Performance Agreement for the Municipal Manager for the period 01 July 2018 – 30 June 2019

RUSTENBURG LOCAL MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE RUSTENBURG LOCAL MUNICIPALITY REPRESENTED BY

Mpho Elias Khunou
in his capacity as the **Executive Mayor** of
Rustenburg Local Municipality
(the "Employer")

and

Nqobile Siyabonga Sithole
in her capacity as the **Municipal Manager** of
Rustenburg Local Municipality
(the "Employee")

(Collectively referred to as the "Parties")

FOR THE PERIOD 01 JULY 2018 – 30 JUNE 2019

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Performance Agreement for the Municipal Manager for the period 01 July 2018 – 30 June 2019

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Performance Agreement for the Municipal Manager for the period 01 July 2018 – 30 June 2019

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Rustenburg local Municipality represented by **Mpho Elias Khunou** in his capacity as Executive Mayor (hereinafter referred to as the Employer or Supervisor)

and

Nqobile Siyabonga Sithole in her capacity as the Municipal Manager (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 ending **30 March 2022** 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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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 Amended Agreement will commence on the **01 July 2018 to 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.

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.

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.

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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 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	34
Local Economic Development	6
Municipal Financial Viability	22
Municipal Institutional Development and Transformation	8
Good Governance and Public Participation	22
Spatial Rationale	8
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.

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6.4. Competency Framework Structure

6.4.1. The competencies that appear in the competency framework are detailed below:

CRITICAL LEADING COMPETENCIES		
Six (6) Leading Competencies	**Twenty (20) driving competencies**	**Weight**
Strategic Direction and Leadership	• Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness	15
People Management	• Human Capital Planning and Development • Diversity Management • Employee Relations Management • Negotiation and Dispute Management	10
Program and Project Management	• Program and Project Planning and Implementation • Service Delivery Management • Program and Project Monitoring and Evaluation	10
Financial Management	• Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring	20
Change Management	• Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and Evaluation	5
Governance Leadership	• Policy Formulation • Risk and Compliance Management • Cooperative Governance	10
SIX (6) CORE COMPETENCIES		
Moral Competence		5
Planning and Organising		5
Analysis and Innovation		5
Knowledge and Information Management		5
Communication		5
Results and Quality Focus		5
Total		**100%**

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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:

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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. 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.

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 municipal manager, an evaluation panel constituted of the following persons must be established:

a) Executive Mayor or Mayor
b) Chairperson of the Performance Audit Committee (PAC) or the Audit Committee (AC) in the absence of a Performance Audit Committee

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c) Member of the Mayoral or Executive Committee or in respect of a plenary type municipality, another member of Council.

d) Mayor/ Municipal Manager from another municipality; and

e) Member of a Ward Committee as nominated by the Executive Mayor

f) The Manager responsible for human resources of the municipality must provide secretariat 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:

1st quarter: Not later than end of the second week of October.
2nd quarter: Not later than end of the first week of January.
3rd quarter: Not later than end of the second week of April.
4th quarter and annual review: First week of August

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.

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;

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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 –

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 municipal manager, the MEC for local government in the province within thirty days (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC

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 30th day of July **2018**

AS WITNESSES:

1. _____
2. _____

_____

MS NQOBILE SIYABONGA SITHOLE
MUNICIPAL MANAGER

Signed at RUSTENBURG on this 30th day of July **2018**

AS WITNESSES:

1. _____
2. _____

_____

CLLR MPHO ELIAS KHUNOU

EXECUTIVE MAYOR

RUSTENBURG LOCAL MUNICIPALITY

ANNEXURE A

PERFORMANCE PLAN

FOR

Ms. NS Sithole

Municipal Manager

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1. BACKGROUND

This Plan defines the council's expectations of the Municipal Manager (MM) in accordance with the municipal manager'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 Mayor (as represented of Council).

There are of 6 parts to this plan:

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

2. DURATION AND CONDITIONS

2.1. The period of this **Performance Plan** is from 01 July 2018 to 30 June 2019.

2.2. There are no pre-and/or current Employment conditions attached to this Amended Performance Plan

Signed and accepted by the **Municipal Manager** (MM): ..... Date: 30/07/2018

Signed by the **Executive Mayor** on behalf of Council: ..... Date: 30/7/2018

3. POSITIION PURPOSE

The Municipal Manager is required to:

(i) Lead and direct the administration of the Municipality 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 administration and accounting officer of the municipality, the Municipal Manager 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 Mayor may request input from agendas, minutes and "customers" on the Municipal Manger'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 people who are able to comment on the Municipal Manager's performance since they have worked closely with him on some or all aspects of his job.
3. The Municipal Manager 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 Municipal Manager to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The Municipal Manger 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 Municipal Manager scores and allow him 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 Municipal Manger'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

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 Municipal Manager 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 MM at this level. The appraisal indicates that the MM 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 MM has achieved all others through the year	4
Fully Effective	Performance fully meets the standards expected in the job. The appraisal indicates that the MM 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 MM 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 MM has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The MM 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 Municipal Manager on all Competencies will be based on the rating scale as reflected in section 4 of the performance plan.
12. The Mayor and Municipal Manager to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The mayor and Municipal Manager 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.

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

The integrated Development Plan (IDP) 2017/2018 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 Rationale

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

6.1. Municipal Transformation and Institutional Development

Key Focus Area/Goal	Strategies	Weight	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: Drive optimal municipal institutional development, transformation and capacity building													
Municipal Strategic Objective: Develop and implement integrated internal systems and processes													
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	0.5	DCSS 1	1	Number of ICT Governance Policy Framework developed and/or reviewed by 30 June 2019	Council resolution ICT Governance Policy Framework	Draft ICT Governance Policy Framework	1 x ICT Governance Policy Framework developed and/or reviewed	R000				1 x ICT Governance Policy Framework developed and/or reviewed
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	0.5	DCSS 2	2	Number of Functional IT Steering Committee held by 30 June 2019	Minutes and Terms of reference	0	≥4 Functional IT Steering Committee	R000	1 x Functional IT Steering Committee	1 x Functional IT Steering Committee	1 x Functional IT Steering Committee	1 x Functional IT Steering Committee
Municipal Strategic Objective: Develop, implement and review internal policies and procedures on regular basis													

Key Focus Area/Goal	Strategies	Weight	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 9: An Efficient, Effective and Well-Governed City	Strengthen internal controls and environment	1	DCSS 3	3	Number of HR policies developed and/or reviewed and submitted to Council for approval by 30 June 2019	Revised policies accompanied by Council Resolution	10	10	R000				10x Draft HR Policies tabled before Council for Approval
Municipal Strategic Objective: Establish and inculcate a service delivery culture													
GOAL 9: An Efficient, Effective and Well-Governed City	Inculcate performance and quality Management culture	1	DCSS 4	4	Number of Functional Local Labour Forum (LLF) by 30 June 2019	Minutes and Attendance register	4	4	R000	1	1	1	1
Municipal Strategic Objective: Establish quality management processes in the delivery of all services													
GOAL 11: City of sustainable and efficient resource management	Environmental well-being	0.5	DCSS 5	5	Compliance rate (in %) of the Municipality to the OHS Act and OHS Policy by 30 June 2019	Section 16.2 appointment Letters Appointment of SHE Reps letters Attendance Registers and inspection reports Scheduled awareness programmes	OHS Act	≥80%					≥80%

