

## **RUSTENBURG LOCAL MUNICIPALITY**



## **PERFORMANCE AGREEMENT**

**MADE AND ENTERED INTO BY AND BETWEEN:**

**THE RUSTENBURG LOCAL MUNICIPALITY  
REPRESENTED BY**

**Mr. Sello Victor Makona**

in his capacity as the **Municipal Manager** of  
**Rustenburg Local Municipality**  
(the "Employer")

And

**Mr. Pule Mahapela**

in her capacity as the **Acting Director: Corporate Support Services**  
of  
**Rustenburg Local Municipality**  
(the "Employee")

(Collectively referred to as the "Parties")

**FOR THE PERIOD 01 JULY 2022 – 30 JUNE 2023**

**Performance Agreement for Acting Director: Corporate Support Services  
for the period 01 July 2022 – 30 June 2023**

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**Performance Agreement for Acting Director: Corporate Support Services  
for the period 01 July 2022 – 30 June 2023**

## PERFORMANCE AGREEMENT

### ENTERED INTO BY AND BETWEEN:

The Rustenburg local Municipality represented by **Mr. Sello Victor Makona** in his capacity as Municipal Manager (hereinafter referred to as the Employer or Supervisor)

and

**Mr. Pule Mahapela** in his capacity as the Acting Director: Corporate Support Services (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") for a period not exceeding three (3) months. 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) and 57(5) of the Systems Act.
- 1.5. In the agreement the following terms will have the meaning ascribed thereto:
  - a) **this agreement-** means the performance agreement between the Employer and Employee and the Annexures thereto;
  - b) **the Municipal Manager-** means the Municipal Manager of the Rustenburg Local Municipality appointed in terms Section 54A of the Local Government Municipal Systems Act;
  - c) **the Employee-** means the manager appointed in terms of Section 57 of the Systems Act;
  - d) **the Employer-** means Rustenburg Local Municipality; and
  - e) **the Parties-** means the Employer and Employee.

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**Performance Agreement for Acting Director: Corporate Support Services  
for the period 01 July 2022 – 30 June 2023**

## 2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

- 2.1. comply with the provisions of Section 57(1) (b), (4A) and (5) of the Systems Act as well as the Contract of Employment 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 Budget and Implementation Plan (SDBIP) and the budget of the municipality.
- 2.3. specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4. monitor and measure performance against set targeted outputs;
- 2.5. use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for employment and/or to assess whether the Employee has met the performance expectations applicable to his job;
- 2.6. appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and
- 2.7. give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

## 3. COMMENCEMENT AND DURATION

- 3.1. Notwithstanding the date of signature hereto, this Agreement will commence on the **01 July 2022 – 30 June 2023** 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.
- 3.2. This Agreement will terminate on the termination of the Employee's contract of employment for any reason.
- 3.3. If at any stage 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 must by mutual agreement between the parties, immediately be revised.

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## 4. PERFORMANCE OBJECTIVES

- 4.1. The Performance Plan (Annexure A) sets out-
  - a) the performance objectives and targets that must be met by the Employee; and
  - b) 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, Budget and Service Delivery, Budget and Implementation Plan of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
- 4.3. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.
- 4.4. The Employee's performance will in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

## 5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality.
- 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 Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5. The criteria upon which the performance of the employee must be assessed consist of two components, both of which must be contained in the performance agreement. 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. Each area of assessment will be weighted and will contribute a specific part to the total score. 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 or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are

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linked to the KPA's, which constitute 80% of the overall assessment result as per the weightings agreed to between the employer and employee.

KEY PERFORMANCE AREAS	WEIGHTING
Basic Service Delivery	0
Local Economic Development	0
Municipal Financial Viability	15
Municipal Institutional Development and Transformation	40
Good Governance and Public Participation	45
Spatial Rationale	0
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.

