

PERFORMANCE AGREEMENT

BETWEEN

**Simphiwe Thobela (Strategic and
Development Planning Manager)**

And

Mluleki Fihlani (Municipal Manager)

OF

INGQUZA HILL LOCAL MUNICIPALITY

PERIOD OF AGREEMENT:

1 July 2008 TO 30 June 2009

1.0 JOB DETAILS

Department:	Strategic and Development Planning
Location	Ingquza Hill Local Municipality
Salary Level	Section 57 Manager
Notch (Package)	
Occupational classification	Senior Management
Designation	Manager: Strategic and Development Planning

2.0 VISION AND MISSION

2.1 Vision

A developmental, economically viable and responsive municipality where all communities enjoy equitable access services in a sustainable environment.

2.2 Mission

To facilitate sustainable development by promoting development and ensuring service delivery in a just and equitable manner focusing on infrastructural and social services through a skilled, accountable and responsive administration and council that prioritises community needs and good governance

3.0 JOB PURPOSE

I, Simphiwe Thobela, in my capacity as Strategic and Development Planning Manager commit myself to the vision and mission of the Municipality as reflected in the IDP of Ingquza Hill Local Municipality.

As Strategic and Development Planning Manager, my job purpose will be to:

To manage the Strategic and Development Planning Department such that it promotes and achieves all the priorities identified in the Integrated Development Plan and the Service Delivery & Budget Implementation Plan.

PERFORMANCE BONUS & ANNUAL SALARY ADJUSTMENT

If the Strategic and Development Planning Manager's performance achieves outstanding performance, he shall qualify for the annual performance bonus in accordance with the results of the performance evaluation agreed to in this contract. The acceptability of the level of his performance or otherwise shall be determined and declared by the performance evaluation team in accordance with the provision of this agreement, following the receipt of a report on the Strategic and Development Planning Manager's achievement or otherwise of the KPIs as reflected in Annexure "A" of this contract.

The annexure "A" mentioned above has listed Key Performance Areas (KPAs) and Core Competency Requirements (CCRs) that are worth a total of 100 points together. Each KPA and CCR consists of Objectives and Key Performance Indicators that have different weightings. The achievement of above 160 percent shall be regarded as 100% bonus warranting, as average and warranting a proportional percentage of performance bonus and a percentage below 130 percent and 80 percent shall warrant some form of recognition, and 50

percent and below shall require the employer to effect remedial measures that may include incapacity disciplinary enquiry.

A performance bonus for outstanding performance or an in-kind recognition of effective performance shall only be effected after,

- I. The annual report for the financial year under review has been tabled and adopted by the municipal council;
- II. An evaluation of performance in accordance with the provisions of regulation 23 and this contract; and
- III. Approval of such evaluation by the municipal council as a reward for outstanding performance or effective performance.

The increment for 2008/09 shall be based on the Strategic and Development Planning Manager's employment contract concluded between him and the Municipal Manager and the provisions of the Local Government: Municipal Performance Regulations for Municipal Managers directly accountable to Municipal Managers, 2006. The employer shall grant annual salary adjustment linked to a cost-of-living adjustment based on market indicators, which is not performance based.

1. EVALUATING PERFORMANCE

The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

The annual performance appraisal will involve:

- I. Assessment of the achievement of results as outlined in the performance plan;
- II. Assessing the extent to which the specified standards or KPIs have been met with due regards to ad-hoc tasks that had to be performed under the KPAs and CCRs.

The criteria upon which the performance of the employee shall be assessed consist of two components, both of which shall be contained in the performance plan:-

- I. The employee must be assessed against both components, with a weighting of **80:20** allocated to the KPAs and the CCRs respectively;
- II. Each area of assessment will be weighted and will contribute a specific part to the total score.

A five-point rating scale to be used for both KPAs and CCRs is the following:

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 key 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	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the					

	expectations	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	Performance 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.					
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The performance bonus payment shall be categorised in two bands with some ranges per band.

The first performance bonus (cash rewards) payment band ranges between 5% and 9% of the all-inclusive remuneration package, as follows:

- I. A score of 130% -138% to qualify for 5% bonus;
- II. A score of above 138%-148% to qualify for 7% bonus;
- III. A score of above 148%-149% to qualify for 9%.