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Key Focus Area/Goal	Strategies	Weight	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Municipal Strategic Objective: Develop and implement internal capability model (institutional core and critical competencies, scarce skills, maintenance skills) that enhance institutional and external stakeholders' development communities and institutional capability													
GOAL 7: A vibrant, creative and innovative city	Knowledgeable, innovative and productive Personnel	1	DCSS 6	6	Number of Workplace Skills Plan developed and submitted for approval by 30 June 2019	Approved workplace skills plan	Approved WSDP	1 x Workplace Skills Plan					1 x Workplace Skills Plan %
Municipal Strategic Objective: Review, realign and implement organizational structure to support the vision and objectives													
GOAL 7: A vibrant, creative and innovative city	Enhance the Institutional efficiency through Organizational configuration	1	DCSS 7	7	Number of Organizational Structures reviewed and submitted to Council for approval by 30 May 2019	Approved 2018/2019 Organizational Structure and Council Resolution	Approved 2013/2014 Organizational Structure	1 x Organizational Structure approved by Municipal Council				1 x Draft Organizational Structure canvassed through LLF	1 x Approved Organizational Structure
	Enhance the Institutional efficiency through Organizational configuration	0.5	OMM 1	8	Number of Senior Managers (S56/57) Positions filled by 30 June 2019	Appointment letters and Council Resolution	6/9	9/9					9/9
	Enhance the Institutional efficiency through Organizational configuration	1	OMM 2	9	Number of Delegation Framework developed and/or reviewed in line with the Council requirements by 30 June 2019	Reviewed Delegation Framework Council Resolution	Approved Delegation Framework	1 x Delegation Framework developed and/or reviewed in line with the Council requirements					1 x Delegation Framework developed and/or reviewed in line with the Council requirements
Municipal Strategic Objective: Development of an institutional integrated human resources capability that enhances institutional competence													

Key Focus Area/Goal	Strategies	Weight	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 7: A vibrant, creative and innovative city	Enhanced capability of the City to efficiently fulfill its developmental mandate	1	DCSS 8	10	Number of Integrated Human Resource Development Strategy developed and submitted to Council by 30 June 2019	Approved Integrated Human Resource Development Strategy	Different HR Policies in place	1 x Integrated Human Resource Development Strategy					1x Integrated Human Resource Development Strategy
TOTAL WEIGHTING FOR KPA		8											

6.2. Good Governance and Public Participation

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: UPHOLD GOOD GOVERNANCE PUBLIC PARTICIPATION PRINCIPLES													
Municipal Strategic Objective: Drive Good Governance and Legislative compliance in all Municipal processes													
GOAL 9: An Efficient, Effective and Well-Governed City	Promoting an ethical, Accountable & transparent Sound Political Leadership and Administration	1	OMM 3	11	Number of Unqualified Audit Outcome attained for the 2018/19 Audit Year	AG Report	Qualified Audit Outcome for 2016/17 and the Audit Outcome for the 2017/18 Audit Year	1 x Unqualified Audit Outcome attained	R12 million	Submission of information required for the 2017/18 Audit year	Fully address audit queries on the submitted information within the agreed timeframes	2017/18 Unqualified Audit Outcome and adoption of the Post Audit Action Plan (PAAP)	≥80% implementation of the PAAP
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure and efficient, effective, accountable and transparent Governance Culture	1	OMM 4	12	Number of 2017/18 Annual Report compiled and tabled to Council for adoption by 31 January 2019	Annual Report Council Resolution	2016/17 Annual Report compiled and tabled to Council on the 31st January 2018	1 x 2017/18 Annual Report compiled. tabled to and approved by the Municipal Council	R000	Draft 2017/18 Annual Report (AR) and Draft 2017/19 Annual Performance Report (APR)		1 x 2017/18 Draft Annual Report compiled and tabled Council for adoption (January 2019) and approval (March 2019)	
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure and efficient, effective, accountable and transparent Governance Culture	1	OMM 5	13	Number of Oversight Reports on 2017/18 Annual Report compiled and tabled to Council for approval by 31 March 2019	Oversight Report Council Resolution	Oversight Report for the 2016/17 Annual Report Tabled before Council on the 27 March 2018	1 X Oversight Report on 2017/18 Annual Report	R000			1 X Oversight Report on 2017/18 Annual Report	

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure inclusive and participatory Integrated Planning	1	OMM 6	14	Number of the 2019/20 IDP/Budget/PMS Process Plans compiled and submitted to Council for approval by 31 July 2018	IDP/Budget/ PMS Process Plan Council Resolution	Approved 2018/19 IDP/Budget/PMS Process Plan	1 x 2019/20 IDP/Budget/PMS Review Process Plan approved	R000	1 x 2019/20 IDP/Budget/PMS Process Plan	Reporting on 2019/20 IDP/Budget/PMS Process Plan implementation progress	Reporting on 2019/20 IDP/Budget/PMS Process Plan implementation progress	Reporting on 2019/20 IDP/Budget/PMS Process Plan implementation progress
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure inclusive and participatory Integrated Planning	1	OMM 7	15	Number of 2019/20 IDP reviewed and submitted to Council for approval by 30 May 2019	Reviewed IDP 2019/20 Council Resolution	2018/19 IDP revised, approved and implemented	1 x 2019/20 IDP	R700 000	Submission of the 2019/20 IDP Review process	Collating of prioritized needs	Draft 2019/20 IDP submitted to Council	Final 2019/20 IDP submitted to Council
GOAL 9: An Efficient, Effective and Well-Governed City	Inclusive and participatory Integrated Planning	1	OMM 8	16	Number of 2019/20 Service Delivery and Budget Implementation Plan (SDBIP) by 30 June 2019	Approved SDBIP 2019/20	2018/19 SDBIP developed, approved by the EM and implemented Suring the 2018/19 FY	1 x 2019/20 SDBIP approved by the Executive Mayor	R000			2019/20 Draft SDBIP as part of the Draft 2019/20 IDP	1 x 2019/20 SDBIP approved by the Executive Mayor
GOAL 9: An Efficient, Effective and Well-Governed City	Inclusive and participatory Integrated Planning	1	OMM 9	17	Number of Quarterly performance reports submitted to Council for noting by 30 June 2019	Copies of 2018/19 Q1, Q2, Q3 & Q4 Performance Reports	Quarterly performance reports for the 2017/18 Financial Year	Performanc4 Quarterly e Reports	R000	Submission of the 2017/18 4th Quarter Report to Council for adoption	Submission of the 2018/19 1sr Quarter Performance Report	Submission of the 2018/19 2nd Quarter Performance Report	Submission of the 2018/19 3rd Quarter Performance Report

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 9: An Efficient, Effective and Well-Governed City	Inclusive and participatory Integrated Planning	1	OMM 10	18	Number of Performance Assessment conducted by 30 June 2019	Copies of the Performance Assessment reports with signed attendance registers	3 performance assessment conducted	2 x Informa performance assessment conducted and 2 x formal performance assessments conducted	R000	2017/18 Annual Performance Assessment for MM and Directors - **Formal**	2018/19 1st Quarter Performance Assessments - Informal	2018/19 2nd Quarter Performance Assessments), id-year assessment) - **Formal**	2018/19 3rd Quarter Performance Assessments - Informal
GOAL 9: An Efficient, Effective and Well-Governed City	Inculcate a culture of quality performance	1	OMM 11	19	Number of 2019/20 Performance Management Policy Framework compiled and/or reviewed and submitted to Council for approval by 30 June 2018	2019/20 PMS Policy Framework Council Resolution	2018/19 reviewed Performance Management Policy Framework in pace	1 x 2019/20 Performance Management Policy Framework revised and approved by Council	R000				**1 x 2018/20 PMS Policy Framework revised and submitted to Council for approval**
GOAL 9: An Efficient, Effective and Well-Governed City	Inculcate a culture of quality performance	1	OMM 12	20	Number of levels to which PMS is cascaded by 30 June 2019	Quarterly Reports on cascading of PMS; Signed Performance Plans for Levels 2 – 4	PMS implemented consistently at levels 0 and 1	PMS cascaded to Levels 2 - 4	R000	Performance Plans for all Personnel at Levels 2 – 5 developed and implemented	1st Quarter 2018/19 Performance Assessments for Levels 2 - 4	2nd Quarter 2018/19 Performance Assessments for Levels 2 - 4	3rd Quarter 2018/19 Performance Assessments for Levels 2 - 4
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	1	DCSS 9	21	Number of notices prepared and distributed for Council Meetings by 30 June 2019	Set of Minutes for Council meetings	4 Ordinary Council meetings and 4 Special Council Meetings held	4	R000	1	1	1	1