## 6. COMPETENCY FRAMEWORK

- 6.1. A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:
- a) Critical leading competencies that drive the strategic intent and direction of local government;
  - b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
  - c) The eight Batho Pele principles.
- 6.2. The competency framework consists of **six leading competencies** which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.
- 6.3. The competency framework further involves **six core competencies** that act as drivers to ensure that the leading competencies are executed at an optimal level.
- 6.4. Competency Framework Structure
- 6.4.1. The competencies that appear in the competency framework are detailed below:

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CRITICAL LEADING COMPETENCIES		
Six (6) Leading Competencies	Twenty (20) driving competencies	Weight
Strategic Direction and Leadership	<ul style="list-style-type: none"> <li>• Impact and Influence</li> <li>• Institutional Performance Management</li> <li>• Strategic Planning and Management</li> <li>• Organisational Awareness</li> </ul>	10%
People Management	<ul style="list-style-type: none"> <li>• Human Capital Planning and Development</li> <li>• Diversity Management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>	10%
Program and Project Management	<ul style="list-style-type: none"> <li>• Program and Project Planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>	5%
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>	5%
Change Management	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and Evaluation</li> </ul>	10%
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>	10%
SIX (6) CORE COMPETENCIES		
Moral Competence		5%
Planning and Organising		10%
Analysis and Innovation		5%
Knowledge and Information Management		10%
Communication		10%
Results and Quality Focus		10%
<b>Total</b>		<b>100%</b>

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## 7. PERFORMANCE ASSESSMENT

- 7.1. The Performance Plan (Annexure A) to this Agreement sets out
- 7.1.1. The standards and procedures for evaluating the Employee's performance; and
- 7.1.2. The intervals for the evaluation of the Employee's performance;
- 7.2. 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;
- 7.3. 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;
- 7.4. The **Employee's** performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** IDP.
- 7.5. The Annual performance appraisal will involve:
- 7.5.1. 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) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5-point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance for appropriate rating
  - c) The assessment of the performance of the Employee is therefore based on the following rating scale for KPIs and subsequent Leading Competencies and Core Competencies:

Level	Rating	Terminology	Description
	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 al others throughout the year
3		Fully Effective	Performance fully meets the standards expected in all areas of the job.

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			The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Agreements 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 performances criteria and indicators as specified in the Performance Agreements 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 Performance Agreements 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.

- d) The Employee will submit her self-evaluation to the Employer prior to the formal assessment with the Panel;  
and
- e) An overall score will be calculated based on the total of the individual scores calculated above.

**7.5.2. Assessment of the Leading Competencies and Core Competencies:**

- a) There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.
- b) All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.
- c) The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession and planning, and promotion.

**7.5.3. Achievement Levels**

**7.5.3.1.** The achievement levels indicated in the table below serves as a benchmark for the appointments, succession planning and development interventions.

**7.5.3.2.** Individuals falling within the Basic range are deemed unsuitable for the role of senior manager, and caution should be applied in promoting and appointing such persons.

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7.5.3.3. Individuals that operate in the Superior range are deemed highly competent and demonstrate an exceptional level of practical knowledge, attitude and quality. These individuals should be considered for higher positions and should be earmarked for leadership programs and succession planning.

Achievement Levels	Description
Basic 1	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
Competent 2	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
Advanced 3	Develops and applies complex concepts, methods and understanding. Effectively directs and leads group and executes in-depth analyses
Superior 4	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.

#### 7.6. Performance Assessment Panel

7.6.1. For purpose of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established:

- a) Municipal Manager;
- b) Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a Performance Audit Committee
- c) Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.
- d) Municipal Manager from another municipality; and
- e) The Manager responsible for Human Resources of the municipality must provide Secretariat services to the evaluation panels.

## 8. SCHEDULE FOR PERFORMANCE REVIEWS

8.1. The performance of each employee in relation to his/her performance agreement must be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

- 1<sup>st</sup> quarter: Not later than end of the third week of October 2022.  
2<sup>nd</sup> quarter: Not later than end of the fourth week of January 2022.  
3<sup>rd</sup> quarter: Not later than end of the third week of April 2022.

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4<sup>th</sup> quarter: Not later than end of third week of July 2023.

Annual : Not later than end of 1<sup>st</sup> week of August 2023.

