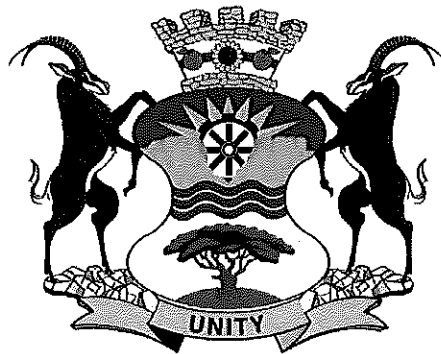


RUSTENBURG LOCAL MUNICIPALITY



ANNEXURE A

PERFORMANCE PLAN

FOR

Mr. E. Komane

Acting Municipal Manager

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Contents

1.	BACKGROUND	3
2.	DURATION AND CONDITIONS	3
3.	POSITION PURPOSE.....	4
4.	PERFORMANCE REVIEW PROCEDURE	4
5.	FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTERGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION.	6
6.	KEY PERFORMANCE AREA SCORECARD	7
6.	COMPETENCY REQUIREMENTS.....	17
7.	CONSOLIDATED SCORESHEET (PERFORMANCE ASSESSMENT CALCULATOR): MUNICIPAL MANAGER.....	29

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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 5 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 2019 to 30 June 2020.

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

Signed and accepted by the **Acting Municipal Manager (AMM)**:

Date: 30th July 2019

Signed by the **Executive Mayor** on behalf of Council:

Date: 30th July 2019

3. POSITION 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

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8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the 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 as 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 INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION.

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

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

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6. KEY PERFORMANCE AREA SCORECARD

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

Key Focus Area	Strategies	Area/ Locality/ Ward	KPI NO.	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter			
									Q1	Q2	Q3	Q4
GOAL 9: An Efficient, Effective and Well-Governed City	Strengthen internal controls and environment	Municipal wide	1	2	Number of HR policies reviewed and submitted to Council for approval	Policies reviewed during 2018/19	30	R000	10	10	10	-
GOAL 7: A vibrant, creative and innovative city	Knowledgeable, innovative and productive Personnel	Municipal wide	2	2	% of the municipality's budget actually spent on implementing its Workplace Skills Plan	Approved WSP	100%	R000	-	-	-	100%
		Municipal wide	3	3	Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with a municipality's approved employment equity plan	Approved EE Plan	13	R000	-	-	-	13
GOAL 7: A vibrant, creative and innovative city	Building a capable Workforce	Municipal wide	4	1	Number of Organizational Structures reviewed and submitted to Council for approval	Reviewed Organizational Structure pending	1 x Organizational Structure reviewed and submitted to Council for approval	R000	-	-	-	1 x Organizational Structure reviewed and submitted to Council for approval
	TOTAL			8								

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

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter				2020/21 Annual Target	2021/22 Annual Target
									Q1	Q2	Q3	Q4		
5.1. Municipal Strategic Objective Drive Good Governance and Legislative compliance in all Municipal processes														
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure and efficient, effective, accountable and transparent Governance Culture	Municipal wide	5	5	Number of 2018/19 Annual Report compiled and tabled to Council for adoption by 31 January 2020	2017/18 Annual Report compiled and tabled to Council	1 x 2018/19 Annual Report compiled and tabled to Council	R000	2018/19 Annual Performance Report and Annual Financial Statements submitted to AGSA	-	2018/19 Draft Annual Report compiled and tabled to Council for adoption	-	2019/20 Annual Report compiled and Tabled to Council for adoption	2020/21 Annual Report compiled and Tabled to Council for adoption
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure inclusive and participatory Integrated Planning	Municipal wide	6	5	Number of 2020/21 IDP reviewed and submitted to Council for approval by 31 May 2020	2019/20 IDP revised, approved and implemented	1 x 2020/21 IDP	R000	Submission of the 2020/21 IDP Review process	Collating of prioritized needs	Draft 2020/21 IDP submitted to Council	Final 2020/21 IDP submitted to Council	2021/22 IDP	-
GOAL 9: An Efficient, Effective and Well-Governed City	Inclusive and participatory Integrated Planning	Municipal wide	7	5	Number of 2019/20 Service Delivery and Budget Implementation Plan (SDBIP) by 30 June 2019	2018/19 SDBIP developed, approved by the EM and implemented during the 2018/19 FY	1 x 2019/20 SDBIP approved by the Executive Mayor	R000	1 x 2019/20 SDBIP approved by the Executive Mayor	-	-	-	2020/21 SDBIP compiled and submitted to the EM for approval	2021/22 SDBIP compiled and submitted to the EM for approval
	TOTAL			15										