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	1	DCSS 10	22	Number of notices prepared and issued for all the Council Committees sittings as per the approved Year Planner by 30 June 2019	Minutes of committee meeting	All the Committees of Council had their meetings as scheduled with attendance Councilor rate of above 75%	7	R000	7	7	7	7
GOAL 9: An Efficient, Effective and Well-Governed City	Enhanced relationship between the City and its Communities	1	OMM 13	23	Number of Good Governance Surveys conducted by 30 March 2019	Good Governance Survey Report	New KPI	1 x Good Governance Surveys conducted	R000				1 x Good Governance Surveys conducted
GOAL 9: An Efficient, Effective and Well-Governed City	Enhanced relationship between the City and Consumers of its Services	1	OMM 14	24	Number of Community Satisfaction Surveys conducted by 30 June 2019	Community Satisfaction Survey Report	New KPI	2 x Community Satisfaction Surveys conducted	R000		1 x Community Satisfaction Survey conducted		1 x Community Satisfaction Survey conducted
GOAL 9: An Efficient, Effective and Well-Governed City	Enhance impacts of the City's interventions	1	OMM 15	25	Number of Social Impact Studies conducted on various Municipal Interventions by 30 June 2019	Social Impact Study Report	New KPI	8 x Social Impact Studies conducted on various Municipal Interventions	R000	2 x Social Impact Studies conducted on various Municipal Interventions	2 x Social Impact Studies conducted on various Municipal Interventions	2 x Social Impact Studies conducted on various Municipal Interventions	2 x Social Impact Studies conducted on various Municipal Interventions

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 9: An Efficient, Effective and Well-Governed City	Enhance impacts of the City's interventions	1	OMM 16	26	Number of Monitoring & Evaluation (M & E) Annual Programme developed and implemented by 30 June 2019	M& E Annual Programme	2017/18 M & E Annual Programme	1 x M & E Annual Programme	R000	Implementation of the M & E Annual Programme	Implementation of the M & E Annual Programme	Implementation of the M & E Annual Programme	1 x M & E Annual Programme
GOAL 9: An Efficient, Effective and Well-Governed City	Promoting a culture of ethical, Accountable & transparent Sound Political Leadership and Admin.	1	DCSS 11	27	Number of levels with employees having signed declaration of interest by30 June 2019	Signed declarations	100%	5 Levels have signed Declaration of Interest (Level 0 – 4)	R000				5 Levels have signed Declaration of Interest (Level 0 – 4)
Municipal Strategic Objective: Promote public participation and partnerships with stakeholders on municipal programmes;													
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	1	OMM 17	28	Number of Public Participation Strategies developed and submitted to Council for approval by 30 September 2018	Public Participation Strategy Council Resolution	Public Participation Structures in place	1 x Public Participation Strategy approved	R000	1 x Public Participation Strategy approved	1st Report on Functionality of Public Participation Structures	2nd Report on Functionality of Public Participation Structures	3rd Report on Functionality of Public Participation Structures
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	1	OMM 18	29	Number of Communications Strategies developed and/or Reviewed, tabled to Council for Approval and implemented by	Communication Strategy Council Resolution	Draft Strategy and Policy in place	1 x Communication Strategy, reviewed, approved and implemented	R000	1 x Communication Strategy tabled to Council for Approval	Implementation of the Communication Strategy	Implementation of the Communication Strategy	Implementation of the Communication Strategy

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
					30 September 2018								
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	1	OMM 19	30	Number of Stakeholder engagements on Municipal-wide Integrated planning held by 30 June 2019	Attendance Register Notice of Meetings	Stakeholders engagement structures established.	4 x Stakeholder engagements on Municipal-wide Integrated planning conducted	R000	1 x Stakeholder engagements on Municipal-wide Integrated planning conducted	1 x Stakeholder engagements on Municipal-wide Integrated planning conducted	1 x Stakeholder engagements on Municipal-wide Integrated planning conducted	1 x Stakeholder engagements on Municipal-wide Integrated planning conducted
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure efficient and accountable Governance	0.5	OMM 20	31	Percentage implementation of Council Resolutions by 30 June 2019	Council resolution	70%	≥75% implementation of Council Resolutions	R000	≥20% of Council Resolutions implemented	≥40% of Council Resolutions implemented	≥60% of Council Resolutions implemented	≥75% of Council Resolutions implemented
GOAL 9: An Efficient, Effective and Well-Governed City	Efficient and effective Internal Audit and Risk Management Functions	0.5	OMM 21	32	Number of the Audit Committee/Performance Audit Committee by 30 June 2019	Copies of the Notice of meeting Attendance register	100 Functional Audit/Performance Audit Committee Dysfunctional Risk Management Committee	≥4 Audit/Performance Audit Committee meetings convened	R000	1 x Audit/Performance Audit Committee meetings convened	1 x Audit/Performance Audit Committee meetings convened	1 x Audit/Performance Audit Committee meetings convened	1 x Audit/Performance Audit Committee meetings convened
GOAL 9: An Efficient, Effective and Well-Governed City	Efficient and effective Internal Audit and Risk Management Functions	0.5		33	Number of the Risk Management Committee convened by 30 June 2019	Copies of the Notice of meeting Attendance register	0	≥4 Risk Management Committee convened	R000	1 x Risk Management Committee convened	1 x Risk Management Committee convened	1 x Risk Management Committee convened	1 x Risk Management Committee convened
GOAL 9: An Efficient,	Ensure the accountabilit	0.5	OMM 23	34	Number of Wards	Notice of meeting	Ward Committee	12 x 45 Wards Committees	R000	3 x 45 Wards Committees	3 x 45 Wards Committees	3 x 45 Wards Committees	3 x 45 Wards Committees

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter19			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Effective and Well-Governed City	y of Government trough effective oversight and built viable participatory process. To Promote Good Governance and Community Participation				Committees having successfully held their monthly meetings by 30 June 2019	Attendance registers	structures were established, and every ward are fully functional as expected	consistently held their monthly meetings		consistently held their monthly meetings	consistently held their monthly meetings	consistently held their monthly meetings	consistently held their monthly meetings
		0.5	OMM 24	35	Number of Wards Committees having successfully held their Quarterly Ward meetings by 30 June 2019	Copies of the Notice of meeting Attendance register	Ward Committee structures were established, and every ward are fully functional as expected	45 Wards Committees consistently held their Quarterly Ward meetings	R000	45 Wards Committees consistently held their Quarterly Ward meetings	45 Wards Committees consistently held their Quarterly Ward meetings	45 Wards Committees consistently held their Quarterly Ward meetings	45 Wards Committees consistently held their Quarterly Ward meetings
Municipal Strategic Objective: Establish and maintain strong partnerships with local (mining) industries to oversee social responsibility programmes, job creation and local economic development													
GOAL 5: A New Post Mining World City	Rustenburg towards a Metropolitan Municipality	0.5	OMM 25	36	Number of Roadmap to a Metro Studies conducted by 30 June 2019	Report on Rustenburg Roadmap to a Metropolitan Municipality	New KPI	1 x Report on Rustenburg Roadmap to a Metropolitan Municipality					1 x Report on Rustenburg Roadmap to a Metropolitan Municipality
TOTAL WEIGHTING FOR KPA		22											

6.3. Municipal Financial Viability and Management

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: Ensure a sustainable municipal financial viability and management													
Municipal Strategic Objective: Develop and implement integrated financial management systems to support municipal programmes and ensure internal financial sustainability													
GOAL 11: City of sustainable and efficient resource management	Implementation of mSCOA compliant financial management system	1	BTO 1	37	Number of the mSCOA implementation plans developed by 31 July 2018	MSCOA quarterly report	N/A - The implementation project is on hold. Reverting back to the old financial management system while resolving mSCOA system challenges	1 x mSCOA implementation plan developed		1 x mSCOA implementation plan developed			
GOAL 11: City of sustainable and efficient resource management	Appointment of Service Provider for Traffic Contravention Management System	1	BTO 2	38	Collection rate (in %) of traffic fines by 30 June 2019	BTO Spreadsheet	R4m	≥95% (R11m)	R1000 000	≥25% (R2.75m)	≥50% (R5.50m)	≥75% (R8,25m)	≥95% (R11m)
GOAL 11: City of sustainable and efficient resource management	Revenue collection	1	DPS 1	39	Collection rate (in %) of licensing and testing revenue by 30 June 2019	BTO Spreadsheet	R30m	≥95% (R35m)	R000	≥25% (R8,75m)	≥50% (R17,500m)	≥75% (R26.25m)	≥95% (R35m)
Municipal Strategic Objective: Implement revenue management strategy to enhance municipal financial viability and sustainability Implement sound and sustainable													