- 8.2. The Employer shall keep a record of the mid-year review and annual assessment meetings
- 8.3. Performance feedback must be based on the Employer's assessment of the Employee's performance.
- 8.4. The Employer will be entitled to review and make reasonable changes to the provisions of **Annexure A** from time to time for operational reasons on agreement between both parties.
- 8.5. The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended on agreement with both parties.

## 9. DEVELOPMENTAL REQUIREMENTS

- 9.1. The Personal Development Plan (PDP) for addressing developmental gaps must form part of the performance agreement. be affected by the amendment.

## 10. OBLIGATION OF THE EMPLOYER

- 10.1. The Employer must –
  - a) Create an enabling environment to facilitate effective performance by the employee;
  - b) Provide access to skills development and capacity building opportunities;
  - c) Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
  - d) 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
  - e) 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.

## 11. CONSULTATION

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

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- a) A direct effect on the performance of any of the Employee's functions;
  - b) Commit the Employee to implement or to give effect to a decision made by the Employer; and
  - c) A substantial financial effect on the Employer.
- 11.2. The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 11.1 above, as soon as is practicable to enable the Employee to take any necessary action without delay.

## 12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1. The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 12.2. A performance bonus of 5% to 14% of the all-inclusive annual remuneration package shall be payable to the Employee in recognition of performance, in determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator.

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

No	Final Score	Per cent Performance Bonus
	Below 130%	0%
1	130.0%	5.0%
2	131.0% -135.0%	6.0%
3	136.0% -140.0%	7.0%
4	141.0% - 145.0%	8.0%
5	146.0% - 149.0%	9.0%
6	150.0% -154.0%	10.0%
7	155.0% - 159.0%	11.0%
8	160.0% - 164.0%	12.0%
9	165.0% - 169.0%	13.0%
10	Above 169%	14.0%

12.3. In the case of unacceptable and/or poor performance, the Employer shall –

- a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and
- b) after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

### 13. DISPUTE RESOLUTION

13.1. Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or salary increment in the agreement, must be mediated by –

- a) In the case of the municipal manager, the MEC for Local Government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC. whose decision shall be final and binding on both parties.

13.2. Any disputes about the outcome of the employee's performance evaluation, must be mediated by –

- a) 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), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

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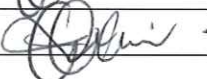
**14. GENERAL**

- 14.1. The contents of this performance agreement must be made available to the public by the Employer;
- 14.2. Nothing in this agreement diminishes the obligation, duties or accountabilities of the Employee in terms of his or her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

**15. SIGNATORIES**

Signed at RUSTENBURG on this 15 day of July 2022

**AS WITNESSES:**


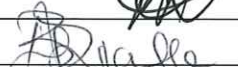
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**MR. PULE MAHAPELA  
ACTING DIRECTOR: CORPORATE SUPPORT SERVICES**

Signed at RUSTENBURG on this 15 day of July 2022

**AS WITNESSES:**

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**MR. SELLO VICTOR MAKONA  
MUNICIPAL MANAGER**

*S.V.M.*



# **RUSTENBURG LOCAL MUNICIPALITY**



## **ANNEXURE A**

### **PERFORMANCE PLAN**

#### **FOR**

**Mr. Pule Mahapela**

**Acting Director: Corporate Support Services**

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## 1. BACKGROUND

This Plan defines the council's expectations of the Acting Director: Corporate Support Services in accordance with the director's performance agreement to which this document is attached. Section 57(5) of the Municipal System Act and the Performance Regulations gazette in Notice No 805, published on 1 August 2006, which provides the performance objectives and targets must be on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined by the Municipal Manager (as representative of Council).

There are 5 parts to this plan

1. A statement about the purpose of the position;
2. Performance review procedure;
3. Technical Scorecard detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates;
4. Competency Requirements; and
5. Consolidated scorecard (Performance Assessment Calculator).

## 2. DURATION AND CONDITIONS

- 2.1. The period of this **Performance Plan** is from 01 July 2022 to 30 June 2023.
- 2.2. There are no pre-and/or current Employment conditions attached to this Performance Plan

Signed and accepted by the **Acting Director: Corporate Support Services**.....

Date: 15/07/2022

Signed by the **Municipal Manager** on behalf of Employer: .....