The second performance bonus (cash rewards) payment band ranges between 10% and 14% of the all-inclusive remuneration package, as follows:

- I. A score of 150% - 155% to qualify for 10% bonus;
- II. A score of above 155% - 160% to qualify for 13% bonus;
- III. A score of above 160% to qualify for 14% bonus.

The performance achievement ranging between 80% and 129% shall be regarded as fully effective and therefore warranting the employer to acknowledge and or recognize, whichever is necessary. This category of performance acknowledgement and recognition is a non-financial rewards system, this will apply as follows:

- i. A score of 80% - 100% to get a letter of acknowledgement and recognition issued by the Municipal Manager;
- ii. A score of above 100% - 120% to get a recognition certificate from the Mayor;

- iii. A score of above 120% - 129% to get an academic/ skills development programme grant to a maximum of R20 000.00 only, this to be paid to the learning institution of choice. The selected programme must be linked to the personal development plan (Annexure B).

A level of performance achievement of 50% and below shall warrant the employer to execute corrective measures that may include disciplinary measures due to incapacity.

2. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as **Annexure “B”**.

3. CONSEQUENCE OF SUBSTANDARD PERFORMANCE

Where the employer, at any time during the Strategic and Development Planning Manager’s employment, is not satisfied with the Strategic and Development Planning Manager’s performance with respect to any matter dealt with in this Agreement, the employer will give notice to the Strategic and Development Planning Manager to attend a monitoring and review meeting.

The Strategic and Development Planning Manager will have the opportunity at the meeting to satisfy the Municipal Manager or the monitoring and evaluation team of the measures being taken to ensure that his performance becomes satisfactory and any program, including any dates, for implementing these measures.

4. RULING LANGUAGE

The contract is made out in the English language, which shall be the ruling language. All correspondence between the parties to this contract and all reports and documents pertaining to this contract shall be in English language.

5. TERM OF AGREEMENT

This agreement shall be deemed to have been entered into on the 1st July 2008 and will expire on the 30th June 2009. The parties will conclude a new performance agreement that replaces this Agreement by not later than 31 July 2009.

6. LIMITATIONS OF THE AGREEMENT

This contract is an agreement between the employer and the Strategic and Development Planning Manager about the expected performance of the latter during the specified term. This contract is subject to the employment contract which the Strategic and Development Planning Manager entered into on accepting his position and to South African legislation. In the case of any ambiguity, the employment contract shall prevail over this performance contract. Nothing contained in this Agreement in any way limits the right of the employer to terminate the Strategic and Development Planning Manager's contract of employment with or

without notice for any other breach by the Strategic and Development Planning Manager of his obligations to the Municipality or for any other valid reason in law.

7. MONITORING AND EVALUATION

The monitoring and performance reviews for each quarter as determined in the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006 shall be comprised of the Municipal Manager, and his brief will be to assess the performance of the Strategic and Development Planning Manager in line with the performance requirements as outlined in Annexure” A” of this contract. Despite the in-year reviews, the employer shall establish an assessment team to conduct an annual performance review composed as follows:

- I. Municipal Manager
- II. Chairperson of the audit committee
- III. Member of the executive committee
- IV. Municipal Manager from another municipality
- V. The Senior Operations Officer shall provide secretariat services to the assessment team referred to above.

8. DISPUTE RESOLUTION

In case of disputes, which cannot be resolved through negotiations and mediation, the employee has a right to refer the case to the Mayor who must settle the case within thirty (30) days of receipt of a formal written dispute. The decision of the Mayor shall be deemed final and binding on both parties.

9. JURISDICTION

Regardless of the place of execution, performance or domicile of the parties, this contract and all modifications and amendments hereof shall be governed by and construed under and in accordance with the laws of the Republic of South Africa.

