

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

**THE KAREEBERG MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER**

WILLEM DE BRUIN

AND

PETER BRENNAN ROSSOUW

THE EMPLOYEE OF THE MUNICIPALITY

FOR THE

FINANCIAL YEAR: 1 JULY 2015 - 30 JUNE 2016

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PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Kareeberg Municipality herein represented by
Willem de Bruin
in his capacity as Municipal Manager (hereinafter referred to as the **Employer** or Supervisor)

and

Peter Brennan Rossouw
Employee of the Municipality (hereinafter referred to as the **Employee**).

WHEREBY IT IS AGREED AS FOLLOWS:

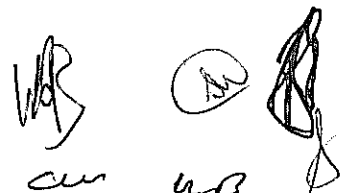
1. INTRODUCTION

- 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 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) 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;



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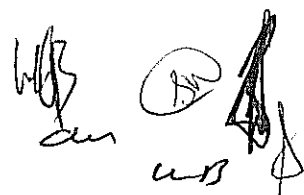
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 1 July 2015 and will remain in force until 30 June 2016 thereafter a new Performance 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 each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 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.

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**; 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; target 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 objectives to each other.

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4.3 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** 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 standards required.

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**.

5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the 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 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 (KPAs) and the Core Competency Requirements (CCRs) respectively.

5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.

5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

5.6 The **Employee's** assessment will be based on his / her 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 (KPA's)	Weighting
Basic Service Delivery	10
Municipal Institutional Development and Transformation	10
Local Economic Development (LED)	5
Municipal Financial Viability and Management	65
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.

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- 5.8 The CCRs will 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**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	10
Programme and Project Management		
Financial Management	compulsory	10
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis	✓	10
People Management and Empowerment	compulsory	10
Client Orientation and Customer Focus	compulsory	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	✓	10
Knowledge of developmental local government		
Knowledge of Performance Management and Reporting	✓	10
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation	✓	10
Knowledge of more than one functional municipal field / discipline	✓	10
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality	✓	10
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 **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.

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- 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** IDP.
- 6.5 The 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

- (a) 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.
- (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 CCR score.

6.5.3 Overall rating

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

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating							
			1	2	3	4	5			

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Level	Terminology	Description	Rating				
			1	2	3	4	5
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 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Mayor.

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- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (d) and (e).

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her 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 – September	:	31 October 2015
Second quarter	:	October – December	:	31 January 2016
Third quarter	:	January – March	:	30 April 2016
Fourth quarter	:	April – June	:	31 July 2016

- 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** 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.
- 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 B.

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**;

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- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her 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 to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

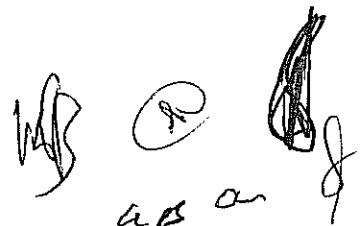
- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
 - 10.1.1 a direct effect on the performance of any of the **Employee's** functions;
 - 10.1.2 commit the **Employee** to implement or to give effect to a decision made by 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 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 will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 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 his or her 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 his or her 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 MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.

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12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20.3 of the Contract of Employment shall apply.

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 his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at Cape Town on this the 28 day of July..... 2015

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]


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MUNICIPAL MANAGER

Appendix "A"

Kareeberg Municipality: Performance Plan for the Chief Financial Officer for the 2015/16 Financial Year

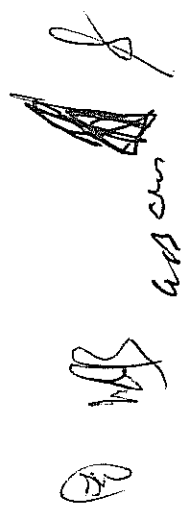
Employee Name:	PB Rossouw	Employee Number:	Finance
Job Title:	Chief Financial Officer	Department:	2015/2016
Manager:	Municipal Manager	Date:	
Position Purpose:	The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually		
Key Responsibilities:	<p>The following objects of local government will inform the Municipal Manager's performance against set performance indicators:</p> <ol style="list-style-type: none"> 1. Provide democratic and accountable government for local communities. 2. Ensure the provision of services to communities in a sustainable manner. 3. Promote social and economic development. 4. Promote a safe and healthy environment. 5. Encourage the involvement of communities and community organisations in the matters of local government. 		

