RUSTENBURG LOCAL MUNICIPALITY

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:

THE RUSTENBURG LOCAL MUNICIPALITY REPRESENTED BY

Mr Sello Victor Makona

in her capacity as the **Municipal Manager** of

Rustenburg Local Municipality

(the "Employer")

and

Ms Mphoentle Mapaseka Gloricia Halenyane

in her capacity as the **Director: Planning & Human Settlement**

of **Rustenburg Local Municipality**

(the "Employee")

(Collectively referred to as the "Parties")

FOR THE PERIOD 01 JULY 2020 – 30 JUNE 2021

Performance Agreement for the Director: Planning & Human Settlement for the period: 01 July 2020 – 30 June 2021.

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Performance Agreement for the Director: Planning & Human Settlement for the period: 01 July 2020 – 30 June 2021.

PERFORMANCE AGREEMENT

ENTERED INTO BY AND BETWEEN:

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

and

Ms Mphoentle Mapaseka Gloricia Halenyane in her capacity as the Director: Planning & Human Settlement (hereinafter referred to as the Employee).

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

1.1. The Employer has entered into a contract of employment with the Employee in terms of section 57 (1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act") for a period ending **31 August 2022** The Employer and the Employee are hereinafter referred to as "the Parties".

1.2. Section 57 (1) (b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual Performance Agreement.

1.3. The parties wish to ensure that they are clear about the goals to be achieved and secure the commitment of the Employee to a set of outcomes that will secure local government policy goals.

1.4. The parties wish to ensure that there is compliance with Sections 57(4A) and 57(5) of the Systems Act.

1.5. In the agreement the following terms will have the meaning ascribed thereto:

a) **this agreement-** means the performance agreement between the Employer and Employee and the Annexures thereto;
b) **the Municipal Manager-** means the Municipal Manager of the Rustenburg Local Municipality appointed in terms Section 54A of the Local Government Municipal Systems Act;
c) **the Employee-** means the manager appointed in terms of Section 57 of the Systems Act;
d) **the Employer-** means Rustenburg Local Municipality; and
e) **the Parties-** means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to –

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2.1. comply with the provisions of Section 57(1) (b), (4A) and (5) of the Systems Act as well as the Contract of Employment entered into between the parties;

2.2. specify objectives and targets defined and agreed with the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery Budget and Implementation Plan (SDBIP) and the budget of the municipality.

2.3. specify accountabilities as set out in the Performance Plan (Annexure A);

2.4. monitor and measure performance against set targeted outputs;

2.5. use the Performance Agreement and Performance Plan as the basis for assessing the suitability of the Employee for employment and/or to assess whether the Employee has met the performance expectations applicable to his job;

2.6. appropriately reward the Employee in accordance with the Employer's performance management policy in the event of outstanding performance; and

2.7. give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining equitable and improved service delivery.

3. COMMENCEMENT AND DURATION

3.1. Notwithstanding the date of signature hereto, this Amended Agreement will commence on the 01 July 2020 to 30 June 2021 where after a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

3.2. This Agreement will terminate on the termination of the Employee's contract of employment for any reason.

3.3. If at any stage during the validity of this Agreement the work environment alters to the extent that the contents of this Agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised.

4. PERFORMANCE OBJECTIVES

4.1. The Performance Plan (Annexure A) sets out-

a) the performance objectives and targets that must be met by the Employee; and

b) the time frames within which those performance objectives and targets must be met.

4.2. The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Budget and Service Delivery, Budget and Implementation Plan of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.

4.3. The key objectives describe the main tasks that need to be done. The key performance indicators provide the details of the evidence that must be provided to show that a key objective has been achieved. The target dates describe the timeframe in which the work must be achieved. The weightings show the relative importance of the key objectives to each other.

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

5. PERFORMANCE MANAGEMENT SYSTEM

5.1. The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the municipality.

5.2. The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.

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

5.4. The employee undertakes to actively focus towards the promotion and implementation of the Key Performance Areas (KPAs) (including special projects relevant to the employee's responsibilities) within the local government framework.

5.5. The criteria upon which the performance of the employee must be assessed consist of two components, both of which must be contained in the performance agreement. The employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs), respectively. Each area of assessment will be weighted and will contribute a specific part to the total score. KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.

