

**Performance Agreement for the Municipal Manager for the Financial Year
01 October 2023 – 30 June 2024**

RUSTENBURG LOCAL MUNICIPALITY



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE RUSTENBURG LOCAL MUNICIPALITY REPRESENTED BY

Clr. Shiela Mabale-Huma

In his/her capacity as the **Executive Mayor** of
Rustenburg Local Municipality
(the "Employer")

and

Adv. Ashmar Khuduge

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

(Collectively referred to as the "Parties")

FOR THE FINANCIAL YEAR 01 OCTOBER 2023 – 30 JUNE 2024

**Performance Agreement for the Municipal Manager for the Financial Year
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**Performance Agreement for the Municipal Manager for the Financial Year
01 October 2023 – 30 June 2024**

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

The Rustenburg local Municipality represented by **Clr Shiela Mabale-Huma** in her capacity as Executive Mayor (hereinafter referred to as the Employer or Supervisor) and

Advocate Ashmar Khuduge in his 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 54A (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act") for a period commencing on the **01 October 2023 to 30 September 2026**. 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 **performance agreement** for **current incumbent** will commence on the **01 October 2023 to 30 June 2024**, whereafter 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 (KPA's) (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 (KPA's) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a

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specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

- 5.6. The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are 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	50%
Local Economic Development	5%
Municipal Financial Viability	26%
Municipal Institutional Development and Transformation	5%
Good Governance and Public Participation	4%
Spatial Rationale	10%
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	<ul style="list-style-type: none"> Impact and Influence Institutional Performance Management Strategic Planning and Management Organisational Awareness 	10
People Management	<ul style="list-style-type: none"> Human Capital Planning and Development Diversity Management Employee Relations Management Negotiation and Dispute Management 	10
Program and Project Management	<ul style="list-style-type: none"> Program and Project Planning and Implementation Service Delivery Management Program and Project Monitoring and Evaluation 	10
Financial Management	<ul style="list-style-type: none"> Budget Planning and Execution Financial Strategy and Delivery Financial Reporting and Monitoring 	10
Change Management	<ul style="list-style-type: none"> Change Vision and Strategy Process Design and Improvement Change Impact Monitoring and Evaluation 	5
Governance Leadership	<ul style="list-style-type: none"> Policy Formulation Risk and Compliance Management Cooperative Governance 	10
SIX (6) CORE COMPETENCIES		
Moral Competence		5
Planning and Organising		10
Analysis and Innovation		5
Knowledge and Information Management		5
Communication		10
Results and Quality Focus		10
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:

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- 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.

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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
- 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;
- 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

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14. GENERAL


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

15. SIGNATORIES

Signed at **RUSTENBURG** on this 23 day of November 2023.

AS WITNESSES:

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2. 



**ASHMAR KHUDUGE
MUNICIPAL MANAGER**

Signed at **RUSTENBURG** on this 27 day of November 2023.

AS WITNESSES:

1. 

2. B.M. Nkomo



**CLR SHIELA-MABALE HUMA
EXECUTIVE MAYOR**

RUSTENBURG LOCAL MUNICIPALITY



ANNEXURE A

PERFORMANCE PLAN 2023-2024

FOR

Adv. Ashmar Khuduge

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; and
5. Consolidated scorecard (Performance Assessment Calculator)

2. DURATION AND CONDITIONS

2.1. The period of this **Performance Plan** is from **01 October 2023 to 30 June 2024**.

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

Signed and accepted by the **Municipal Manager** Date: 23/11/23

Signed by the **Executive Mayor** on behalf of Council Date: 27/11/2023

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 Manager'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.

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5. The Municipal Manager 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 Manager'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 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.