Date: 15/07/2022

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### 3. POSITION PURPOSE

The Acting Director: Corporate Support Services is required to:

- (i) Lead and direct the Directorate through effective strategies to fulfil the objects of local government provided for in the Constitution, 1996 and any other legislative framework that govern the local government;
- (ii) Fostering relationships between the Municipal Council and the administrative arm of the municipality as well other key stakeholders; and
- (iii) Creating an environment that defines the purpose and role of local government to involve people in shaping the future of communities.

As the head of the Directorate of the municipality, the Director is responsible for and performs the following functions:

- (i) Good governance and public participation;
- (ii) Sustainable infrastructure and basic service delivery;
- (iii) Local development;
- (iv) Municipal transformation and organisation development; and
- (v) Municipal financial viability and management.

### 4. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The Municipal Manager may request input from agendas, minutes and "customers" on the Acting Director's performance throughout the review period. This may be done through discussion or by asking "customers" to complete a rating form to submit to the evaluation panel for consideration. Customers are able to comment on the Acting Director's performance since they have worked closely with him/her on some or all aspects of his job.
3. The Acting Director to prepare for quarterly performance evaluation by providing a brief description of achievements, including the reference to evidence, supporting documentation, (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA) score card below). Achievement to be reported on cumulatively).
4. The Acting Director to provide a rating for himself/herself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The Acting Director and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e give the Acting Director scores and allow him/her time to consider them before final agreement. In the event of disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The evaluation panel to provide ratings of the Acting director's performance against agreed objectives as a result of portfolio of evidence and/or comments and customer input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.

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8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the Acting Director will be based on the following rating scale for KPA's:

Terminology	Description	Rating Level
Outstanding Performance	Performance far exceeds the standard expected of the Director at this level. The appraisal indicates that the Director has achieved above fully effective results against all performance criteria and indicators are specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year	5
Performance Significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Director has achieved all others through the year	4
Fully Effective	Performance fully meets the standards expected in the job. The appraisal indicates that the Director has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
Performance not fully Effective	Performance is below the standard required for the job. Performance meets some of the standards expected for the job. The review/assessment indicates that the Director has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan	2
Unacceptable Performance	Performance does not meet the standard for the job. The review/assessment indicates that the Director has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The Director has failed to demonstrate the commitment or ability to bring the performance up to the level of expected in the job despite management efforts to encourage improvement.	1

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the Director on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Municipal Manager and Director to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The Municipal Manager and Director to set new objectives, targets, performance indicators, weighting and dates etc. for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance gazetted in Notice No 805, Published on 1 August 2006.

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## 5. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION.

The integrated Development Plan (IDP) 2019/2020 of the Rustenburg Local municipality is aligned to the prescribed National Key Performance Areas, viz:

- 1) Basic Service delivery and Infrastructure Development;
- 2) Local Economic Development;
- 3) Municipal Financial Viability and Management;
- 4) Good Governance and Public Participation;
- 5) Municipal Institutional Development and Transformation;
- 6) Spatial Rational.

All Directorates within the Organisation are accountable for the successful of fulfilment of the IDP's specific programmes as espoused under each of the above National Key Performance Areas.



## 6. KEY PERFORMANCE AREA SCORECARD

### Quarterly Projections Of Service Delivery Targets And Performance Indicators

#### 6.1 Key Performance Area (KPA 1): Municipal Transformation and Institutional Development

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KP I No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/2023 Annual Target	Annual Budget 2022/23 R'000	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
7. MUNICIPAL STRATEGIC OBJECTIVE: 6.2 Maintain service delivery standards														
GOAL 8: An Efficient, Effective and Well-Governed City	Enhancement of ICT Governance	Institutional	1		5	Number of Disaster Recovery Site tests conducted by 30 June 2023	Recovery Test Certificates  Test Report	3x Disaster recovery site tests conducted	4	R3.5M	1	1	1	1
GOAL 8: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal Wide	2		5	Number of reports on implementation of organizational Council resolutions submitted by June 2023	Agenda, Minutes of Council and Council Resolution Register/Report Submitted to Council	4x Council resolutions on the updated implementation of Council resolutions Schedule	4	R0.00	1	1	1	1
STRATEGIC OBJECTIVE: 6.1 Achieve operational efficiency														
GOAL 8: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Institutional	3		5	Number of formal performance review sessions with each direct reportees by 30 June 2023	Unit Managers' Signed Performance Agreement  Attendance registers	4 x formal review sessions	4	R0.00	1	1	1	1