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	0
Local Economic Development	0
Municipal Financial Viability	18
Municipal Institutional Development and Transformation	0
Good Governance and Public Participation	12
Spatial Rationale	70
Total	100%

5.7. In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.

6. COMPETENCY FRAMEWORK

6.1. A person appointed as a senior manager must have the competencies as set out in this framework. Focus must also be placed on the following key factors:

a) Critical leading competencies that drive the strategic intent and direction of local government;
b) Core competencies which senior managers are expected to possess, and which drive the execution of the leading competencies; and
c) The eight Batho Pele principles.

6.2. The competency framework consists of **six leading competencies** which comprise of twenty (20) driving competencies that communicate what is expected for effective performance in local government.

6.3. The competency framework further involves **six core competencies** that act as drivers to ensure that the leading competencies are executed at an optimal level.

6.4. Competency Framework Structure

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

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

7. PERFORMANCE ASSESSMENT

7.1. The Performance Plan (Annexure A) to this Agreement sets out

7.1.1. The standards and procedures for evaluating the Employee's performance; and

7.1.2. The intervals for the evaluation of the Employee's performance;

7.2. Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force;

7.3. Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

7.4. The **Employee's** performance will be measured in terms of contributions to the strategic objectives and strategies set out in the **Employer's** IDP.

7.5. The Annual performance appraisal will involve:

7.5.1. Assessment of the achievement of results as outlined in the Performance Plan

a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to *ad-hoc* tasks that had to be performed under the KPA

b) Values are supplied for KPI's and Activities under each KPA as part of the Institutional Assessment. Based on the Target for an activity or KPI, over or under performance are calculated and converted to the 1-5-point scale automatically. These scores are carried over to the applicable employee's performance plan. During assessment, the employee has a chance to submit evidence of performance for appropriate rating

c) The assessment of the performance of the Employee is therefore based on the following rating scale for KPIs and subsequent Leading Competencies and Core Competencies:

Level	Rating	Terminology	Description
	1 2 3 4 5		
5		Outstanding Performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year
4		Performance Significantly Above Expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved al others throughout the year
3		Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved

Level	Rating	Terminology	Description
	1 2 3 4 5		
			effective results against all significant performance criteria and indicators as specified in the Performance Agreements and Performance Plan.
2		Not Fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performances criteria and indicators as specified in the Performance Agreements and Performance Plan.
1		Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the Performance Agreements and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

d) The Employee will submit her self-evaluation to the Employer prior to the formal assessment with the Panel; and

e) An overall score will be calculated based on the total of the individual scores calculated above.

7.5.2. Assessment of the Leading Competencies and Core Competencies:

a) There is no hierarchical connotation to the structure and all competencies are essential to the role of a senior manager to influence high performance.

b) All competencies must therefore be considered as measurable and critical in assessing the level of a senior manager's performance.

c) The competency framework is underscored by four (4) achievement levels that act as benchmark and minimum requirements for other human capital interventions, which are, recruitment and selection, learning and development, succession and planning, and promotion.

7.5.3. Achievement Levels

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

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

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

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

7.6. Performance Assessment Panel

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

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

8. SCHEDULE FOR PERFORMANCE REVIEWS

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

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 and will not be affected by the amendment.

10. OBLIGATION OF THE EMPLOYER

10.1. The Employer must –

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

b) Provide access to skills development and capacity building opportunities;

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

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

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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.

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

No	Final Score	Per cent Performance Bonus
	Below 130%	0%
1	130.0%	5.0%
2	131.0% -135.0%	6.0%
3	136.0% -140.0%	7.0%
4	141.0% - 145,0%	8.0%
5	146.0% - 149.0%	9.0%
6	150.0% -154.0%	10.0%
7	155.0% - 159.0%	11.0%
8	160.0% - 164.0%	12.0%
9	165.0% - 169.0%	13.0%
10	Above 169%	14.0%

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

a) provide systematic remedial or developmental support to assist the Employee to improve his or her performance; and

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

13. DISPUTE RESOLUTION

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

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

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

a) In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e), within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.