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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) Review 2023/2024 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 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KEY PERFORMANCE AREA (KPA 1):

Key Area	Focus	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio Evidence (POE)	Baseline 2022/2023	2023/2024 Annual Target	Annual Budget 2023/24	2023/24 Performance Per Quarter			
												Q1	Q2	Q3	Q4
7. MUNICIPAL STRATEGIC PRIORITY: Drive optimal municipal institutional development, transformation and capacity building															
GOAL 7: A vibrant, creative and innovative city	Ensure optimal and Integrated Systems	Municipal wide	1	DCS 1	1	Number of policies submitted for review by June 2024	Draft policies LLF Minutes PFC Minutes Mayoral Agenda Council Agenda	10 Revised Policies	10 policies submitted for review by June 2024	R0.00	3	3	2	2	2
GOAL 9: An Efficient, Effective and Well-Governed City	Enhancement of ICT Governance	Institutional	2	DCS 2	1	Number of ICT Disaster Recovery Sites tests conducted by June 2024	Recovery Test Certificate Test Report	4	12 ICT Disaster Recovery Sites tests conducted by June 2024	R3.5m	3	3	3	3	3
7.7 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	Municipal wide	3	DCS 3	1	Percentage of the municipality's allocated training budget spent on personnel (workplace skills plan) by June 2024	7-day Quotations Training Expenditure Report signed off by CFO.	7.58%	95% of allocated training budget spent on personnel by June 2024	R3m	20%	40%	60%	95%	95%
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure optimal and Integrated Systems	Institutional	4	DCS 4	1	Number of budgeted vacant positions filled within 3 months according to the recruitment plan by June 2024	Advert signed off by MM Quarterly Implementation Report on Recruitment Plan signed off by Director Recruitment Plan Appointment Letter	88	120 budgeted vacant positions filled within 3 months according to the recruitment plan by June 2024	R0.00	30	30	30	30	30

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Key Area	Focus	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio Evidence (POE)	Baseline 2022/2023	2023/2024 Annual Target	Annual Budget 2023/24	2023/24 Performance Per Quarter			
												Q1	Q2	Q3	Q4
		Ensure optimal and Integrated Systems	Institutional	5	DCS 5	1	Percentage of disciplinary cases finalised within 6 months in 2023/2024.	Notice of disciplinary hearing Letters of finalization	60%	90% of disciplinary cases finalised within 6 months in 2023/2024	R0.00	-	90%	90%	90%
WEIGHTING															
						5									

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6.2 KEY PERFORMANCE AREA (KPA 2): GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/2024 Annual Target	Annual Budget 2023/24	2023/2024 Performance Per Quarter			
											Q1	Q2	Q3	Q4
6. MUNICIPAL STRATEGIC PRIORITY: UPHOLD GOOD GOVERNANCE AND PUBLIC PARTICIPATION PRINCIPLES														
6.1 Municipal Strategic Objective: Drive Good Governance and Legislative compliance in all Municipal processes														
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	6		1	Percentage of council resolutions implemented by June 2024	4 x Agenda of council Resolutions Spreadsheet with actual performance	80%	100% of council resolutions implemented by June 2024	R0.00	100%	100%	100%	
GOAL 9: An Efficient, Effective and Well-Governed City	Ensure functionality of Municipal governance structures	Municipal wide	7		1	Number of employment equity reports submitted to the Department of Labour by 15 January 2024	Proof of electronic submission of the EE Report	1x Report submission to the Department of Labour in January 2023	1 employment equity (EE) report submitted to the Department of Employment Labour by 15 January 2024	R0.00	-	-	1	
GOAL 9: An Efficient, Effective and Well-Governed City	Strengthen internal controls and environment	Institutional	8		1	Number of records disposal applications submitted to the North West Provincial Archives and Records Services by June 2024	Records disposal application to the North West Provincial Archives and Records Services, signed off by Director.	1 x records disposal application submitted to the North West Provincial Archives and Records Services	1 records disposal applications submitted to the North West Provincial Archives and Records Services by June 2024	R0.00	-	-	1	
GOAL 11: City of sustainable and efficient resource management	Sustaining clean administration	Municipal Wide	9		1	Unqualified Audit opinion expressed by the Auditor General by June 2024	Auditor General's Report	Qualified Audit Opinion	Unqualified opinion expressed by the Auditor General by June 2024	Opex	-		Unqualified Audit Opinion	
WEIGHTING					4									

