



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE NAMAKWA DISTRICT MUNICIPALITY

AS REPRESENTED BY THE MUNICIPAL MANAGER

CHRISTIAAN JACOBUS FORTUIN

(FULL NAMES)

AND

JOHANNES (JANNIE) LOUBSER

THE EMPLOYEE OF THE MUNICIPALITY

**FOR THE
FINANCIAL YEAR: 1 JULY 2018 - 30 JUNE 2019**

**SENIOR MANAGER: ECONOMIC DEVELOPMENT AND
PLANNING**

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Namakwa District Municipality of herein represented by Christiaan Fortuin (full name) in his capacity as Municipal Manager (hereinafter referred to as the Employer)

And

Johannes Loubser (full name) Employee of the Namakwa District 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 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. INTERPRETATION

2.1 In this Agreement the following terms will have the meaning ascribed thereto:

- 2.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 2.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;
- 2.1.3 "the Employee" means the Municipal Manager appointed in terms of Section 54A of the Systems Act;
- 2.1.4 "the Employer" means the Municipality; and
- 2.1.5 "the Parties" means the Employer and Employee.

3. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to:

- 3.1 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;
- 3.2 specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance expectations and accountabilities;
- 3.3 specify accountabilities as set out in the Performance Plan (Annexure A);
- 3.4 monitor and measure performance against set targeted outputs;
- 3.5 establish a transparent and accountable working relationship;
- 3.6 appropriately reward the Employee in accordance with Section 11 of this agreement; and
- 3.7 give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

4. COMMENCEMENT AND DURATION

- 4.1 This Agreement will commence on 1 July 2018 and will remain in force until 30 June 2019 where after 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.
- 4.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31 July of the succeeding financial year.
- 4.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 4.4 If at any time during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised; and
- 4.5 Any significant amendments or deviations must take cognizance of the requirements of Sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

5. PERFORMANCE OBJECTIVES

- 5.1 The Performance Plan (Annexure A) sets out –
 - 5.1.1 the performance objectives and targets that must be met by the Employee;
 - 5.1.2 the time frames within which those performance objectives and targets must be met; and
 - 5.1.3 the competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.
- 5.2 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:

5.2.1 Key objectives;

5.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a indicator has been achieved by the employee;

5.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

5.2.4 Weightings showing the relative importance of the key objective to each other.

5.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

5.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

6. PERFORMANCE MANAGEMENT SYSTEM

6.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer.

6.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required.

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

7. THE EMPLOYEE AGREES TO PARTICIPATE IN THE PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM THAT THE EMPLOYER ADOPTS.

7.1 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.

7.2 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

7.3 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:

7.4 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are split into two groups, leading competencies that drive strategic intent and direction and core competencies, which drive the execution of the leading competencies.

8. EVALUATING PERFORMANCE



- 8.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –
- 8.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 8.1.2 The intervals for the evaluation of the Employee's performance.
- 8.2 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.
- 8.3 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.
- 8.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's IDP as described in 8.6 – 8.12 below.
- 8.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes.
- 8.6 Assessment of the achievement of results as outlined in the performance plan:
- 8.6.1 Each KPI or group of KPI's shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad hoc tasks that had to be performed under the KPA;
 - 8.6.2 An rating on the five-point scale described in 8.9 below shall be provided for each KPI or group of KPI's which will then be multiplied by the weighting to calculate the final score;
 - 8.6.3 The Employee will submit his self evaluation to the Employer prior to the formal assessment;
 - 8.6.4 In the instance where the employee could not perform due to reasons outside the control of the Employer and Employee, the KPI will not be considered during the evaluation. The Employee should provide sufficient evidence in such instances; and
 - 8.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 8.7 Assessment of the Competencies:
- 8.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;
 - 8.7.2 A rating on the five-point scale described in 8.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
 - 8.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 8.8 Overall rating

8.8.1 An overall rating is calculated by adding the overall scores as calculated in 8.6.5 and 8.7.3 above; and

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

8.9 The assessment of the performance of the Employee will be based on the following rating scale for KPI's:

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 appraisal indicates that the Employee has in the job. The 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.					