TABLE 1

NUMBER	KEY PERFORMANCE CATEGORY	APPLICABLE BATHOPELE PRINCIPLE(S) FOR THIS CATEGORY TARGETED FOR THIS YEAR	WEIGHT
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1.	Basic Service Delivery	Value for money, Access, Consultation, Redress,	15%
2.	Institutional Development & Transformation	Value for money, Access, Consultation, Redress,	15%
3.	Local Economic Development	Value for money, Access, Consultation, Redress, Courtesy	30%
4.	Financial Viability & Management	Value for money, Access, Consultation, Redress, Courtesy	15%
5.	Good Governance & Public Participation	Value for money, Access, Consultation, Redress, Courtesy	25%
SUB-TOTAL FOR PERFORMANCE PLAN (PART B TABLES LATER)			100%

TABLE 2

NUMBER	CORE MANAGEMENT CRITERIA	BATHOPELE PRINCIPLES	WEIGHT
1.	Strategic Capability, Leadership and		10

	Financial Management	Value for money	
2.	Change Management	Consultation	5
3.	People Management and Empowerment	Courtesy and consultation	10
4.	Client Orientation and Customer Focus	Service standards	5
5.	Service Delivery	Value for money; speed, consultation	10
6.	Problem-Solving and Analytical Thinking	Consultation	10
7.	People and Diversity Mgt	Consultation	5
8.	Client Orientation and Customer Focus	Courtesy	5
10	Communication	Courtesy	10
11	Accountability/ Ethical Conduct	Consultation	5
12	Policy Conceptualisation and Implementation	Consultation	5
12.	Mediation Skills	Consultation	5
13.	Advanced Negotiation Skills	Consultation	5
14.	Partnership & Stakeholders Relation	Accountability	5
15.	Supply Chain Management	Redress	5
			100%

4.0 JOB FUNCTIONS

My job functions as Strategic and Development Planning Manager will include the following:

To control and manage all staff working in the Strategic and Development Planning Department

To conceptualise, draft & ensure implementation of all policies relating to Strategic and Development Planning

To manage all administrative systems used in the Strategic and Development planning department.

To ensure implementation of all council resolutions and other pieces of legislation relating to Strategic and Development planning services

5.0 REPORTING REQUIREMENTS

I shall report to the Municipal Manager as my Supervisor on all parts of this Agreement. I shall:

- Timeously alert the Municipal Manager of any emerging factors that could preclude the achievement of any performance agreement undertakings.
- Establish and maintain appropriate internal controls and reporting systems in order to meet performance expectations.
- Discuss and thereafter document for the record and future use any revision of targets as necessary as well as progress made towards the achievement of Performance Agreements measures in all four key categories of my performance as listed in section 3 above.
- Effectively manage the performance of all my subordinate team(s) as dictated by the prevailing PMS policies and practices of the Municipalities.

In turn the Municipal Manager as my Supervisor shall:

- Create an enabling environment for me to facilitate effective performance.
- Provide access to skills development, capacity building opportunities and all required resources

- Work collaboratively to solve problems and generate solutions to common problems within the Municipality that may be impacting on my performance.

6.0 DELEGATIONS

The following authorities and powers of the Municipal Manager herewith delegated to me (Strategic and Development {Planning Manager) to enable him to execute key responsibilities and achieve set objectives:

Authorisation of expenditure for the corporate services department
Approval of all leaves in the institution

7.0 PERFORMANCE APPRAISAL FRAMEWORK

Performance will be assessed according to:

- ❖ The outputs and outcomes under each KRA / Measurable Objective as outlined and contained in my Annual Individual Performance Plan attached as Part A of this whole Agreement.
- ❖ Part D of this Agreement, being the Competence-Based Individual Development Portion of this whole Agreement. This part D will include a list of all agreed and applicable generic competencies taken from the DPLG list of CMCs, plus more job specific competencies.
- ❖ Both Parts B and D will have input, output and outcome indicators that reflect (e.g. in brackets BP 1) the measurement of Batho Pele Principles in the applicable KRI and Targets.
- ❖ All measurable objectives or KRAs will show their weightings and where standards are available like the Batho Pele standards, these standards will inform the KRI for that Batho Pele principle.

I shall further undertake to focus and to actively work towards the promotion and implementation of KRAs within the framework of the laws and regulations governing the Public Service.

8.0 DEVELOPMENTAL REQUIREMENTS

The plan for addressing the developmental gaps would be as per attached PART D.