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 11: City of sustainable and efficient resource management	Revenue Enhancement	1	BTO 3	40	Number of valuation rolls completed by 30 June 2019	Valuation roll	The BAC resolved that the tender should be re-advertised.	1 x valuation rolls completed	8 million				1 x valuation rolls completed
GOAL 11: City of sustainable and efficient resource management	Ensure optimal provisioning of Library infrastructure and equipment	1	DCD 1	41	Expenditure Rate (in %) on libraries conditional grants	BTO Spreadsheet	10%	100%	R 2. 120M	0	greater or equal to 40%	greater or equal to 50%	100%
GOAL 11: City of sustainable and efficient resource management	Revenue Enhancement	1	BTO 4	42	Percentage of Meter Readings performed to ensure complete and accurate billing by 30 June 2019	Meter readers report	There is currently a 70% meter reading rate.	≥90% meter reading on a monthly basis	R4 Million	≥90%	≥90%	≥90%	≥90% meter reading on a monthly basis
GOAL 11: City of sustainable and efficient resource management	Revenue Enhancement	1	BTO 5	43	Increase in number of indigents registered to earn free basic services	Indigent register	Currently there are 5000 registered indigents	30 000 registered indigents	R1 million	8000 registered indigents	14 000 Registered indigents	22 000 Registered Indigents	30 000 Registered indigents
Improved service delivery through provision of	Revenue generation	1	DPHS 1	44	Rand value of revenue generated through rental leases	BTO Spreadsheet	New	R2.5m	-	R0.5m	R1m	R1.5m	R2.5

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
high quality, reliable and cost-effective infrastructure based on integrated spatial planning					by 30 June 2019								
	Revenue generation	1	DPHS 2	45	Number of campaigns conducted to Improve awareness to the Land Use Management Scheme by 30 June 2019	External Notice of meeting (newspaper clip) and attendance register	New	10 x Campaigns in 10 wards	R2,5m	2	5	7	10
Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Revenue generation	1	DPHS 3	46	Rand value for land use amendment applications and building plans submitted by 30 June 2019	BTO Spreadsheet	1 388 405	≥R1 388 405	-	≥200 000	≥R500 000	≥R900 000	≥R1388 405
Municipal Strategic Objective: Implement sound and sustainable financial management and compliance controls													
GOAL 11: City of sustainable and efficient resource management	Review of budget related policies to ensure that all policies are relevant,	1	BTO 6	47	Number of budget related policies developed and/or reviewed by 30 June 2019	Budget policies	The budget related policies are currently being reviewed in conjunction with the compilation	15 x Budget related Policies developed and/or reviewed and approved by Council	No additional costs	N/A	N/A	15 x Draft Budget related Policies developed and/or reviewed and	15 x Budget related Policies developed and/or reviewed and approved by Council

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
	in compliance with legislation and beneficial to the financial health of the municipality.						of the 2018/19 budget					adopted by Council	
GOAL 11: City of sustainable and efficient resource management	Roll out of Standard Operating Procedures	1	BTO 7	48	Number of Standard Operating Procedures *SOPs) rolled out by 30 September 2018	Standard operating procedures	The SOPs are in the process of being compiled in accordance with National Treasury Guidelines for all the financial cycles.	5 x SOP's to be implemented and monitored	R2, 8 million to be included in the labour budget.	5 SOP's to be implemented and monitored	Implementation to be monitored	Implementation to be monitored	Implementation to be monitored
GOAL 11: City of sustainable and efficient resource management	Compliance with Supply Chain Management laws and regulations.	1	BTO 8	49	Compliance rate (in %) to the provisions of MFMA Section 32 processes of dealing with irregular expenditure by 30 June 2019	BTO Spreadsheet		≥95% compliance rate with MFMA Section 32	R000	≥25% compliance rate with MFMA Section 32	≥50% compliance rate with MFMA Section 32	≥75% compliance rate with MFMA Section 32	≥95% compliance rate with MFMA Section 32
GOAL 11: City of sustainable and efficient resource management	Payment of creditors within the statutory timelines.	1	BTO 9	50	Number of day taken to pay Creditors by 30 June 2019	BTO Spreadsheet		All Creditors paid within 30 Days of receipt of accurate and authentic invoices	R000	All Creditors paid within 30 Days of receipt of accurate and authentic invoices	All Creditors paid within 30 Days of receipt of accurate and authentic invoices	All Creditors paid within 30 Days of receipt of accurate and authentic invoices	All Creditors paid within 30 Days of receipt of accurate and authentic invoices

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 11: City of sustainable and efficient resource management	Maintaining sustainable revenue collection	1	BTO 10	51	Debtors collection rate (in %) by 30 June 2019	BTO Spreadsheet	82%	≥95%	R000	≥25%	≥60%	≥75%	≥95%
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	1	BTO 11	52	Maintain a current ratio above 1.5: 1	BTO Spreadsheet	0,92	1:5:1	R000	1:5:1	1:5:1	1:5:1	1:5:1
Municipal Strategic Objective: Develop and implement an integrated municipal core projects' funding and acquisition model aligned with funding institutions' terms and conditions													
GOAL 11: City of sustainable and efficient resource management	Financial Sustainability	1	BTO 12	53	Percentage of Operational budget spend on repairs and maintenance by 30 June 2019	BTO Spreadsheet	3%	8%	325 303 297,09	5%	6%	7%	8%
GOAL 11: City of sustainable and efficient resource management	Financial Sustainability	1	BTO 13	54	Maintaining a debt coverage ratio of 100 times.	BTO Spreadsheet	50	100	R000	100	100	100	100
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	1	BTO 14	55	Percentage expenditure on Municipal-wide internally funded Capital Budget by 30 June 2019	BTO Spreadsheet	40%	≥95%	R717 M	≥25%	≥50%	≥75%	≥95%

MC
MP

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	1	BTO 15	56	Number of Section 71 reports compiled and submitted to Council on Monthly basis by 30 June 2019	Section 71 reports Council resolution	Submissions have been made, however not timeously.	1	R000	≥2	≥5	≥8	≥11
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	0.5	BTO 16	57	Number of MFMA Section 72 reports compiled and submitted to the EM, PT, NT and AGSA by 25 January 2019	Section 72 reports Council resolution	Submissions have been made in compliance with requirements.	1 x MFMA Section 72 reports compiled and submitted to the EM, PT, NT and AGSA	R000	N/A	N/A	1 x MFMA Section 72 reports compiled and submitted to the EM, PT, NT and AGSA	N/A
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	0.5	BTO 17	58	Number 2017/18 Annual Financial Statements (AFS) submitted to AGSA by 31 August 2018	Annual Financial Statement AG Acknowledgement receipt	Submissions have been made in compliance with requirements.	1 x A Set of consolidated RLM's 2017/18 Annual Financial Statements (AFS) submitted to AGSA	R000	1 x A Set of consolidated RLM's 2017/18 Annual Financial Statements (AFS) submitted to AGSA	Attend to AGSA queries on the submitted consolidated RLM's 2017/18 Annual Financial Statements (AFS)	Attend to AGSA queries on the submitted consolidated RLM's 2017/18 Annual Financial Statements (AFS)	Attend to AGSA queries on the submitted consolidated RLM's 2017/18 Annual Financial Statements (AFS)
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	0.5	BTO 18	59	Number of 2019/22 MTREF compiled and tabled to Council for approval by 30 May 2019	MTREF Report Council resolution	Approved 2018/21 MTREF	1 x 2019/22 MTREF compiled and tabled to Council for approval	R000	N/A	N/A	1 x Draft 2019/22 MTREF compiled and tabled to Council for adoption	1 x 2019/22 MTREF compiled and tabled to Council for approval