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Key Focus Area	Strategies	Area/Locality (Ward/Area)	KP I No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/2023 Annual Target	Annual Budget 2022/23 R'000	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
							Minutes of assessment meetings							
GOAL 8: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Institutional	4		5	Percentage (%) of Directorates risk mitigated by 30 June 2023	Operational Risk and Strategic Risk Register and Mitigation Reports verified and signed by Risk Officer	4x Operational Risk Report	90%	R0.00	90%	90%	90%	90%
GOAL 8: An Efficient, Effective and Well-Governed City	Strengthen internal controls and environment	Institutional	5		4	Percentage (%) of implementation of PAAP by 30 June 2023	2021/2022 PAAP register signed off by BTO	90%	90%	R0.00	90%	90%	90%	90%
GOAL 8: An Efficient, Effective and Well-Governed City	Sustaining clean administration	Institutional	6		4	Percentage (%) of management and monitoring of contracts by 30 June 2023	Directorate contract register 8x Minutes of SLA Meetings each with Service Providers and Attendance register	100%	100%	R0.00	100 %	100 %	100%	100%
6.2 Municipal Strategic Objective: Maintain service delivery standards														
GOAL 8: An Efficient, Effective and Well-Governed City	Ensure Optimal and Integrated Systems	Institutional	7		4	Percentage of budgeted vacant positions filled within 3 months of filling of vacancy form being approved in 2022/23	Quarterly Recruitment Report signed off by the Director	10% of the budgeted positions filled	50% of the budgeted positions filled	R0.00	0%	25%	0%	25%

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Key Focus Area	Strategies	Area/Locality (Ward/Area)	KP I No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/2023 Annual Target	Annual Budget 2022/23 R'000	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
Governed City							Approved list of post to be advertised and draft advert. Certified list of appointees by the HR Manager.							
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	Institutional	8		4	Percentage of disciplinary cases finalise within six months	Notice of disciplinary hearing, Calendar of Hearings and Attendance Register	60%	90%	R0.00	90%	90%	90%	90%
GOAL 8: An Efficient, Effective and Well-Governed City	Drive optimal municipal institutional development, transformation and capacity building	Institutional	9		4	Date of submission of a complete 2023/24 procurement plan to BTO for consolidation by 31 March 2023	Directorate Procurement Plan	New	31 March 2023	R0.00	-		31 march 2023	-
GOAL 8: An Efficient, Effective and Well-Governed City	Drive optimal municipal institutional development, transformation and capacity building	Institutional	10		4	Date of submission of all specifications for 2023/2024 projects/programmes to BID specification committee by 30 April 2023	BID Documents for each project	New	30 April 2023	R0.00	-	-	-	30 April 2023
WEIGHTING					44									

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## 4.2 Key Performance Area (KPA 2): Good Governance and Public Participation

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/2023 Annual Target	Annual Budget 2022/23 R'000	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
5.1 Municipal Strategic Objective: Promote good governance and public participation														
GOAL 8: An Efficient, Effective and Well-Governed City	Enhancement of ICT Governance	Institutional	11		5	Number of ICT Steering Committee meeting Convened by 30 June 2023	Agenda of ICT Steering Committee meeting, Minutes and Attendance Register	2 x ICT Steering Committee meeting Convened	4	R0,00	1	1	1	1
GOAL 8: An Efficient, Effective and Well-Governed City	Sustaining clean administration		12		4	Percentage (%) of Council Resolutions responded to per quarter	Updated Council Resolution Register signed by Director: Corporate Support Services	80%	80%	R0.00	80%	80%	80%	80%
GOAL 8: An Efficient, Effective and Well-Governed City	Ensure functionality	Institutional	13		4	Number of Local Labour Forum (LLF) meetings facilitated by 30 June 2023	Agenda of LLF meeting issued	2 x LLF meetings facilitated	6	R0.00	2	1	2	1
GOAL 7: A vibrant, creative and innovative city	Ensure Optimal and integrated Systems	Institutional	14		5	Number of IT Policies reviewed by 30 June 2023	Agenda of Council Minutes and Policies	4x Revised 2021/2022 Policies	5	R0.00	-	2	3	-
GOAL 8: An Efficient, Effective and Well-	Strengthen internal control and environment	Institutional	15		5	Number of HR Policies reviewed by 30 June 2023	Agenda of Council Minutes and Policies	3x Revised 2021/22 Policies	8	R0,00	0	3	3	2