9.0 TIME TABLE AND RECORDS OF REVIEW DISCUSSIONS AND ANNUAL APPRAISALS

I shall report to the Municipal Manager as to progress regarding the contents of this agreement and specific outputs as contained in this agreement and the Strategic Plan of the Municipal and stating reasons for any variance to the plan.

During the review sessions or at any stage where such a need is detected, my manager and I will agree to the amendment of specific outputs based on circumstances obtaining. Such changes must be in writing and counter-signed by myself as well as my manager.

My Manager, the Municipal Manager shall give due feedback every quarter with regards to my performance and where necessary, we shall agree on the administration of any remedies to arrest any undesirable trends which may be evident at the time.

The annual evaluation shall be performed in June 2009

10.0 MANAGEMENT OF PERFORMANCE OUTCOMES

The Municipal Manager shall review and evaluate my performance in terms of this agreement.

Where satisfactory performance has been demonstrated, the Municipal Manager shall authorize performance related salary recognition which includes but is not limited to cash bonuses and/or upward salary progression and with regard to poor /non performance deal with matter in terms of the PMS policy.

11.0 DISPUTE RESOLUTION

Both the Municipal Manager and I shall agree that should there exist a dispute about the nature of this PA relating to key responsibilities, priorities, methods of assessment and /or salary increment in this agreement shall be mediated by a mutually acceptable person to both of us to resolve the dispute that might arise.

12.0 AMENDMENT OF AGREEMENT

Amendments to the agreement shall be in writing and can only be effected after discussion and agreement by both parties. Such agreement will be signified by signatures to each amendment. Such amendment must be attached to the original signed agreement and a copy forwarded to the Performance Management Unit of the department for record keeping.

13.0 SIGNATURES OF PARTIES TO THE AGREEMENT

The contents of the agreement discussed and agreed by :

S. Thobela
(Strategic and Development Planning Manager)

DATE:

M. FIHLANI (MUNICIPAL MANAGER)

DATE

PART B: INDIVIDUAL PERFORMANCE PLAN BY KEY CATEGORIES OF PERFORMANCE

List of Key Outcomes						Performance Targets for key Outcomes							
<ul style="list-style-type: none"> ❖ IDP process plan ❖ Reviewed IDP document 						<ul style="list-style-type: none"> • Adoption of the process plan • Reviewed IDP document 							
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial R	Physical & Spatial	Human
To provide sustainable service delivery through a credible IDP	To manage IDP review process	5	Adopted process plan	IDP document	Process plan document	100%	100%				600 000		Management and council
		10	Analysis phase	Previous IDP	Analysis phase document	100%		100%					
		10	Strategies phase	Previous IDP	Strategies phase document	100%		100%					
		20	Projects phase	Previous IDP	Projects list and templates	100%		100%					
		30	Integration phase	Previous IDP	Sector plans	100%			100%				
		25	Adoption	Previous IDP	IDP document	100%			100%				

Institutional Development & Transformation; Basic Service Delivery

List of Key Outcomes						Performance Targets for key Outcomes								
<ul style="list-style-type: none"> ❖ Improved management of housing development ❖ Quality houses 						<ul style="list-style-type: none"> • Housing sector plan • Completion of Thabo Mbeki settlement 								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation			
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
To complete housing sector plan and complete Thabo Mbeki settlement	To HSP document and number of houses completed	80	HSP document	Previous HSP	Document	100%		100%						1 planner; housing officer ; councilors
		05	Number of completed houses	50%	Number of complete houses	100%			100%					
		05	Transfers	0%	Number of title deeds	100%				100%				
		10	Number of approved rural houses	0%	Submitted applications	0%			100%					