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	0.5	BTO 19	60	Number of Adjustments Budgets prepared and tabled to Council by 28 February 2019	Adjustment budget Council resolution	Approved 2017/19 Budget Adjustment	1 x Adjustments prepared, tabled and approved by Council	R000	N/A	N/A	1 x Adjustments prepared, tabled and approved by Council	N/A
TOTAL WEIGHTING FOR KPA		22											

6.4. Local Economic Development

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: Drive a vibrant diversified economic growth and job creation													
Municipal Strategic Objective: Revive and expedite development of alternative high value adding economic growth sectors - agriculture, manufacturing, transportation services and products Revised Strategic Objective: Develop vibrant and diversified world class local economy through high-value adding economic sectors													
GOAL 5: A NEW POST MINING WORLD CITY	Promote Rustenburg as an investment destination of choice Develop and implement investment and incentive policies to attract and fast track investment Develop investment campaign to promote identified catalytic projects Attract and facilitate investors and developers to identified catalytic projects and investment opportunities	1	LED 1	61	Number of approved catalytic projects facilitated for implementation by 30 June 2019	Service Level agreement / Disposal agreement / Letter of confirmation by investors	Catalytic Committee established Expressions of interest issued for precincts development, education hub and fresh produce market	4 x catalytic projects facilitated for implementation by end of June 2019 (2 x Monnakato Gateway, Fresh Produce Market, 1 x Industrial Project)	R000	-	-	-	4 x catalytic projects facilitated for implementation by end of June 2019 (2 x Monnakato Gateway, Fresh Produce Market, 1 x Industrial Project)
GOAL 5: A NEW POST MINING WORLD CITY	Enhance the investor appetite in the City	1	LED 2	62	Number of investment campaigns conducted by 30 June 2019	Event Attendance Registers or Reports / Publications	Promotional articles done on business publications and expressions	2 x investment campaign achieved	R4m	-	1 investment campaign achieved	-	1 Investment campaign achieved

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
							of interest issued for precinct development and other investment opportunities						
GOAL 6: A SMART, PROSPEROUS CITY	Attract private sector investors to develop the tourism sector Partnerships with key stakeholders to develop and promote Rustenburg as a tourism destination of choice	1	LED 3	63	Number of Rustenburg Flea Market Project constructed by 30 June 2019	Proof of Contractor Appointment / Project Progress Reports	Approved feasibility study. MIG funding approved Flea market to be developed at an alternative site (Visitors Information Centre)	1 x Rustenburg flea market constructed	R15m	Approval for Project Implementation at Visitors Information Centre	Contractor appointed	-	1 x Rustenburg Flea Market Project constructed by 30 June 2019
GOAL 6: A SMART, PROSPEROUS CITY	Attract private sector investors to develop the tourism sector Partnerships with key stakeholders to develop and promote Rustenburg as a tourism destination of choice	1	LED 4	64	Number of Tourism Activities Facilitated by 30 June 2019	Event Attendance Registers or Reports / Publications / Proof of Appointment	New KPI	≥4 x Tourism Activity facilitated	R4m	≥1 Tourism Activity Facilitated	≥1 Tourism Activity Facilitated	≥1 Tourism Activity Facilitated	≥1 Tourism Activity Facilitated
Municipal Strategic Objective: Build and support broad-based black economic empowerment and sustainable Small, Medium and Micro Enterprises (SMMEs) business development Revised Strategic Objective: Support Broad Based Black Economic Empowerment through the development of sustainable Small Medium and Micro Enterprises													

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
GOAL 6: A SMART, PROSPEROUS CITY	Revised Strategies: Establish local contractor panel with CIDB levels 1 to 4 to implement 30% local content Partnership with National Department of Public Works to implement Vuk'uphile programme to benefit 20 local learner contractors Partnership with Small Business Development to develop informal trading stalls in approved areas	0.5	LED 5	65	Number of SMMEs and Cooperatives Assisted with Business Development Support Interventions by 30 June 2019	Event Attendance Registers or Report / Survey or Stakeholder Reports / SMME Portal Reports	New (Consolidated KPI)	200 x SMMEs and Cooperatives Assisted with Business Development Support Interventions	R000	50 x SMMEs and Cooperatives Assisted with Business Development Support Interventions	50 x SMMEs and Cooperatives Assisted with Business Development Support Interventions	50 x SMMEs and Cooperatives Assisted with Business Development Support Interventions	50 x SMMEs and Cooperatives Assisted with Business Development Support Interventions
GOAL 6: A SMART, PROSPEROUS CITY	Revised Strategies: Establish local contractor panel with CIDB levels 1 to 4 to implement 30% local content. Partnership with National Department of Public Works to implement Vuk'uphile programme to benefit 20 local learner contractors Partnership with Small Business Development to develop informal	0.5	LED 6	66	Number of jobs created through SMME & Cooperatives Development, Tourism, Agriculture, Industrial, and, Infrastructure Projects	List of Employed People with Identity Numbers	New KPI (revised and consolidated)	≥500 of jobs created through SMME & Cooperatives Development, Tourism, Agriculture, Industrial, and, Infrastructure Projects	R000	-	-	-	≥500 of jobs created through SMME & Cooperatives Development, Tourism, Agriculture, Industrial, and, Infrastructure Projects

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
	trading stalls in approved areas												
Municipal Strategic Objective: Create an enabling environment for the attraction, retention and expansion of foreign and local investments Strategic Objective Replaced: Establish and maintain effective stakeholder relations in support of local economic development programmes													
GOAL 6: A SMART, PROSPEROUS CITY	Partnerships with key stakeholders to support development of local small businesses)	0.5	LED 7	67	Number of Partnership Agreements Facilitated for Local Economic Development by 30 June 2019	MOU / MOA / SLAs	Council resolution on 3 partnership agreements (ACSA, ABSA, National Department of Public Works)	2 x Partnership Agreements Facilitated for Local Economic Development	R000	-	-	-	2 x Partnership Agreements Facilitated for Local Economic Development
5. MUNICIPAL STRATEGIC PRIORITY: Transform and maintain a vibrant and sustainable rural development													
Municipal Strategic Objective: Provide conductive environment for rural economic development through sustainable SMME's mentoring Revised Strategic Objective: Create a conducive local business environment that supports rural economic development													
GOAL 6: A SMART, PROSPEROUS CITY	Attract private sector investors to develop the agriculture sector Partnerships with Mines and other private sector stakeholders to resuscitate failing agricultural projects	0.5	LED 8	68	Number of Agricultural Projects Supported Through the Agricultural Support Programme by 30 June 2019	Approval letter / Letter of Confirmation / Projects Reports / Disposal Agreement	Marikana Agri-hub Business Plan Developed	5 x Agricultural Projects Supported Through the Agricultural Support Programme	R15m	-	-	-	5 x Agricultural Projects Supported Through the Agricultural Support Programme
TOTAL WEIGHTING FOR KPA		6											

6.5. Basic Services and Infrastructure Development

6.5.1. Infrastructure Services

Key Focus Area/Goal	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: Develop and sustain a spatial, natural and built environment													
Municipal Strategic Objective: Accelerated delivery and maintenance of quality basic and essential services to all Communities													
WATER SERVICES													
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Provision for water supply and increase the revenue base	1	DTIS 1	69	% of Households with access to basic water by 31 March 2019	Report on number households connected	87%	≥90%	MIG allocation	≥88%	≥89%	≥90%	≥90%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce the distribution & Non-revenue water losses	1	DTIS 2	70	% Reduction of Non-Revenue Water by 30 June 2019	Signed Reports on Water Losses by BTO	43%	≤30%	R25,000,000	≤40%	≤37%	≤35%	≤30%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Water Services Infrastructure Planning, Operation & Maintenance (including preventative maintenance)	1	DTIS 3	71	Number of updated Water Services Master Plan by 30 June 2019	Water Services Master Plan	2017/18 Water Infrastructure Master Plan	1 x Water Services Master Plan updated	R4,000,000	Appointment of service provider	Assessment and evaluation	Draft Updated Plans	1 x Updated Water Services Master Plan