8.10 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted by the following persons will be established –

8.10.1 Municipal Manager;

8.10.2 Chairperson of the Performance Audit Committee or in his/her absence thereof; the Chairperson of the Audit Committee;

8.10.3 Member of the Mayoral Committee (Portfolio Chairperson); and

8.10.4 Municipal Manager from another Municipality.

8.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

8.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

9. SCHEDULE FOR PERFORMANCE REVIEWS

9.1 The performance of the Employee in relation to 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 – September 2018

Second quarter : October – December 2018

Third quarter : January – March 2019

Fourth quarter : April – June 2019

9.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.

9.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.

9.4 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.

9.5 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.

10. DEVELOPMENTAL REQUIREMENTS

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

11. OBLIGATIONS OF THE EMPLOYER

11.1 The Employer shall –

11.1.1 Create an enabling environment to facilitate effective performance by the employee;

11.1.2 Provide access to skills development and capacity building opportunities;

11.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;



11.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

11.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time to assist him to meet the performance objectives and targets established in terms of this Agreement.

12. CONSULTATION

12.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others –

12.1.1 A direct effect on the performance of any of the Employee's functions;

12.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

12.1.3 A substantial financial effect on the Employer.

12.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 12.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

13. REWARD

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

13.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter.

13.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following scheme:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

13.4 In the event of the Employee terminating his service during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he was employed and

he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

13.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

14. MANAGEMENT OF EVALUATION OUTCOMES

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

14.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these matters.

14.3 Where there is a dispute of difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

14.4 In the case of unacceptable performance, the Employer shall –

14.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

14.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

15. DISPUTE RESOLUTION

15.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employer may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing.

15.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days.

15.3 In the instance where the matters referred to in 15.2 were not successfully resolved, the matter shall be referred to the Executive Mayor to mediate the issues within 30 (thirty) business days of receipt of a formal dispute from the Employee.

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

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

16. GENERAL

- 16.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 16.2 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.

Thus done and signed at SPRING BOK on this the 23 day of 23 July 2018.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:


1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER

Performance Plan

Senior Manager: Economic Development and Planning



The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator does not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.



KEY PERFORMANCE INDICATORS

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

Ref	Directorate	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Economic Development and Planning	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the Council Support division	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report		90%	90%	90%	90%	4
SDBIP Graph	Economic Development and Planning	Basic Service Delivery	Manage and achieve 90% of the KPI's of the Disaster, Incident, Fire and Safety division	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report		90%	90%	90%	90%	4
SDBIP Graph	Economic Development and Planning	Local Economic Development	Manage and achieve 90% of the KPI's of the Local Economic Development division	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report		90%	90%	90%	90%	4
SDBIP Graph	Economic Development and Planning	Good Governance and Public Participation	Manage and achieve 90% of the KPI's of the Planning, IDP, IGR and PMS division	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report		90%	90%	90%	90%	4
SDBIP Graph	Economic Development	Basic Service Delivery	Manage and achieve 90% of the KPI's of the PMU and	90% of the KPI's of the sub directorate		90%	90%	90%	90%	

Annexure A 2018/2019

Ref	Directorate	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
	and Planning		Infrastructure division	have been met as per Ignite Dashboard report						4
SDBIP Graph	Economic Development and Planning	Local Economic Development	Manage and achieve 90% of the KPI's of the Tourism division	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report		90%	90%	90%	90%	4
TL33	Economic Development and Planning	Basic Service Delivery	Submit the Top layer SDBIP for approval by the Mayor within 14 days after the budget has been approved	Top layer SDBIP submitted to Mayor within 14 days after the budget has been approved	1	0	0	0	1	5
TL34	Economic Development and Planning	Basic Service Delivery	Review the Disaster Management Plan and submit to Council by 30 June 2019	Reviewed plan submitted to Council by 30 June 2019	Current Plan	0	0	0	1	5
TL35	Economic Development and Planning	Local Economic Development	Review the draft LED strategy and submit to Council by 30 June 2019	Draft LED strategy submitted by 30 June 2019	Current Plan	0	0	0	1	5
TL36	Economic Development and Planning	Good Governance and Public Participation	Review the IDP framework of the local municipalities of the district and submit to the IDP Representative Forum by 31 December 2018	IDP framework reviewed and submitted to the IDP Representative Forum by 31		0	1	0	0	5