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6.3 KEY PERFORMANCE AREA (KPA 3) MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Key Focus Area	Strategies	Area/Localities (Ward/Area)	KPI No	RE F	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/2023	2023/24 Annual Target	Annual Budget 2023/24	2023/2024 Performance Per Quarter			
											Q1	Q2	Q3	Q4
4. MUNICIPAL STRATEGIC PRIORITY : Ensure a sustainable municipal financial viability and management														
4.1 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	Expenditure on allocated capital budget	Municipal Wide	10	BT O 1	2	Percentage of the municipality's capital budget spent by June 2024	Certified BTO Spreadsheet.	28%	100% of the municipality's capital budget spent by June 2024	R624 613 000	25%	50%	75%	100%
GOAL 11: City of sustainable and efficient resource management	Implementation of mSCOAA compliant financial management system	Municipal Wide	11	BT O 2	2	Percentage procurement of the mSCOAA financial system modules by 30 June 2024	Advert Bid committee minutes Appointment letter Service Level Agreement	Contract Expiry	100% procurement of the financial system modules by 30 June 2024	R25m	25% Appointment of Service Provider	50% Implementation	75% Implementation	100% Implementation
4.2 Municipal Strategic Objective: Implement revenue management strategy to enhance municipal financial viability and sustainability														
GOAL 11: City of sustainable and efficient resource management	Revenue collection	Municipal Wide	12	BT O 3	2	Percentage collection of budgeted revenue by June 2024	Signed: CFO calculation from C Schedules. C Schedule Extract from the financial system	70%	85% collection of budgeted revenue by June 2024	R6 772 36 750	85% collection of budgeted revenue by June 2024	85%	85%	85%
GOAL 11: City of sustainable and efficient resource management	Payment of creditors within the statutory timelines.	Municipal Wide	13	BT O 4	2	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by June 2024	Signed: CFO calculation from Extract from the financial system	181 days	95% within 30 days of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission by June 2024	Opex	95%	95%	95%	95%

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Key Focus Area	Strategies	Area/Location (Ward/Area)	KPI No	RE F	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/2023	2023/24 Annual Target	Annual Budget 2023/24	2023/2024 Performance Per Quarter			
											Q1	Q2	Q3	Q4
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	14	BT O 5	2	Achieved financial current ratio by June 2024	Signed: CFO calculation C Schedules. Extract from the financial system	0.55:1	1.8:1 financial ratio by June 2024	Opex	1.8:1	1.8:1	1.8:1	1.8:1
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	15	BT O 6	2	Achieve improved financial cost coverage of the municipality by June 2024	Signed CFO calculation C Schedules. Extract from the financial system	1 month	1.5 month financial cost coverage of the municipality by June 2024	Opex	1.5 month	1.5 month	1.5 month	1.5 month
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Provision for water supply and increase the revenue base	All Wards	16	BT O 7	2	Percentage of the municipality's allocated budget spent on indigent relief for free basic services by June 2024	Indigent Register Spreadsheet signed by CFO.	5.7%	100% of the municipality's allocated budget spent on indigent relief for free basic services by June 2024	R128 515 704	25%	50%	75%	100%
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	17	BT O 8	2	Number of Section 71 reports due submitted to the Executive Mayor within 10 days after the end of the month by June 2024	12 section 71 reports	submission section 71 reports: 11	12 Section 71 reports due submitted to the Executive Mayor within 10 days after the end of the month by June 2024	R000	3	3	3	3
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	18	BT O 9	2	Number of section 72 reports submitted within legislated timeframe to the Executive Mayor by January 2024	Council agenda	1	1 Section 72 report submitted within legislated timeframe to the Executive Mayor by January 2024	R000	-	-	1	-
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	19	BT O 10	2	Number of section 52 reports submitted after every quarter to	Council Agenda	4	4 Section 52 reports submitted after every quarter to council by June	R000	1	1	1	1