Key Focus Area/Goal	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Turning water service profitable and reduction of inefficiencies (Utilizing the Rustenburg Trust)	1	DTIS 4	72	Number of Section 78 conducted to ensure Profitable water & sanitation business unit by 30 June 2019	Final report on Section 78 Process	Non-profitable water business unit	1 x Section 78 conducted to ensure Profitable water & sanitation business unit	R2,000,000	Progress report	Progress report	Progress report	Final section 78 process report
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Implementation of projects and an effective and cost-efficient manner	0.5	OMM 25 PMU	73	Number of WSIG funded projects implemented within timeframes and budget by 30 June 2019	DoRA report Completion certificate	2017/18 WSIG Projects	8 x WSIG funded projects	R65, 000,000				8 x WSIG funded projects
			OMM 26 PMU	74	Number of water infrastructure projects funded by MIG 30 June 2019	DoRA Report , Progress Reports and Completion certificates	2017/2018 MIG Projects	7x water infrastructure projects	R316 432 379				7x water infrastructure projects
SANITATION SERVICES													
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Implementation of projects and an effective and cost-efficient manner	0.5	OMM 27 PMU	75	Number of sanitation infrastructure projects funded by MIG 30 June 2019	DoRA Report , Progress Reports and Completion certificates	2017/2018 MIG Projects	8x sanitation infrastructure projects	R248 013 539				8x sanitation infrastructure projects

Key Focus Area/Goal	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
ELECTRICAL SERVICES													
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Electrification and households' connections	0.5	OMM 27 PMU	76	Number of the electrical infrastructure projects funded by MIG 30 June 2019	Completion certificate List of connections	2017/2018 MIG Projects	8x electrical infrastructure projects	R97 500 000				8x electrical infrastructure projects
	Electrification and households' connections	0.5	DTIS	77	Number of the electrical infrastructure projects funded by DoE 30 June 2019	Completion certificate List of connections	2017/2018 MIG Projects	1 x electrical infrastructure project	R10 700 000				1 x electrical infrastructure project
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Upgrading and Refurbishment of Substations and Bulk feeder lines	0.5	OMM 28 PMU	78	Appointment of service provider for substation and feeder lines Upgraded/Refurbished by 30 June 2019	Progress report on construction Completion certificate	1 x Substation Upgraded	2 (1 x Voltaire; 1x Industries)	R150M	Planning & Designs	1x Appointment of Engineer	Planning & Design	1x Appointment of Contractor
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Implementation of projects and an effective and cost-efficient manner	.05	OMM 29 PMU	79	Number of INEP funded projects implemented within timeframes and budget by 30 June 2019	Completion certificate	2017/18 INEP Projects	3x INEP funded projects	R10.5m				3x INEP funded projects

Key Focus Area/Goal	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Explore alternative energy sources (e.g. Solar energy and Waste energy systems)	0.5	DTIS 6	80	Number of installed alternative Energy Technology Systems (e.g. Solar Energy Components) by 30 June 2019	Report on No. of installed technology systems	None	2000 x installed alternative Energy Technology Systems	R14,000,000	Appointment of service providers	500 x installed alternative Energy Technology Systems	500 x installed alternative Energy Technology Systems	1000 x installed alternative Energy Technology Systems
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Explore alternative energy sources (e.g. Solar energy and Waste energy systems)	0.5	DTIS 7	81	Number of buildings fitted with Energy Efficiency Technology (All Municipal Buildings) by 30 June 2019	Report on no. of fitted energy saving buildings	Mpheni House light have been replaced partially	3 building fitted with energy saving lights	R1,000,000	Appointment of service providers	1 x buildings fitted with Energy Efficiency Technology	1 x buildings fitted with Energy Efficiency Technology	1 x buildings fitted with Energy Efficiency Technology
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Explore alternative energy sources (e.g. Solar energy and Waste energy systems)	0.5	DTIS 8	82	Number of public lights fitted with Energy Efficiency technology (retrodiction) by 30 June 2019	Report on number of energy saving lights	None	600 x public lights fitted with Energy Efficiency technology (retrodiction)	R1,000,000	Procurement of material	200 x public lights fitted with Energy Efficiency technology (retrodiction)	200 x public lights fitted with Energy Efficiency technology (retrodiction)	200 x public lights fitted with Energy Efficiency technology
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce electricity looses	0.5	DTIS 9	83	Number of operations to remove illegal connections by 30 June 2019	Report on operations carried to remove illegal connections	43% losses	4 x operations to remove illegal connections	operational budget	1 x operations to remove illegal connections	1 x operations to remove illegal connections	1 x operations to remove illegal connections	1 x operations to remove illegal connections
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Supervisory Control and data Acquisition (SCADA)	0.5	DTIS 10	84	Number of Regions with established control system by 30 June 2019	Appointment letters of service provider, assessment	None	3 regions	R6,000,000	Appointment of service providers	Assessment Report	Planning & Design	3 regions

Key Focus Area/Goal	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
						report & final designs report							
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Electrical Infrastructure Planning, Operation & Maintenance	0.5	DTIS 11	85	Number of Updated Electrical Infrastructure Master Plans	Updated Electrical Services Master Plan	Outdated Electrical Infrastructure Master Plan	1 x Updated Electrical Infrastructure Master Plan	R4,000,000	Appointment of service providers	Assessment	1 x Draft Electrical Services Master Plans developed and/or reviewed	1 x Electrical Services Master Plans developed and/or reviewed

6.5.2. Roads & Transport, Infrastructure and Community Development

Key Focus Area	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: Develop and sustain a spatial, natural and built environment													
Municipal Strategic Objective: Improve Public Transport Infrastructure & Services													
Goal: An Accessible & Connected City	Completion of integrated public transport infrastructure	1	DPH S 4	86	Number of KMs completed for the integrated public transport system by 31 December 2018	Completion certificate	0	≥3.4kms			≥3.4kms		
Goal: An Accessible & Connected City	Completion of integrated public transport infrastructure	1	DPH S 5	87	Number of Stations completed for the integrated public transport system by 30 June 2019	Progress report on Phase 1	0	8 x Stations completed for the integrated public transport system	R32 000 000				8 x Stations completed for the integrated public transport system
Goal: An Accessible & Connected City	A Sustainable public transport service	1	DPH S 6	88	Number of a 12-year operational and financial plan for the integrated public transport system developed and adopted by 30 June 2019	Interim service agreement	0	1 x 12-year operational and financial plan for the integrated public transport system developed and adopted		Council report on the bus procurement		Final service agreement	1 x 12-year operational and financial plan for the integrated public transport system developed and adopted

Key Focus Area	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Goal: An Accessible & Connected City	Integrated Roads & Storm-water Master Plan	1	DTIS 12	89	Number of integrated Road and storm-water master plan by 31 December 2018	Approved Road and storm-water master plan	CITP	1 x integrated Road and storm-water master plan developed and approved	R500k	-	100% completion of the integrated Road and storm-water master plan	-	-
Goal: An Accessible & Connected City	Quality Road network	1	DTIS 13	90	Kilometres of tarred and gravel roads maintained, rehabilitated and resealed by 30 June 2019	Progress report on construction Completion certificate	Draft roads master plan	40 x KMs of tarred and gravel roads maintained, rehabilitated and resealed	R4m	10 x KMs of tarred and gravel roads maintained, rehabilitated and resealed	10 x KMs of tarred and gravel roads maintained, rehabilitated and resealed	10 x KMs of tarred and gravel roads maintained, rehabilitate d and resealed	10 x KMs of tarred and gravel roads maintained, rehabilitated and resealed
		MUNICIPAL STRATEGIC PRIORITY: DEVELOP AND SUSTAIN A SPATIAL, NATURAL AND BUILT ENVIRONMENT											
		Municipal Strategic Objective: Accelerated delivery and maintenance of quality basic and essential services to all Communities											
Goal 1: Accessible and connected city	Increased access to library services	1	DCD 2	91	Number of wards with access to library services by 30 June 2019	Quarterly reports on library services	27 wards have access (60%)	31 x wards having access to library services	R 200 000	28 x wards having access to library services	29 x wards having access to library services	30 x wards having access to library services	31 x wards having access to library services
Goal 1: Accessible and connected city	Increased access to waste collection services	1	DCD 3	92	Number of formal households provided with a weekly solid waste removal service by 30 June 2019	BTO and DPHS Data Consolidated Weekly schedule	93 264	≥93 264 X households in formal areas with access to refuse removal service	R46 976 540	≥93 264 X households in formal areas with access to refuse removal service	≥93 264 X households in formal areas with access to refuse removal service	≥93 264 X households in formal areas with access to refuse removal service	≥93 264 X households in formal areas with access to refuse removal service