Annexure A | 2018/2019

Ref	Directorate	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
TL37	Economic Development and Planning	Good Governance and Public Participation	Review the IDP and submit the draft to Council by 31 March 2019	December 2018 Draft reviewed IDP submitted to Council by 31 March 2019	1	0	0	1	0	5
TL38	Economic Development and Planning	Local Economic Development	Create full time equivalent (FTE's) with the EPWP grant allocation by 30 June 2019	Number of full time equivalent (FTE's) created by 30 June 2019	7	0	0	0	7	4
TL39	Economic Development and Planning	Local Economic Development	100% spend of the RRAMS grant allocation in terms of the approved business plan by 30 June 2019 (Actual expenditure/total grant allocation received)x100	% of the allocation spend	100%	10%	30%	60%	100%	3
TL40	Economic Development and Planning	Local Economic Development	100% spend of the Integrated grant allocation in terms of the Service Level Agreement by 30 June 2019 (Actual expenditure/total grant allocation received) x100	% of the grant allocation spend		10%	30%	60%	100%	3
	Economic Development and Planning	Local Economic Development	Attend 4 tourism marketing exhibitions to promote the Namakwa region as a tourism destination during the 2018/19	Number of tourism marketing exhibitions attended	New KPI for 2018/19					3

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Annexure A | 2018/2019

Ref	Directorate	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D81	Economic Development and Planning	Director: Economic Development and Planning	financial year Submit quarterly reports to the MM on the progress made with the implementation of Council resolutions.	Number of reports submitted	4	1	1	1	1	3
D82	Economic Development and Planning	Director: Economic Development and Planning	Include OHS on Directors meeting agenda and submit minutes to the Health and Safety Committee	Number of minutes submitted to the Health and Safety Committee	10	3	2	2	3	2
D84	Economic Development and Planning	Director: Economic Development and Planning	Submit funding/ support motivations to external sources and funders (excluding funding already promulgated)	Number of funding motivations submitted to external sources and funders	2	0	1	0	1	1
D85	Economic Development and Planning	Director: Economic Development and Planning	Attend to correctives measures as identified in internal audit reports the reduce risk areas within three month	Percentage of issues raised and proposed corrective measures attended to	95%	95%	95%	95%	95%	1
D87	Economic Development and Planning	Director: Economic Development and Planning	Conduct monthly meetings with line managers except December and January	Number of meetings conducted with line managers	10	3	2	2	3	1
D88	Economic	Director:	100% of the grant funding spent	% of applicable	100%	0%	0%	0%	100%	

Annexure A | 2018/2019

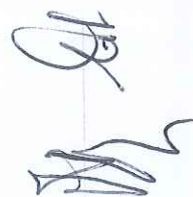
Ref	Directorate	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
	Development and Planning	Economic Development and Planning	applicable to the financial directorate in accordance with the transfer payment agreement (Actual expenditure divided by the total allocation received)	grant funding spent						7
D89	Economic Development and Planning	Director: Economic Development and Planning	Submit Monthly reports to the MM	Number of reports submitted	12	3	3	3	3	1
D90	Economic Development and Planning	Director: Economic Development and Planning	Quarterly submit progress report to Internal Audit on the corrective measures taken to address issues raised in management letter of the AG applicable to the Directorate	Number of reports submitted	2	0	0	1	1	1
D91	Economic Development and Planning	Director: Economic Development and Planning	Compile an Audit Action Plan and submit to the MM by 31 January 2019 to address the issues raised by the AG	Audit Action Plan compiled and approved by the MM by 31 January 2019	1	0	0	1	0	1
D92	Economic Development and Planning	Director: Economic Development and Planning	100% of the Audit action plan implemented by 30 June 2019 (Number of actions implemented/total number of actions indicated on the plan)	% of audit action plan implemented	100%	0%	0%	0%	0%	1

Annexure A | 2018/2019

Ref	Directorate	National KPA	KPI	Unit of Measurement	Baseline	Targets				Weight
						Q1	Q2	Q3	Q4	
D93	Economic Development and Planning	Director: Economic Development and Planning	Establishment of a Governance Structure by 30 June 2019 to assist with the implementation of Agriparks for Namakwa District Municipal Area	Governance Structure establish by 30 June 2019		0	0	0	1	20
	Economic Development and Planning	Director: Economic Development and Planning	Quarterly submit progress report to risk official on progress made with risks	Number of reports submitted	New KPI	1	1	1	1	2
TOTAL										80

COMPETENCIES

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



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

Competency	Definition	Weight
LEADING COMPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67