Priority	KPI	Department	Responsibility	Frequency
KPA 1: Basic Service Delivery and Infrastructure Development				
KPA 3: Local Economic Development				
KPA 4: Municipal Financial Viability and Management				
Monitoring	Continuous monitoring of departmental expenditure against budget.	Admin	Head: Finance	Continuous
	Complying with budget objectives of capital spending.	Admin	Head: Finance	Continuous
	Effective departmental communication - Attendance of meetings, training.	Admin	Head: Finance	Continuous
	Capturing of leave forms to prevent losses for council.	Admin	Head: Finance	Continuous
INCOME	55% Payment percentage	Financial Services	Head: Finance	Continuous
	Delivery of 99% correct accounts	Financial Services	Head: Finance	Continuous

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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	Monthly closing within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Enquiries answered within ten (10) days	Financial Services	Head: Finance	Continuous
	Allocate all indigent subsidies - As per quarterly applications	Financial Services	Head: Finance	Continuous
	Balance control accounts within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Recover 100% of monies for clearance certificates.	Financial Services	Head: Finance	Continuous
	100% invoices paid on time - within 30 days of invoice or statement.	Financial Services	Head: Finance	Continuous
	All salaries and third party payments paid on time	Financial Services	Head: Finance	Continuous
	Discounts 100% utilised	Financial Services	Head: Finance	Continuous
	Investment income according to best quotations	Financial Services	Head: Finance	Continuous
	Month end within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Control accounts balanced within (10) working days after month end.	Financial Services	Head: Finance	Monthly
	Compile and submit to the Municipal Manager a Report on the implementation of the supply chain management policy to be reported to the Council in accordance with the regulations.	Financial Services	Head: Finance	Quarterly and Annually
	98% Network support service	Financial Services	Head: Finance	Continuous
	98% Virus control on server	Financial Services	Head: Finance	Continuous
	Keep insurance claims up to date	Financial Services	Head: Finance	Continuous
	Updated and safeguarding of Back-ups	Financial Services	Head: Finance	Continuous
EXPENDITURE				
INFORMATION TECHNOLOGY AND ASSET MANAGEMENT.				



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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
FINANCIAL SERVICES	Implement and Maintain complete asset register according to GRAP	Financial Services	Head: Finance	Continuous
	Financial Statements by 31 August 2015 and submitted to the Auditor-General	Financial Services	Head: Finance	31-Aug-15
	Fully implement GRAP	Financial Services	Head: Finance	30-Jun-16
	Draw up 2016 / 2017 budget within time frame - Budget time frame by 31 August 2015- Draft budget by 31 March 2016 to Council and final budget submitted to Council by 31 May 2016	Financial Services	Head: Finance	31-May-16
	Ensure that all correspondence marked out to the Financial Segment receives attention within seven (7) working days after receipt from the Registration office.	Financial Services	Head: Finance	Continuous
	Monthly reporting in terms of MFMA, DORA PT and NT and other legislative requirements	Financial Services	Head: Finance	Monthly - Measure by receiving all transfers
	100% updated creditor's database.	Financial Services	Head: Finance	Continuous
	1) Supply Chain Management policy	Financial Services	Head: Finance	Continuous
	2) Revised Rates Policy	Financial Services	Head: Finance	31-May-16
	3) MFMA Policies	Financial Services	Head: Finance	Continuous
Compilation and implementation of the following policies.	Budget in 2015/2016 Financial Year to implement Strategic Planning session strategies.	Financial Services	Head: Finance	2015/2016 Budget
	Maximum income from rates through valuations ensured.	Financial Services	Head: Finance	Continuous
	100% Support for the Audit Committee.	Internal Audit	Head: Finance	Continuous
	Ensure that the recommendations in the External Audit report are successfully	Internal Audit	Head: Finance	Continuous