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Key Focus Area	Strategies	Area/Localities (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/2023	2023/24 Annual Target	Annual Budget 2023/24	2023/2024 Performance Per Quarter			
											Q1	Q2	Q3	Q4
resource management						council by June 2024			2024					
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	20	BT O 11	2	Annual Financial Statements (AFS) of RLM and Consolidated AFS of 2022/23 submitted to AGSA for audit by 31 August 2023 and 30 September 2023 respectively	Acknowledgement receipt by AGSA	2x set of Annual Financial Statements (AFS) of RLM and Consolidated AFS of 2019/20 submitted to AGSA	2x set of Annual Financial Statements (AFS) of RLM and Consolidated AFS of 2022/23 submitted to AGSA for audit by 31 August 2023 and 30 September 2023 respectively	R000	n/a	n/a	2x sets of Annual financial statements of 2022/23 submitted to AGSA	-
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	21	BT O 12	2	MTREF budget submitted to council by 31 May 2024	Council Agenda	Council Agenda	Draft MTREF budget submitted to council by 31 May 2024	R000	R000	2023/24 Draft MTREF budget submitted to council	2023/24 Final MTREF budget submitted to council	-
GOAL 11: City of sustainable and efficient resource management	Compliance with laws and regulations	Municipal Wide	22	BT O 13	2	Adjustments budget submitted to Council by end of February 2024	Council agenda	2022/23 adjustment budget submitted to Council in February 2023	2023/24 Adjustment budget submitted to Council by end of February 2024	R000	-	n/a	Adjustment budget submitted by 28 February 2024	-
WEIGHTING					26									

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6.4. KEY PERFORMANCE AREA (KPA 4) LOCAL ECONOMIC DEVELOPMENT

Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio Evidence (POE) of	Baseline 2022/23	2023/2024 Annual Target	Annual Budget 2023/24	2023/2024 Performance Quarter				Per
											Q1	Q2	Q3	Q4	
GOAL 5: a New Post Mining World City	Develop investment campaigns for implementation of investment and catalytic projects	All	23		1	Number of catalytic projects facilitated by June 2024	Developer or Catalytic Projects Committee Report Investor Confirmation Letter Report from Investor/Developer	2	1 catalytic projects facilitated by June 2024	R100k	-	-	-	1	
GOAL 6: a smart, prosperous city	Review of policies	All	24		1	Number of Strategic Economic Sector Programmes as per implementation plan by June 2024	List of Sector Programmes Implementation plan Progress Report	1	1 implemented Strategic Economic Sector Programme as per implementation plan by June 2024	R150k	-	-	-	1	
GOAL 6: a smart, prosperous city	Partnership with key stakeholders for local contractor development, SMMes and Cooperatives Business Development Support; and Informal Trading Support	All	25		1	Number of SMMes and Cooperatives assisted with business development and support by June 2024	Attendance Registers Reports on Activities Hosted	1284	150 SMMes and Cooperatives assisted with business development and support by June 2024 for sustainability.	R880k	35	35	30	50	

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Key Focus Area	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio Evidence (POE) of	Baseline 2022/23	2023/2024 Annual Target	Annual Budget 2023/24	2023/2024 Performance Quarter				Per
											Q1	Q2	Q3	Q4	
GOAL 6: a smart, prosperous city	Drive a vibrant diversified economic growth and job creation	All	26		1	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other own related employment programmes) by June 2024	List of People employed Projects' Reports on Number of Jobs Created Appointment Letters	1983	1500 work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other own related employment programmes) by June 2023	R0.00	-	700	-	-	1500
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	27		1	Number of Farmers Supported by June 2024	Agriculture Development Support Programme report Technical Committee Report on Recommended Farms for Support Report on Training Mentorship Completed Stakeholder reports	New	30 Farmers Supported by June 2024	R2m	-	15	-	-	15
WEIGHTING															

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6.5 KEY PERFORMANCE AREA (KPA 5): BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Key Area	Focus	Strategies	Area/ Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance				Per
												Q1	Q2	Q3	Q4	
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Reduce the distribution & Non-revenue water losses		All	28	DTIS 1	2	Percentage of drinking water samples complying to SANS241	Laboratory reports of last month of the quarter and 2 reports for the current quarter	95% Compliance	95%	R5m	95%	95%	95%	95%	95%
												-	-	-	-	5%
												25% Installation on high voltage e support structure Construction of internal access	50% Delivery and installation of 11kv switchgear	75% Delivered and installation of 2 X 20 MVA transformers	100% Commissioning and handover of complete substation	
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Water Provision		All	29	DTIS 2	2	Percentage reduction of physical water losses	IWA Balance report	5%	5%	R-					
Service Delivery: Sustainable Livelihoods and resilient Infrastructure	Electricity Provision		All	30	DTIS 3	4	Percentage completion of the Boitekong Substation construction by 30 June 2024	Appointment Letter Completion certificate	Phase 2 Civil Construction	100% Completion of Boitekong Substation by 30 June 2024	R31m					