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Key Focus Area	Strategies	Area/Localality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/2023 Annual Target	Annual Budget 2022/23 R'000	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
Governed City														
GOAL 8: An Efficient, Effective and Well-Governed City	Strengthen internal control and environment	Institutional	16		5	Number of OHS Policies reviewed by 30 June 2023	Agenda of Council Minutes and Policies	Revised 2021/22 Policies	5	R0.00	0	3	2	0
5.3 STRATEGIC OBJECTIVE: Promote collaborative solutions														
GOAL 8: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal Wide	17		4	Number of employment equity (EE) reports submitted to the Department of Labour by 15 January 2023	Proof of electronic submission of the EE Report	1x EE Report submission to the Department of Labour in January 2022	1	R0.00	-	-	1	-
GOAL 8: An Efficient, Effective and Well-Governed City	Strengthen internal controls and environment	Institutional	18		4	Number of records disposal applications submitted to the North West Provincial Archives and Records Services by 30 June 2023	Records disposal application to the North West Provincial Archives and Records Services, signed off by Director	1x Records Disposal application submitted to the North West Provincial Archives and Records Services	1	R0.00	-	-	1	-
WEIGHTING					36									

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## 4.3 Key Performance Area (KPA 3): Municipal Financial Viability and Management

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/23 Annual Target	Annual Budget 2021/22	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
1.3 Municipal Strategic Objective: Implement integrated capital funding model														
GOAL 8: An Efficient, Effective and Well-Governed City	Expenditure on allocated capital budget	Directorate	19		5	Percentage of the municipality's capital budget spent by 30 June 2023	Certified BTO Spreadsheet		95%	R15M	25%	50%	75%	95%
1.1 STRATEGIC OBJECTIVE: Enhance Revenue/ Promote Financial sustainability														
GOAL 8: An Efficient, Effective and Well-Governed City	Expenditure on allocated Operational Budget	Directorate	20		5	Percentage expenditure on the Directorate's approved operational budget by 30 June 2023	Certified BTO Spreadsheet		95%	R9089677 3.5510	25%	50%	75%	95%
GOAL 8: An Efficient, Effective and Well-Governed City	Expenditure on allocated Overtime budget	Directorate	21		5	Percentage expenditure on overtime not exceeding approved budget by 30 June 2023	Certified BTO Spreadsheet	0%	0%	R388 176	0%	0%	0%	0%
GOAL 7: A vibrant, creative and	Knowledgeable, innovative	Municipal Wide	22		5	Percentage of the municipality's budget spent on	Training Expenditure Report	7.58%	95%	R3m	20%	40%	60%	95%

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Key Focus Area	Strategies	Area/Local ity (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2021/2022	2022/23 Annual Target	Annual Budget 2021/22	2022/2023 Performance Per Quarter			
											Q1	Q2	Q3	Q4
innovative city	and productive Personnel					training of personnel by June 2023								
WEIGHTING														
GRAND TOTAL														

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## COMPETENCY REQUIREMENTS

## 7. Competency Description: CORE MANAGERIAL COMPETENCIES

Cluster	Leading Competencies	Weight
Competency Name	Strategic Direction and Leadership	
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent</li> <li>Display in-depth knowledge and understanding of strategic planning</li> <li>Align strategy and goals across all functional areas</li> <li>Actively define performance measures to monitor the progress and effectiveness of the institution</li> <li>Consistently challenge strategic plans to ensure relevance</li> <li>Understand institutional structures and political factors, and the consequences of actions</li> <li>Empower others to follow strategic direction and deal with complex situations</li> <li>Guide the institution through complex and ambiguous concern</li> <li>Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances</li> </ul>		10