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2019/20 ACTING MUNICIPAL MANAGER'S PERFORMANCE PLAN FOR THE PERIOD 01 JULY 2019 – 30 JUNE 2020

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

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Requested Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter				
									Q1	Q2	Q3	Q4	
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	Municipal Wide	8	3	Number of the mSCOA modules implemented	Implementation above 50%	All mSCOA modules implemented as per the Service Level Agreement.		All mSCOA modules implemented as per the Service Level Agreement				
GOAL 11: City of sustainable and efficient resource management	Revenue collection	Municipal Wide	9	3	Percentage collection of revenue billed	82%	85% Percentage collection of revenue billed	R000	85% Percentage collection of revenue billed	85% Percentage collection of revenue billed	85% Percentage collection of revenue billed	85% Percentage collection of revenue billed	85% Percentage collection of revenue billed
Municipal Strategic Objective: Implement revenue management strategy to enhance municipal financial viability and sustainability													
Municipal Strategic Objective: Implement sound and sustainable financial management and compliance controls													
GOAL 11: City of sustainable and efficient resource management	Compliance with Supply Chain Management laws and regulations.	Municipal Wide	10	2	Percentage of 2018/19 irregular expenditure Reduced		Reduction of 2018/19 Irregular Expenditure	R000	-	-	-	-	50% Reduction of Irregular Expenditure - For the year
GOAL 11: City of sustainable and efficient resource management	Sustaining clean administration	Municipal Wide	11	2	Audit opinion expressed by the Auditor General	Qualified audit opinion	Unqualified audit opinion	R12 million	N/A	N/A	N/A	N/A	Unqualified audit opinion
GOAL 11: City of sustainable and efficient resource management	Payment of creditors within the statutory timelines.	Municipal Wide	12	2	Creditors payment within 30 days of signed-off invoices by user Directorate / Unit	The current status quo is 42 Days.	30 Days	R000	Creditors payment within 30 days of signed-off invoices by user Directorate/ Unit	Creditors payment within 30 days of signed-off invoices by user Directorate / Unit	Creditors payment within 30 days of signed-off invoices by user Directorate / Unit	Creditors payment within 30 days of signed-off invoices by user Directorate/ Unit	Creditors payment within 30 days of signed-off invoices by user Directorate/ Unit
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	13	3	Maintain a current ratio above 1.5: 1	0.92	1.6: 1	R000	1.5: 1	1.5: 1	1.6: 1	1.6: 1	1.6: 1

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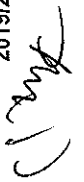
6.4 Key Performance Area (KPA 4): Local Economic Development

Key Focus Area/Goal	Strategies	Area /Locality (Ward/ Area)	KPI No.	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Requested Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter19			
									Q1	Q2	Q3	Q4
MUNICIPAL STRATEGIC PRIORITY: Drive a vibrant diversified economic growth and job creation												
2.1 Municipal Strategic Objective: Revive and expedite development of alternative high value adding economic growth sectors - agriculture, manufacturing, transportation services and products												
2.1 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	Develop investment campaigns for implementation of investment and catalytic projects	All	21	2	Number of catalytic projects facilitated	6 Catalytic Projects facilitated for implementation	3	R1.5m	-	-	-	3
	Partnerships with key stakeholders to develop and promote tourism in Rustenburg	All	22	3	Number of tourism activations facilitated	Rustenburg flea market being developed	4	R1.5m	1 x tourism activity facilitated	1 x tourism activity facilitated	1 x tourism activity facilitated	1 x tourism activity facilitated
2.2. Municipal Strategic Objective: Build and support broad-based black economic empowerment and sustainable Small, Medium and Micro Enterprises (SMMEs) business development												
2.2 Revised Strategic Objective: Support Broad Based Black Economic Empowerment through the development of sustainable Small Medium and Micro Enterprises												
GOAL 6: A SMART, PROSPE ROUS CITY	Partnership with key stakeholders for local contractor development, SMMEs and Cooperatives Business Development Support; and Informal Trading Support	All	23	2	Number of SMMEs and Cooperatives assisted with business development support interventions		250	R1.7m	50 SMMEs and Cooperatives assisted with business development support interventions	75 SMMEs and Cooperatives assisted with business development support interventions	75 SMMEs and Cooperatives assisted with business development support interventions	50 SMMEs and Cooperatives assisted with business development support interventions
			24	2	Number of jobs created through municipality's Local Economic Development initiatives including capital projects	658	600	R000	-	-	-	600
2.3. Municipal Strategic Objective: Create an enabling environment for the attraction, retention and expansion of foreign and local investments												
2.3 Strategic Objective Replaced: Establish and maintain effective stakeholder relations in support of local economic development programmes												
GOAL 6: A SMART, PROSPE ROUS CITY	Partnerships with key stakeholders to support development and implementation of local economic development programmes	All	25	2	Number of partnerships established for Local Economic Development Interventions	3	2	R000				1 partnership established for Local Economic Development Interventions