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Key Area	Focus	Strategies	Area/ Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance				Per
												Q1	Q2	Q3	Q4	
												s roads. Delivery of primary plant.				
Sustainable Livelihoods and resilient Infrastructure	A		All	31	PMU 1	3	Percentage of completion of the civil works and erection of the high mast lights by end of June 2024.	Appointment letters	Design previous year	90% completion of the civil works and erection of high mast lights by end of June 2024	R12,6m	-	-	65%		90%
Sustainable Livelihoods and resilient Infrastructure	Sanitation Provision		All	32	PMU 2	3	Number of sewer projects implemented by June 2024	Advert Appointment Letters	Reticulation previous year	4 sewer projects implemented by June 2024	R70m	-	-	-		4
	Access to basic water		All	33	PMU 3	3	Number of water projects implemented by June 2024	Advert Appointment Letters	Reticulation previous year	1 water projects implemented by June 2024	R10m	-	-	-		1
1.1 Municipal Strategic Objective: Accelerated delivery and maintenance of quality basic and essential services to all Communities																

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Key Area	Focus	Strategies	Area/ Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance				Per
												Quarter	Q1	Q2	Q3	
Goal Habitable, clean and green city	3:	Safe and Clean Environment	All	34	DCD 1	3	Number of air quality monitoring operations undertaken by June 2024	Smoke meter report from Mines (Anglo & Tharisa) Air Quality Monitoring Stations Reports	19 operations	16 air quality monitoring operations undertaken by June 2024	R457 880	4	4	4	4	4
Goal Habitable, clean and green city	3:	Safe and Clean Environment	All	35	DCD 2	3	Percentage of recognized informal settlements with a solid waste removal service by June 2024	DPHS Database of Informal Settlements Waste Management Service Reports National Waste Management Standards	40 informal settlements	65% recognized informal settlements with a waste removal service by June 2024	R703 48 000.00	50%	55%	60%	65%	
Goal Habitable, clean and green city	3:	Safe and Clean Environment	All	36	DCD 3	4	Percentage of formal households with a weekly solid waste removal service by June 2024	Valuation Roll Consolidated Weekly Schedule Vehicle Tracking Reports National	Formal households on the valuation roll	80% Percentage of formal households with a weekly solid waste removal		80%	80%	80%	80%	




Key Area	Focus	Strategies	Area/ Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance				Per
												Quarter	Q1	Q2	Q3	Q4
								Waste Management Standards		service by June 2024						
Goal 3: Habitability, clean and green city		Safe and Clean Environment	All	37	PMU 4	3	Percentage of completion of upgrading of Rietvlei Cemetery Phase 2 by June 2024	Completion Certificate	New KPI	100% completion of upgrading of Rietvlei Cemetery Phase 2 by June 2024	R10m	25%	50%	75%	100%	
Goal 3: Habitability, clean and green city		Safe and Clean Environment	8,9,10,11,13	38	PMU 5	3	Percentage of completion of construction of Thabane West Sports Facility by 23 June 2024	Completion Certificate	New KPI	100% completion of construction of Thabane West Sports Facility by 23 June 2024	R10m	25%	50%	75%	100%	
1. MUNICIPAL STRATEGIC PRIORITY: IMPROVED PUBLIC TRANSPORT																
1.5 Municipal Strategic Objective : Improve Public Transport Infrastructure and Services																
Provision of basic municipal services		Improve public transport	All	39	DRT 1	3	Number of Integrated Transport Network stations constructed by	Completion certificate	n/a	4 Integrated Transport Networks Stations constructed	R28m	-	-	2	4	