BASIC SERVICE DELIVERY

Basic Service Delivery and Financial viability and LED

List of Key Outcomes <ul style="list-style-type: none"> ❖ New townships that are approved ❖ Adherence to land disposal policy ❖ Service level agreement with RLCC 	Performance Targets for key Outcomes <ul style="list-style-type: none"> • Precinct plan for Lambasi • 1 Lusikisiki residential township and 1 Flagstaff business township • Sale of 100 residential site and 10 leases for business sites • Rezoning for Lusikisiki shopping centre • Complete survey for Lusi Park and sale of land for residential development
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Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial R	Physical & Spatial	Human
To ensure better managed spatial development to enhanced local economic development and service delivery	To establish 1 residential township; 1 business township; precinct plan for Lambasi and rezoning for commercial development	40	Number of approved townships	0%	Township's board approval	70%	10%	40%	10%	10%	400 000	Land	2 x Planners
		20	Number of site sold and leased	0	Revenue collected	200 sites	50	50	50	50	Nil	Land	
		05	Precinct plan	0%	Available plan	100 %	0	10%	50%	40 %	2M	Land	
		20	Rezoning application	1	Approval from the board	70%	10%	40%	10%	10%	50 000	Land	
		10	Completion of survey for Lusi Park	Tachey survey	SG approved diagram	1	10%	70%	20%		Nil	Land	
		05	Development of office and business secondary nodes	0	Planned nodes	100 %	10%	30%	25%	25 %	150 000	Land	

FINANCIAL VIABILITY & MANAGEMENT
 LOCAL ECONOMIC DEVELOPMENT

List of Key Outcomes						Performance Targets for key Outcomes							
<ul style="list-style-type: none"> ❖ Regulated advertising ❖ Approval of building plans 						<ul style="list-style-type: none"> • Compilation of skills audit data • Compilation of workplace skills plan • Compilation of annual skills report • Implementation of workplace skills plan 							
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
To regulate advertising and contribute on revenue enhancement	Contracts for advertising with advertising agents.	30											1
			Audit of all bill boards	0	Billboard numbers	100%	70%	10%	10%	10%			
	40	Verify all contracts	2	Available contracts	100%	40%	30%	20%	10%	Office			
	30	Signage improvement	0	Correctly placed signage	80%		10%	40%	30%	Land			
	Number of billboards correctly placed												

**KPA: - BASIC SERVICE DELIVERY AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION;
FINANCIAL VIABILITY AND MANAGEMENT**

OBJECTIVE: To provide a well planned and coordinated process of providing service delivery to the community
 To improve management of land as an economic asset for the benefit of the community and economic growth
 To improve and facilitate revenue collection for the municipality
 To ensure participation in municipal planning process

List of Key Outcomes						Performance Targets for key Outcomes									
<ul style="list-style-type: none"> ❖ Better managed land use ❖ Improved revenue collection ❖ Identified investment opportunities 						<ul style="list-style-type: none"> ❖ Land Use Management System ❖ Valuation roll ❖ Pre-investment conference priorities 									
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation				
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human		
To ensure coordinated planning and land use to enhance revenue collection and improve development and services delivery	LUMS Valuation roll Investment priorities	40									R 400 000	Land	1 planner		
			lums	0	Lums	100%		20%	30%	50%					
		40	Valuation roll	1	Valuation roll	100%		20%	30%	50%				R 500 000	Office
		20	Identified investment priorities	5	Project priorities	100%	40%	60%							Land

KPA: - LOCAL ECONOMIC DEVELOPMENT; FINANCIAL VIABILITY AND MANAGEMENT; INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

OBJECTIVE: To develop innovative ways that will make Ingquza a popular tourist destination

To use the land, improve house hold food security and create jobs

To promote environmental sustainability and protection

To create a conducive environment for expansion and commercialization of forestry development in Ingquza Hill

List of Key Outcomes						Performance Targets for key Outcomes							
<ul style="list-style-type: none"> ❖ Organized and better managed tourism ❖ Economic development that creates jobs and reduces poverty ❖ Forestry development that includes local people and reduce poverty ❖ Agriculture that provides food security and income for communities ❖ Better managed environment 						<ul style="list-style-type: none"> ❖ Tourism plan and LTO launch ❖ LED strategy ❖ Forestry management committees in identified communities ❖ Environmental management plan 							
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation		
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human
To develop local economy by utilizing available local resources and reduce poverty and unemployment To develop commercial forestry	To develop a coordinated tourism development plan To develop LED strategy Agricultural for commercial development Environmental management	20	Tourism plan	0	Document	100%	10%	30%	40%	20%	400,000		Tourism officer
		05	LTO	0	Names of LTO leaders	100%	05%	30%	50%	15%	100,000	Car, phone	Tourism officer
		30	LED strategy	1	Approved document	100%	0%	10%	60%	30%	500 000	Venue, stationary	Officials
		10	Forestry management committees	0	Number of committees	20%	0%	05%	10%	05%	0	Car	LED officer forestry
		30	Number of viable agric. Projects	10	Projects and number beneficiaries	65%	05%	10%	30%	20%	1,8m	CAR	
		05	EMP	0	Adopted EMP	50%	0%	05%	25%	25%	400 000		Environmental management officer