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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
	implemented.			
	100% Finalisation of Internal Audit Queries.	Internal Audit	Head: Finance	Continuous
	Report on the buildings completed during the previous financial year.	Planning and Development	Head: Finance	31-Jul-15
	To ensure the alignment of the IDP objectives be reflected in the municipal budget.	IDP-LED	Head: Finance	31-May-16
Capital Projects	Upgrading of roads - Carnarvon, Vanwyksvlei and Vosburg.	Community & Social Services	Head: Finance	30-Jun-16
	Monitor expenditure/revenue and compare accumulated totals with approved budget amounts.	Electricity Service	Head: Finance	Continuous
	Ensure true reflection of actual expenditure on all votes.	Electricity Service	Head: Finance	Continuous
	Ensure all expenditure complies with the Council's Procurement Policy.	Electricity Service	Head: Finance	Continuous
	Maintain and monitor metering equipment in such a manner that energy losses are minimised.	Electricity Service	Head: Finance	Continuous
	Ensure that all transactions are in compliance with MFMA	Electricity Service	Head: Finance	Continuous
	Report any expected over expenditure to the Municipal Manager	Electricity Service	Head: Finance	Continuous
	Report any expected loss of revenue to the Municipal Manager	Electricity Service	Head: Finance	Continuous
Reporting	Comply with Sec. 72 of the MFMA.	Executive & Council	Municipal Manager	15-Jan
Explore the possibilities of the institutional grants to assist in improving revenue enhancement; credit control, communication and other necessary systems	To investigate and report on how institutional grants can be used to enhance revenue credit control, communication and other systems in the municipality		Municipal Manager and CFO	30-Mar-16

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Appendix "A"

Priority	KPI	Department	Responsibility	Frequency
Development of an improved credit control and debt collection mechanism for the municipality	To review and implement the credit control and debt collection policies and procedures of the municipality		CFO	31-Dec-15
Explore the possibilities of the institutional grants to assist in improving revenue enhancement, credit control, communication and other necessary systems	To investigate and report on how institutional grants can be used to enhance revenue credit control, communication and other systems in the municipality		Municipal Manager and CFO	30-Mar-16
KPA 5: Good Governance and Public Participation				
Alignment of the IDP	To ensure the alignment of the IDP objectives be reflected in the municipal budget.	IDP-LED	Head: Finance	31-May-16

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)			Weight
CORE MANAGERIAL COMPETENCY	(Indicate choice)		
Core Managerial Competencies:			
Strategic Capability and Leadership			10
Programme and Project Management			
Financial Management	compulsory		10
Change Management			
Knowledge Management			
Service Delivery Innovation			
Problem Solving and Analysis			10
People Management and Empowerment	compulsory		10
Client Orientation and Customer Focus	compulsory		10
Communication			
Honesty and Integrity			
Core Occupational Competencies:			
Competence in Self Management			



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Appendix "A"

Interpretation of and implementation within the legislative and national policy frameworks	10
Knowledge of developmental local government	10
Knowledge of Performance Management and Reporting	
Knowledge of global and South African specific political, social and economic contexts	10
Competence in policy conceptualisation, analysis and implementation	10
Knowledge of more than one functional municipal field / discipline	
Skills in Mediation	
Skills in Governance	
Competence as required by other national line sector departments	10
Exceptional and dynamic creativity to improve the functioning of the municipality	
Total percentage	100%

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						
4						
5						
6						

Municipal Manager's Signature		Manager's Signature	
Date		Date	