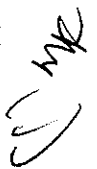
Key Focus Area/Goal	Strategies	Area /Locality (Ward/ Area)	KPI No.	KPI	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Requested Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter19			
									Q1	Q2	Q3	Q4
5. MUNICIPAL STRATEGIC PRIORITY: Transform and maintain a vibrant and sustainable rural development												
Municipal Strategic Objective: Provide conducive environment for rural economic development through sustainable SMME's mentoring												
5.1 Revised Strategic Objective: Create a conducive local business environment that supports rural economic development												
GOAL 6: A SMART, PROSPEROUS CITY	Develop Policy and Programmes to support local agriculture sector development Partnerships with key stakeholders to support development of rural and township economies	All	26	2	Number of agricultural projects supported	-	R3.5m		4	3	10 agricultural projects supported	10 agricultural projects supported
	TOTAL			13								

6.5 Key Performance Area (KPA 5): Basic Services and Infrastructure Development

Key Performance Area (KPI): Basic Services and Infrastructure Development												
Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter			
									Q1	Q2	Q3	Q4
MUNICIPAL STRATEGIC PRIORITY: Develop and sustain a spatial, natural and built environment												
1.1. 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	Infrastructure Maintenance	All wards	27	2	% of operating budget spent on maintenance of infrastructure		95%	R4m	25%	50%	75%	≥95%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Sustainable Service Provision		28	2	% Reduction of reported service interruptions	New KPI (2000)	50%	R000	10%	20%	30%	50%
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Provision for water supply and increase the revenue base	All Wards	29	2	% Households earning less than R3 400 per month with access to free basic services	87%	90%	Equitable Share	88%	89%	90%	-
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the quality of water supplied	All Wards	30	2	% compliance of drinking water quality as per South African National Drinking Standards	100%	100%	R1,902 028	-	-	100% compliance	-
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce the distribution & Non-water revenue losses	All Wards	31	3	% Reduction of Water losses	43%	30%	R 000	40%	37%	35%	30%



Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter			
									Q1	Q2	Q3	Q4
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the Blue Drop status rating	All Wards	32	2	Percentage readiness to comply with Blue Drop Criteria	86%	100%	R000,000	-	-	-	100% readiness
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Improve on the Green Drop status rating	All Wards	33	2	Percentage readiness to comply with Green Drop Criteria	53%	100%	R000,000	-	-	-	100% readiness
4.1. Municipal Strategic Objective: Improve Public Transport Infrastructure & Services												
GOAL 1: an accessible, connected city	Completion of integrated public transport infrastructure	All wards	34	3	Number of Stations completed for the integrated public transport system	0	9 stations	R141m	-	-	-	9 Stations
	Completion of integrated public transport infrastructure	All wards	35	3	KMs of new roads constructed		10kms	R141m	3Km	5Km	7Km	10KM
MUNICIPAL STRATEGIC OBJECTIVE: DEVELOP AND SUSTAIN A SPATIAL NATURAL AND BUILT ENVIRONMENT												
1.1. Goal 3: Habitable, clean and green city	High quality Municipal Facilities	All wards	36	1	Upgrade of Office (Mpheni House / Old Town Hall) Precinct	N/A	Private Partnership secured	R500 k (R20m)	Project plan developed	Designs finalised	Implementation plan developed	Phase 1 of implementation
MUNICIPAL STRATEGIC OBJECTIVE: IMPROVED SERVICE DELIVERY THROUGH PROVISION OF HIGH QUALITY, RELIABLE AND COST-EFFECTIVE INFRASTRUCTURE BASED ON INTEGRATED SPATIAL PLANNING												
4.2. Goal 5: City of sustainable and efficient resource management	Implementation of recycling programmes	All wards	37	2	Number of recycling drop off facilities established	1	1 recycling drop off facility established	R150k	-	-	-	1
MUNICIPAL STRATEGIC OBJECTIVE: EXPLORE AND IMPLEMENT ALTERNATIVE ECO-FRIENDLY AND CONSERVATION INTERVENTIONS TO PRESERVE THE ENVIRONMENT												
1.3. Goal 5: City of sustainable and efficient resource management	Implementation of recycling programmes	All wards	37	2	Number of recycling drop off facilities established	1	1 recycling drop off facility established	R150k	-	-	-	1
MUNICIPAL STRATEGIC OBJECTIVE: ACCELERATED DELIVERY AND MAINTENANCE OF QUALITY BASIC AND ESSENTIAL SERVICES TO ALL COMMUNITIES												



Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No:	WEIGHT	Key Performance Indicator (KPI)	Baseline 2018/19	2019/20 Annual Target	Annual Budget 2019/20 R'000	2019/20 Performance Targets per Quarter19			
									Q1	Q2	Q3	Q4
City of smart livable homes	Establish a fully staffed and functional Licensing and Testing in Marikana	All	38	2	Number of Licensing and Testing Centre operationalized	Completed and renovated structure	1	R3m	Resourcing	Operationalization		
1.5.	1.6. Municipal Strategic Objective: Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning											
	Establish and staff state of the art weigh bridge center to enhance revenue collection and road safety	All Wards	39	1	Number of weighbridges constructed	1 weighbridge	1	R000	Land acquisition	Source funding from mining houses		Design the layout plan
TOTAL				27								



6.6 Key Performance Area (KPA 6): Spatial Rationale - Develop and Sustain a Spatial, Natural and Built Environment

Strategic Objective	Key Focus Area	Area/Locality	KPI No.	Weight	Key Performance Indicator (KPI)	Baseline	2019/20 Annual Target	Budget 19/20	2019/20 Performance Targets per Quarter19			
									Q1	Q2	Q3	Q4
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	RLM	40	3	Number of townships formalized	1	1	R4M				1
	Revenue generation	RLM	41	3	Improve compliance rate of the Land Use Management Scheme	10	Campaigns in 10 wards	R2,5m	2	5	7	10
TOTAL				6								

6. COMPETENCY REQUIREMENTS

6.1. 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 10
Competency Name		People Management ²		
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
- 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 management strategies 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
SUPERIOR		

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
• 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
SUPERIOR		• 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 initiatives

Cluster	Leading Competencies Governance Leadership ⁶ 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			Weight 10
BASIC	ACHIEVEMENT LEVELS			
	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	

6.2. Competency Description: CORE OCCUPATIONAL COMPETENCIES

Cluster	Core Competencies	ACHIEVEMENT LEVELS			Weight
		COMPETENT	ADVANCED	SUPERIOR	
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				
BASIC	- 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 ideas 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 internal 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	

Core Competencies		ACHIEVEMENT LEVELS			Weight
Cluster	Competency Name	COMPETENT	ADVANCED	SUPERIOR	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				

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

Core Competencies		ACHIEVEMENT LEVELS			Weight
Cluster	Competency Name	COMPETENT	ADVANCED	SUPERIOR	
Knowledge and Information Management ⁴		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			5
BASIC		- 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	- 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 conducive 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	



2019/20 ACTING MUNICIPAL MANAGER'S PERFORMANCE PLAN FOR THE PERIOD 01 JULY 2019 – 30 JUNE 2020

Core Competencies		Weight		
Cluster	Competency Name	5		
Communication 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 and beliefs - 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 - Balance 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 external 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	

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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	
BASIC	ACHIEVEMENT LEVELS	
	COMPETENT	ADVANCED
	• 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	• 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
	SUPERIOR	
	• 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	

7. 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 (KPA's) and 20% for Core Competency Requirements (CCRs) It is also required that the KPA's relevant to the Employees Functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPA's. 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 (KPA's)	KPA Weightings	Assess Weightings	Weighted Score	Panel Score
Basic Service and Infrastructure Development	27			
Municipal Institutional Development and Transformation	8			
Local Economic Development (LED)	13			
Municipal Financial Viability and Management	31			
Good Governance and Public Participation	15			
Spatial Rationale	6			
Total KPA's = (KPA's Weighted Score/100%) x 80%	100			
Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%				
TOTAL WEIGHTED SCORE (KPA's + CCRs)				
TOTAL WEIGHTED 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 ACTION 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
Strategic Management	Completion of a short course on Strategic Management	Attendance of class	Attendance of classes for a week or as schedule	July 2019- June 2020	N/A

SIGNATURES

SIGNED AND ACCEPTED ON BEHALF OF COUNCIL

SIGNED AND ACCEPTED BY THE EMPLOYEE

NAME: Cllr MPH. E KHUNOU

NAME: MR. EDWARD KOMANE

SIGNATURE:

SIGNATURE:

DATE:

DATE:

30th July 201930th July 2019