1 Target | Quarter 2 Target | Midyear Target | Quarter 3 Target | Quarter 4 Target | Budget | Portfolio of Evidence | Weighting |
|------------------------------------|---|--|----------------------------|---|---|---|---|---|---|--------|--|------------|
| PROGRAMME AND PROJECT MANAGEMENT | Program and project planning and implementation | Continuous evaluation of external service provider's performance contracts | | 100% evaluation of external service provider's performance contracts | 25% evaluation of external service provider's performance contracts | 50% evaluation of external service provider's performance contracts | 50% evaluation of external service provider's performance contracts | 75% evaluation of external service provider's performance contracts | 100% evaluation of external service provider's performance contracts | OPEX | Contract of appointment of each service provider. Performance plan. Assessment template. Assessment results. Mitigating plans if needed. | 2% |
| | Program and project monitoring and evaluation | Compliance adherence of 90 days from Bid Specification until appointment of contractor | | 100% compliance adherence of 90 days from Bid Specification until appointment of contractor | 100% compliance adherence of 90 days from Bid Specification until appointment of contractor | 100% compliance adherence of 90 days from Bid Specification until appointment of contractor | 100% compliance adherence of 90 days from Bid Specification until appointment of contractor | 100% compliance adherence of 90 days from Bid Specification until appointment of contractor | 100% compliance adherence of 90 days from Bid Specification until appointment of contractor | OPEX | Minutes of Bid Spec, Bid Adj, advertisements, appointment letter and contract of appointment (for all service providers) | 2% |
| FINANCIAL MANAGEMENT | Budget planning and execution | No Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | | 0% Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | 0% Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | 0% Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | 0% Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | 0% Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | 0% Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFWE) | OPEX | Monthly Budget and Variance reports submitted to EXCO | 3% |
| TOTAL WEIGHTING PERCENTAGE: | | | | | | | | | | | | 15% |

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