Key Focus Area	Strategies	Weighting	KPI Ref.	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Goal 1: Accessible and connected city	Increased access to waste collection services	1	DCD 4	93	Number of Households in recognized Informal Settlements provided with a weekly solid waste removal service per week by 30 June 2019	Data from BTO	23 271	≥23 271X Households in recognized Informal Settlements provided with a weekly solid waste removal service per week	R000	≥23 271X Households in recognized Informal Settlements provided with a weekly solid waste removal service per week	≥23 271X Households in recognized Informal Settlements provided with a weekly solid waste removal service per week	≥23 271X Households in recognized Informal Settlements provided with a weekly solid waste removal service per week	≥23 271X Households in recognized Informal Settlements provided with a weekly solid waste removal service per week
Municipal Strategic Objective: Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning													
Goal 3: Habitable, clean and green city	High quality Municipal Civil Facilities	1	DCD 5	94	Number of designs for the upgrade of Mpheni precinct finalized by 30 March 2019	Project plan Approved design report	N/A	1 x Designs finalized	R5M	Project plan developed		Designs finalized	
1.1.	**1.2.**	**1.3.** Municipal Strategic Objective: Develop and implement educational/awareness programmes to obtain community in and ownership in the use and protection of community and municipal facilities											
Goal 10: City of Sustainable and Efficient Resource Management	Implementation of environmental, education and awareness programmes	1	DCD 6	95	Number of educational and awareness programmes conducted by 30 June 2019	Attendance register Quarterly report	12	24 x educational and awareness programmes conducted	R30 000	6 x educational and awareness programmes conducted	6 x educational and awareness programmes conducted	6 x educational and awareness programme s conducted	6 x educational and awareness programmes conducted
MUNICIPAL STRATEGIC PRIORITY: Maintain a safe; healthy and socially cohesive environment for all													
Municipal Strategic Objective: Implement quality and improved health and social services to Communities													
Goal 5: City of sustainable	Provision of social amenities in the form of sports facilities,	1	DCD 7	96	Percentage expenditure on Preventative maintenance of	Budget Report	None	≥95% expenditure on preventative maintenance of facilities through	R19.2m	≥25%	≥50%	≥75%	≥95%

and efficient resource management	Cemeteries and Community Halls.				facilities through community partnerships by 30 June 2019			community partnerships					
4.2. Municipal Strategic Objective: Explore and implement alternative eco-friendly and conservation interventions to preserve the environment													
Goal 5: **City of sustainable and efficient resource management**	Implementation of recycling programmes	1	DCD 8	97	Number of recycling drop off facilities within RLM by 30 June 2019	Pictures Drop off and Collection Reports	7	4x drop off facilities	R150 000	1 x drop off facility	1 x drop off facility	1 x drop off facility	1 x drop off facility

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6.5.3. Public Safety

Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
MUNICIPAL STRATEGIC PRIORITY: DEVELOP AND SUSTAIN A SPATIAL, NATURAL AND BUILT ENVIRONMENT													
Municipal Strategic Objective: Accelerated delivery and maintenance of quality basic and essential services to all Communities													
City of smart livable homes	Establish a fully staffed and functional Licensing and Testing in Marikana	1	DPS 2	98	Number of Licensing and Testing Centre Established by 30 June 2019	Quarterly Report	2 x Completed and renovated structure	1 x Licensing and Testing Centre Established	R3m	Resourcing	Operational ization	1 x Licensing and Testing Centre Established	
City of smart livable homes	Establish a fully staffed and functional fire houses in Marikana and Phatsima	1	DPS 3	99	Number of Fire Houses fully operationalized by 30 June 2019	Quarterly progress report	2 fire houses constructed, and provincial government has granted a grant for the purchase of vehicles and equipments	2 x Fire Houses fully operationalized	R3,5m	Purchasing of a fire truck for Phatsima	Quarterly Report	Quarterly Report	2 x Fire Houses fully operationaliz ed
1.4. Municipal Strategic Objective: Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning													
City of smart livable homes	Establish and staff state of the art weigh bridge centre to enhance revenue collection and road safety	1	DPS 4	100	Number of weighbridge established by 30 September 2018	Quarterly progress report	1 weighbridge	1 x weighbridge established	R2,5m	1x Weighbridge established			
City of smart livable homes	Establish truck in services	1	DPS 5	101	Number of truck in-services established by 30 June 2019	Municipal Strategic Objective: Improved service delivery through	New KPI	1 x truck in-services established	R000	Land identification and acquisition	Source funding from mining houses		1 x truck in-services established

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Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
						provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning							
1.5. Municipal Strategic Objective: Develop and implement educational/awareness programmes to obtain community in and ownership in the use and protection of community and municipal facilities													
City of smart livable homes	Encourage community's participation and involvement on issues affecting them	1	DPS 6	102	Number of education and awareness campaigns on crime prevention conducted by 30 June 2019	Attendance register Notices and minutes	Dedicated team established for community education and awareness	40 x education and awareness campaigns conducted	R000	10 x education and awareness campaigns conducted	20 x education and awareness campaigns conducted	30 x education and awareness campaigns conducted	40 x education and awareness campaigns conducted
4.3. Municipal Strategic Objective: Implement integrated community safety and security strategy and measures.													
City of smart livable homes	Review and implement local crime prevention strategy	1	DPS 7	103	Number of crime prevention strategy and plan reviewed by 30 June 2019	Reviewed crime prevention strategy	Strategy and plan in place	1 x crime prevention strategy and plan reviewed	R000	Submit draft plan to council	Public participatio n	Submission to council for approval	1 x crime prevention strategy and plan reviewed
4.4. Municipal Strategic Objective: Implement an integrated by-law enforcement programme													
City of smart livable homes	Crime levels reduction	1	DPS 8	104	Percentage reduction in crime rate by 30 June 2019	Quarterly Report inclusive of crime statistics from SAPS	5%	≤5% reduction in crime rate	R000	≤5% reduction in crime rate	≤5% reduction in crime rate	≤5% reduction in crime rate	≤5% reduction in crime rate
	Evaluation of CPF/CSF	1	DPS 9	105	Number of CPF/ CSF Evaluated by 30 June 2019	Quarterly report	2 Evaluation sessions	4 x CPF/ CSF Evaluated	R000	1 evaluation session	1 evaluation session	1 evaluation session	1 evaluation session
	By-law compliance	1	DPS 10	106	Number of campaigns and operations	List of programs	40 operations	≥40 xcampaigns and	R000	≥10 operations	≥10 operations	≥10 operations	≥10 operations

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Key Focus Area/Goal	Strategies	Weighting	KPI Ref	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline 2017/18	2018/19 Annual Target	Annual Budget 2018/19 R'000	2018/19 Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
					conducted by 30 June 2019	Progress report		operations conducted					
City of smart livable homes	Accident reduction	1	DPS 11	107	Number of road safety campaigns conducted by 30 June 2019	Operational plan Deployment list	40 road safety campaigns	≥40 road safety campaigns conducted	R000	≥10 road safety campaigns	≥10 road safety campaigns	≥10 road safety campaigns	≥10 road safety campaigns
City of smart livable homes	Staffing and training	1	DPS 12	108	Number of submission of court rolls by 30 June 2019	Court Rolls Occurrence Book	Covering Rustenburg and Tlhabane operational magisterial area	≥12 x court rolls	R 000	≥3 court rolls	≥3 court rolls	≥3 court rolls	≥3 court rolls
City of smart livable homes	Putting people first in our services	1	DPS 13	109	Turnaround time (in minutes) in responding to complaints by 30 June 2019	Complaints register		≤5 minutes taken to respond to a complaint	R000	≤5minutes	≤5minutes	≤5minutes	≤5minutes
TOTAL WEIGHTING FOR KPA		34											