Cluster	Leading Competencies	Weight
Competency Name	People Management	compulsory
Competency Definition	Effectively manage, inspire and encourage people, optimize talent and build nature relationships in order to achieve institutional objectives	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions</li> <li>Recognize and reward effective and desired behavior</li> <li>Provide mentoring and guidance to others in order to increase personal effectiveness</li> <li>Identify development and learning needs within the team</li> <li>Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism</li> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team</li> <li>Achieve agreement or consensus in adversarial environments</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives</li> </ul>		10

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Cluster	Leading Competencies	Weight
Competency Name	Program and Project Management	
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals</li> <li>Apply effective risk management strategies through impact assessment and resource requirements</li> <li>Modify project scope and budget when required without compromising the quality and objectives of the project</li> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in</li> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results</li> <li>Monitor policy implementation and apply procedures to manage risks</li> </ul>		5

Cluster	Leading Competencies	Weight
Competency Name	Financial Management	compulsory
Competency Definition	Able to compile, and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility</li> <li>Prepare budgets that are aligned to the strategic objectives of the institution</li> <li>Address complex budgeting and financial management concerns</li> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices</li> <li>Advise on policies and procedures regarding asset control</li> <li>Promote National Treasury's regulatory framework for Financial Management</li> </ul>		5

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Cluster	Leading Competencies	Weight
Competency Name	Change Leadership	
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community	
	<b>ACHIEVEMENT LEVELS - ADVANCED</b>	
	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders</li> <li>Secure buy-in and sponsorship for change initiatives</li> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness</li> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change</li> <li>Take the lead in impactful change programs</li> <li>Benchmark change interventions against best change practices</li> <li>Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation</li> <li>Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation</li> </ul>	10

Cluster	Leading Competencies	Weight
Competency Name	Governance Leadership	
Competency Definition	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships	
	<b>ACHIEVEMENT LEVELS - ADVANCED</b>	
	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers</li> <li>Identify, analyses and measure risk, create valid risk forecast, and map risk profiles</li> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives</li> <li>Demonstrate a thorough understanding of risk retention plans</li> <li>Identify an implement comprehensive risk management systems and processes</li> <li>Implement and monitor and formulation of policies, identify and analyses constraints and challenges with implementations and provide recommendations for improvement</li> </ul>	10

## a. Competency Description: CORE OCCUPATIONAL COMPETENCIES

Cluster	Core Competencies	Weight
Competency Name	Moral Competence	
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviors that reflects moral competence	
	ACHIEVEMENT LEVELS - ADVANCED	
	<ul style="list-style-type: none"> <li>Identify, develop, and apply measures of self-correction</li> <li>Able to gain trust and respect through aligning actions with commitments</li> <li>Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders</li> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations</li> <li>Take an active stance against corruption and dishonesty when noted</li> <li>Actively promote the value of the institution to internal and external stakeholders</li> <li>Able to work in unity with a team and not seek personal gain</li> <li>Apply universal moral principles consistently to achieve moral decisions</li> </ul>	5

Cluster	Core Competencies	Weight
Competency Name	Planning and Organising	
Competency Definition	Able to plan, priorities and organize information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	
	ACHIEVEMENT LEVELS - ADVANCED	
	<ul style="list-style-type: none"> <li>Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation</li> <li>Identify in advance stages and actions to complete tasks and projects</li> <li>Schedule realistic timelines, objectives and milestones for tasks and projects</li> <li>Produce clear, detailed and comprehensive plans to achieve institutional objectives</li> <li>Identify possible risk factors and design and implement appropriate contingency plans</li> <li>Adapt plans considering changing circumstances</li> <li>Priorities tasks and projects according to their relevant urgency and importance</li> </ul>	10