KPA:- GOOD GOVERNANCE AND PUBLIC PARTICIPATION

OBJECTIVE: To have a responsive and transparent institution sensitive to the needs of the community

To improve coordination and communications internally and across government spheres and departments

List of Key Outcomes						Performance Targets for key Outcomes								
<ul style="list-style-type: none"> ❖ Improved communication with stakeholders ❖ Improved intergovernmental communications and better planned service delivery ❖ Efficient ward committees ❖ Improved participation of communities in council programmes 						<ul style="list-style-type: none"> ❖ Local Communicators Forum and Communications Unit ❖ Ward committee forum ❖ Stakeholders forum 								
Strategic Objective	KRAs Measurable Objective	Weight in %	KRIs indicators	Baseline	Means / Evidence of Verification / Outputs	Targets					Resource Allocation			
						Annual Target for the whole year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Financial	Physical & Spatial	Human	
To promote transparency and improve public participation	To improve internal and external communications. To improve intergovernmental relations. To coordinate ward committees and share best practice To encourage public participation.	30	Communications Unit	0	Members of the Unit	100%	50%	50%			10 000	Offices	Communications officer	
		20	Local Communicators Forum	0	Number of departments on the LCF	100%	0%	60%	40%				Communications Officer	
		30	Ward committee forum	0	Functional forum	100%	0%	20%	30%	50%	50 000		Public participation office	
		20	Stakeholders forum	0	Stakeholders forum	100%	0%	30%	50%	20%	50 000		Public participation officer	

PART C: COMPETENCY PROFILE

INDIVIDUAL COMPETENCY PROFILE		JOB RELATED COMPETENCY PROFILE	
List of own current Competencies	Current level of competency	Is this competence required for the job	Level of Competency Required for the Job.
1.0 Key Generic Competences			
1.1 Strategic Capability & Leadership	2	Yes	3
1.2 Programme & Project management	3	Yes	3
1.3 Financial Management	2	Yes	3
1.4 Change Management	3	Yes	3
1.5 Knowledge Management	3	Yes	3
1.6 Service Delivery Innovation	3	Yes	3
1.7 Problem Solving & Analysis	3	Yes	3
1.8 People Management & Empowerment	3	Yes	3
1.9 Client Orientation & Customer Focus	3	Yes	3
1.10 Communication	2	Yes	3
1.11 Honesty & Integrity	3	Yes	3
Sub-Total (where applicable)			
2.0 Job Specific Competences			
2.1 Knowledge of developmental local government	3	Yes	3
2.2 Knowledge of performance management & reporting	3	Yes	3
2.3 Competence in policy	3	yes	3

conceptualisation, analysis & implementation			
2.4 Skills in governance	3	yes	3
3.0 Other Competences Deemed Important / Useful for Career and Performance Enhancement			
3.1 Project Management	3	Yes	3
3.2 Mediation Skills	3	Yes	3
3.3 Knowledge of global and South African specific political, social & economic contexts	3	Yes	3
3.4 Self management	2	Yes	3
3.5 Knowledge of more than one functional municipal field	3	Yes	3

PART D: Competence-based individual development plan

Competence Required	For which KRA is this competency required	Weighting in %	Current level of competence	Targeted level of competence)	Timetable for gaining targeted competency	Activities to close competence gaps
Strategic Capability & Leadership	Financial Viability & Management	20	2	3		A qualification in Management & Development
Financial Management	Financial Viability & Management	20	2	3		A qualification in Management & Development