6.6 Spatial Rational and Transformation- Develop and Sustain a Spatial, Natural and Built Environment

Strategic Objective	Key Focus Area	Weighting	KPI Ref No	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline	2018/19 Annual Target	Budget 18/19	2018/ Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Enhanced compliance with good governance	2	DPHS 7	110	Number of the Spatial Development Framework reviewed by1 30 March 2019	Reviewed SDF Council Resolution	New	1 x Spatial Development Framework (SDF)reviewed	HDA funding	Phase 2 and 3	Phase 4	1 x Spatial Development Framework (SDF)reviewed	
		2	DPHS 8	111	Number of the Housing Sector Plan reviewed by 30 March 2019	Housing sector Plan Council Resolution	New	1 x Housing Sector Plan reviewed	HDA funding	Progress report	Progress report	1 x Housing Sector Plan reviewed	
	Implementation of precinct plan	1	DPHS 9	112	Number of disposal agreements completed for precinct plans by 30 June 2019.	Disposal agreements	7	3 x disposal agreements completed for precinct plans	R500 000	Progress report	1 x disposal agreements completed for precinct plan	2 x disposal agreements completed for precinct plans	3 x disposal agreements completed for precinct plans
	Implementation of precinct plan	1	DPHS 10	113	Number of land audit conducted	Land audit report	New	1 land audit	R1 m	Progress report	Progress report	Progress report	1 x Land Audit report

Strategic Objective	Key Focus Area	Weighting	KPI Ref No	KPI No.	Key Performance Indicator (KPI)	Portfolio of Evidence	Baseline	2018/19 Annual Target	Budget 18/19	2018/ Performance Targets per Quarter			
										Q1 01 Jul'18-30 Sept'18	Q2 01 Oct'18-31 Dec'18	Q3 01 Jan'19-31 Mar'19	Q4 01 Apr'19-30 Jun'19
Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning	Eradication of housing backlog through provision quality housing	1	DPHS 11	114	Number of surveying concluded to enable township formalization by 30 June 2019	Progress report		1 x surveying concluded to enable township formalization	R4m	Undertake preliminary studies	Detailed technical investigatio n		1 x surveying concluded to enable township formalization
	Improving internal process and systems	1	DPHS 13	115	Procurement of Integrated GIS software license by 30 June 2019	Integrated GIS software license	New	1 x Integrated GIS System	R3m				1 Integrated GIS system
TOTAL WEIGHTING FOR KPA		8											
TOTAL WEIGHTING FOR ALL KPA's		100											

7. COMPETENCY REQUIREMENTS

a. Competency Description: CORE MANAGERIAL COMPETENCIES

Cluster	Leading Competencies			Weight
Competency Name	Strategic Direction and Leadership[1]			15
Competency Definition	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate • Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate a basic understanding of key decision makers	• Give direction to a team in realizing the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop actions plans to execute and guide strategy implementation • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays and awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty an innovation displays a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimize institutional performance management • Uses understanding of competing interests to manoeuvre successfully to a win/win outcome	

Cluster	Leading Competencies			Weight
Competency Name	People Management[2]			10
Competency Definition	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build nature relationships in order to achieve institutional objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Participate in team goal setting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Facilitate team goal-setting and problem solving • Effectively identify capacity requirements to fulfil the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognize and reward effective and desired behaviour • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management	

Cluster	Leading Competencies			Weight
Competency Name	Program and Project Management[3]			5
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			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk managementstrategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Consider and initiate projects that focus on achievement of the long-term objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

Cluster	Leading Competencies			Weight
Competency Name	Financial Management[4]			15
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			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting, and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed an updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting, and forecast processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes	

Cluster	Leading Competencies			Weight
Competency Name	Change Leadership[5]			10
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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local Government	• Perform an analysis of the change, impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effect of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiates	

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Cluster	Leading Competencies			Weight
Competency Name	Governance Leadership[6]			10
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			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimizing risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyses and measure risk, create valid risk, create valid risk forecast, and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify an implement comprehensive risk management systems and processes • Implement and monitor and formulation of policies, identify and analyses constraints and challenges with implementations and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise Local Government on risk management strategies, best practice interventions and compliance management • Able to forge positive relationships on governance level to enhance the effectiveness of Local Government • Able to shape, direct and drive the formulation of policies on a macro level	

b. Competency Description: CORE *OCCUPATIONAL* COMPETENCIES

Cluster	Core Competencies			Weight
Competency Name	Moral Competence[1]			5
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Conduct self in alignment with values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent and activity of corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ides that are congruent with the institution's rules and regulations • Take an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to inernal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable	

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Cluster	Core Competencies			Weight
Competency Name	Planning and Organising[2]			10
Competency Definition	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measure progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities, and assign appropriate resources for successful implementation • Identify in advance stages and actions to complete tasks and projects • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans considering changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiative when developing plans and actions • Able to project and forecast short, medium and long-term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objective	

Cluster	Core Competencies			Weight
Competency Name	Analysis and Innovation[3]			5
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			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem-solving techniques and approaches and provide rationale for recommendation • Demonstrate objectivity, insight, and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions to stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem-solving approaches and techniques • Create an environment conducive to analytical and fact-based problem-solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery, and process optimisation • Plan an active role in sharing best practice solutions and engage in national and international local government seminars and conferences	

Cluster	Core Competencies			Weight
Competency Name	Knowledge and Information Management[4]			5
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			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate date from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing of information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conductive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders	

Cluster	Core Competencies			Weight
Competency Name	Communication[5]			5
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			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the needs of the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes an believes • Adapts communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structures written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Valance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to eternal stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally	

Cluster	Core Competencies			Weight
Competency Name	Results and Quality Focus[6]			5
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			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standards • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high priority actions and does not become distracted by lower-priority activities • Display firm commitment and price in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long-and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact	

8. CONSOLIDATED SCORESHEET (PERFORMANCE ASSESSMENT CALCULATOR): MUNICIPAL MANAGER

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	34			
Municipal Institutional Development and Transformation	8			
Local Economic Development (LED)	6			
Municipal Financial Viability and Management	22			
Good Governance and Public Participation	22			
Spatial Rationale	8			
Total KPAs = (KPAs Weighted Score/100%) x 80%	**100**			
Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%				
TOTAL WEITGHTED SCORE (KPAs + CCRs)				
TOTAL WEITGHTED SCORE CONVERTED TO % = (TOTAL WEIGHTED SCORE/3) x 100%				

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

ANNEXURE B

PERSONAL DEVELOPMENT PLAN AFTER THE PERFORMANCE REVIEWS

After concluding the performance reviews for the Municipal Manager, the outcome of the performance reviews influences the amendment of the Personal Development Action 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 Plan Action Plan.

Skills Performance Gap	Outcomes Expected	Suggested Training / Development	Suggested Mode of Delivery	Suggested Time Frames	Support Person
Conflict Management	*Completion of a short course on Conflict Management*	*Attendance of class*	*Attendance of classes for a week*	*April 2018- June 2019*	*N/A*
Change Management	*Completion of a short course on Change Management*	*Attendance of class*	*Attendance of classes for a week*	*April 2018- June 2019*	*N/A*
Strategic Management	*Completion of a short course on Strategic Management*	*Attendance of class*	*Attendance of classes for a week*	*April 2018- June 2019*	*N/A*

SIGNATURES

SIGNED AND ACCEPTED ON BEHALF OF COUNCIL	SIGNED AND ACCEPTED BY THE EMPLOYEE
NAME: Cllr MPHO. E KHUNOU	**NAME:** Ms. NS SITHOLE
SIGNATURE:	**SIGNATURE:**
DATE: 30/7/2018.	**DATE:** 30/07/2018.