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Key Area	Focus	Strategies	Area/ Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Quarter				Per
												Q1	Q2	Q3	Q4	
							30 June 2024			d by June 2024						
Provision of basic Municipal Services	Improve public transport	All	40	DRT 2	3	Number of buses operating through the Bus Operating Company by 30 June 2024	Contract Management report	15 buses	22 buses operating through the Bus Operating Company by 30 June 2024	10	R12 m	15 buses	20 buses	22 buses		
Provision of basic municipal services	Improve public transport	All	41	DRT 3	2	Kilometres of new municipal road lanes built by June 2024	Progress reports and Completion Certificates	10km	10km	0	R30m	2km	5km	10km		
Municipal Strategic Objective: Maintain a safe, healthy and socially cohesive environment for all																
3.3 Municipal Strategic Objective: Implement integrated community safety and security strategy and measures																
Fire Services	Improve fire safety compliance at business premises	All	42	DPS 1	4	Percentage of compliance with the required attendance time for structural firefighting incidents by June 2024	Register of fire incidents Quarterly reports signed by Director	98%	98% of compliance with the required attendance time for structural firefighting incidents by June 2024	98%	Opex	98%	98%	98%	98%	
Promotion of road safety	Road Safety monitoring	All	43	DPS 2	2	Number of road safety campaigns	Quarterly Report on road safety	40	40 road safety campaign	10	Opex	20	30	40		

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Key Area	Focus	Strategies	Area/ Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance				Per
												Q1	Q2	Q3	Q4	
							conducted by June 2024	campaigns conducted		s conducted by June 2024						
Crime Prevention		Crime Prevention monitoring	All	44	DPS 3	2	Number of crime prevention operations conducted by June 2024	Notices on crime prevention operations conducted Report on crime prevention operations conducted	20	20 crime prevention operations conducted by June 2024	Opex	5	10	15	20	
WEIGHTING																
						50										

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6.6 SPATIAL RATIONALE

KEY PERFORMANCE AREA (KPA 6)

Key Area	Focus	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio of Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance Per Quarter			
												Q1	Q2	Q3	Q4
MUNICIPAL STRATEGIC PRIORITY: Develop and sustain spatial, natural and built environment															
1.2 Municipal Strategic Objective: Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning															
Improved service delivery through provision of high quality, reliable and cost-effective infrastructure based on integrated spatial planning		Eradication of housing backlog	Municipal wide	45		2	Number of privately owned portions of land acquired for human settlement by June 2024	Signed deed of donation / Deed of sale	3	1 privately owned portion of land acquired for human settlement by June 2024	R1,5m	-	Progress Report	Progress Report	1
		Eradication of housing backlog	Municipal Wide	46		2	Number of townships established by June 2024	Township Establishment application	2	2 townships established by June 2024	R0	Progress Report	Progress Report	Progress Report	2
		Spatial planning	Municipal Wide	47		2	Number of SDF submitted to Council by June 2024	Council Minutes SDF	1	1 SDF submitted to Council by June 2024	R0	Progress report	Progress report	Council resolution	1
		Spatial planning	Municipal Wide	48		2	Percentage of rezoning applications approved within prescribed timeframe by June 2024	List of applications	73%	75% of rezoning applications approved within prescribed timeframe by June	R630 606	10%	60%	65%	75%

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Key Area	Focus	Strategies	Area/Locality (Ward/Area)	KPI No	REF	Weighting	Key Performance Indicator (KPI)	Portfolio Evidence (POE)	Baseline 2022/23	2023/24 Annual Target	Annual Budget 2023/24	2023/24 Performance Per Quarter			
												Q1	Q2	Q3	Q4
										2024					
		Spatial planning	Municipal Wide	49		2	Percentage of building applications approved within prescribed timeframe by June 2024	List of applications	75%	75% of building applications approved within prescribed timeframe by June 2024	R1 205 993	50%	60%	65%	75%
WEIGHTING															
						10									

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5. 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	50			
Municipal Institutional Development and Transformation	5			
Local Economic Development (LED)	5			
Municipal Financial Viability and Management	26			
Good Governance and Public Participation	4			
Spatial Rationale	10			
Total KPAs = (KPAs Weighted Score/100%) x 80%	100			
Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%	100			
TOTAL WEIGHTED SCORE (KPAs + 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.

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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

SIGNATURES

SIGNED AND ACCEPTED ON BEHALF OF COUNCIL	SIGNED AND ACCEPTED BY THE EMPLOYEE
NAME: CLLR SHIELA MABALE-HUMA	NAME: ADVOCATE ASHIMAR KHUDUGE
SIGNATURE: 	SIGNATURE: 
DATE: 27/11/2023	DATE: 28/11/23