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Cluster	Core Competencies	Weight
Competency Name	Analysis and Innovation	
Competency Definition	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques</li> <li>Engage with appropriate individuals in analysing and resolving complex problems</li> <li>Identify solutions on various areas in the institution</li> <li>Formulate and implement new ideas throughout the institution</li> <li>Able to gain approval and buy in for proposed interventions from relevant stakeholders</li> <li>Identify trends and best practices in process and service delivery and propose institutional application</li> <li>Continuously engage in research to identify client needs</li> </ul>		5

Cluster	Core Competencies	Weight
Competency Name	Knowledge and Information Management	
Competency Definition	Able to Promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	
ACHIEVEMENT LEVELS - ADVANCED		
<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems</li> <li>Develop standards and processes to meet future knowledge management needs</li> <li>Share and promote best-practice knowledge management across various institutions</li> <li>Establish accurate measures and monitoring systems for knowledge and information management</li> <li>Create a culture conducive of learning and knowledge sharing</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches</li> </ul>		10

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Cluster	Core Competencies	Weight
Competency Name	Communication	
Competency Definition	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome	
ACHIEVEMENT LEVELS - ADVANCED		
	<ul style="list-style-type: none"> <li>Effectively communicate high-risk and sensitive matters to relevant stakeholders</li> <li>Develop a well-defined communication strategy</li> <li>Valance political perspectives with institutional needs when communicating viewpoints on complex issues</li> <li>Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles</li> <li>Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution</li> <li>Able to communicate with the media with high levels of moral competence and discipline</li> </ul>	10

Cluster	Core Competencies	Weight
Competency Name	Results and Quality Focus	
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards, Further, to actively monitor and measure results and quality against identified objectives	
ACHIEVEMENT LEVELS - ADVANCED		
	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards</li> <li>Follow task and projects through to completion</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations</li> <li>Maintain a focus on quality outputs when placed under pressure</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution</li> </ul>	10

## 7.1 CONSOLIDATED SCORESHEET (PERFORMANCE ASSESSMENT CALCULATOR): DIRECTOR

In terms of Regulations 805 of 2006, the Employee will be scored on a ratio of 80% for Key Performance Areas (KPAs) and 20% for Core Competency Requirements (CCRs). It is also required that the KPAs relevant to the Employees Functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPAs. It is also necessary to allocate weighting amongst KPI's and Projects where applicable. A Summary of total weightings are indicated below.

Key Performance Areas (KPAs)	KPA Weightings	Assess Weightings	Weighted Score	Panel Score
Basic Service and Infrastructure Development	0			
Municipal Institutional Development and Transformation	44			
Local Economic Development (LED)	0			
Municipal Financial Viability and Management	50			
Good Governance and Public Participation	36			
Spatial Rationale	0			
<b>Total KPAs = (KPAs Weighted Score/100%) x 80%</b>	<b>100</b>			
<b>Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%</b>	<b>100</b>			
<b>TOTAL WEIGHTED SCORE (KPAs + CCRs)</b>				
<b>TOTAL WEIGHTED SCORE CONVERTED TO % = (TOTAL WEIGHTED SCORE/3) x 100%</b>				

***N.B. The consolidated Performance Evaluation Results will be attached separately in the assessment report for the incumbent.***

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## ANNEXURE B

### PERSONAL DEVELOPMENT PLAN AFTER THE PERFORMANCE REVIEWS

After concluding the performance reviews for the Director, the outcome of the performance reviews influences the Personal Development Plan. The personal growth and the development needs identified during the performance review session must be documented in the revised Personal Development Plan to accommodate the new needs as identified during the performance review discussions. The new Personal Development Plan shall amongst others include the actions agreed to and the implementation must take place within the set time frames. Below is the Personal Development Action Plan.

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Mode of Delivery	Suggested Time Frames	Support Person

### SIGNATURES

SIGNED AND ACCEPTED ON BEHALF OF THE EMPLOYER	SIGNED AND ACCEPTED BY THE EMPLOYEE
NAME: MR. S.V. MAKONA	NAME: MR. P. MAHAPELA
SIGNATURE: 	SIGNATURE: 
DATE: 15/07/2022	DATE: 15 July 2022.

*MMAS*