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 ____ day of July **2020**

AS WITNESSES:

1. _____
2. _____

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MS MPHOENTLE MAPASEKA GLORICIA HALENYANE
DIRECTOR: PLANNING & HUMAN SETTLEMENT

Signed at RUSTENBURG on this 30 day of July **2020**

AS WITNESSES:

1. _____
2. _____

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MS SELLO VICTOR MAKONA
MUNICIPAL MANAGER

RUSTENBURG LOCAL MUNICIPALITY

ANNEXURE A

PERFORMANCE PLAN

FOR

Ms. MMG Halenyane

Director: Planning and Human Settlement

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1. BACKGROUND

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

2.1. The period of this **Performance Plan** is from 01 July 2020 to 30 June 2021.
2.2. There are no pre-and/or current Employment conditions attached to this Performance Plan

3. POSITION PURPOSE

The Director: Planning and Human Settlement is required to:

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

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

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

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4. PERFORMANCE REVIEW PROCEDURE

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

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

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	performance up to the level of expected in the job despite management efforts to encourage improvement.	

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

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

The Integrated Development Plan (IDP) 2017/2018 of the Rustenburg Local municipality is aligned to the prescribed National Key Performance Areas, viz:

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

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

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6. KEY PERFORMANCE AREA SCORECARD

6.1. Spatial Rational

Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI) as per the Performance Agreement (PA)	Portfolio of Evidence	Baseline	2020/21 Annual Target	Annual Budget	2020/21 Performance Targets per Quarter			
										Q1	Q2	Q3	Q4
STRATEGIC PRIORITY : Efficient provision of quality basic services and infrastructure within a well-planned spatial structure													
OBJECTIVE:	Improved service delivery through provision of high quality, reliable and cost effective infrastructure based on integrated spatial planning												
Efficient provision of quality basic services and infrastructure within a well-planned spatial structure	Eradication of housing backlog	Municipal Wide	10	1.	Number of privately owned portions of land acquired for human settlements	Signed deed of donation documentation	3	3	R0	n/a	n/a	n/a	3
	Eradication of housing backlog	Municipal wide	10	2.	Number land pieces acquired by 30 June 2021	Transfer documents	1	1	R2m	-	-	-	1
	Eradication of housing backlog	Municipal Wide	10	3	Number of Informal settlements audited by 30 June 2021	Audit report indicating number of households	New	2	0	1	0	0	1
	Eradication of housing backlog		10	4	Number of feasibility studies conducted	Feasibility study report	New	1		-	-	Progress report	Feasibility study report
	Eradication of housing backlog	Municipal Wide	10	5	Number of township formalized or established	Township Establishment application submitted to the Municipality.	New	2	R4 000 000	Progress report	Submission of the application	Progress report	Progress report

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Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI) as per the Performance Agreement (PA)	Portfolio of Evidence	Baseline	2020/21 Annual Target	Annual Budget	2020/21 Performance Targets per Quarter			
										Q1	Q2	Q3	Q4
STRATEGIC PRIORITY: Efficient provision of quality basic services and infrastructure within a well-planned spatial structure													
OBJECTIVE:	Improved service delivery through provision of high quality, reliable and cost effective infrastructure based on integrated spatial planning												
	Spatial planning	Municipal Wide	5	6	SDF approved by council by June 2021	Council resolution	New	1		-	Progress report	Progress report	Approved SDF council resolution
	Spatial planning	Municipal wide	5	7	Council approved Land Use Scheme by 30 June 2021	Council resolution	New	approved Land Use Scheme by 30 June 2021					approved Land Use Scheme by 30 June 2021
	Spatial planning	Municipal wide	5	8	Single MPT Established by 31 December 2020	Gazette notice	New	No MPT	0	Progress report	Gazette notice		
	Spatial planning	Municipal Wide	5	9	Number MPT reports submitted to MANCO by June 2021	Report on matters that have been before the MPT	New	2	R0	0	0	1	1
Total			**70**										

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6.2 Financial Viability and Management

Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI) as per the Performance Agreement (PA)	Portfolio of Evidence (POE) Required	Baseline	Annual target	Annual Budget	2020/21 Performance Targets per Quarter			
										Q1 01 Jul' 20 - 30 Sept'2020	Q2 01 Oct'20-31 Dec'2020	Q3 01 Jan'21-31 Mar'2021	Q4 01 Apr'21-30 Jun'2021
STRATEGIC PRIORITY: Ensure municipal financial viability and management													
OBJECTIVE: Develop and implement integrated financial management systems to support municipal programmes and ensure internal financial sustainability													
Ensure municipal financial viability and management	Revenue Generation	RLM	8	10.	Rand value of stands sold	Deed of Sale Agreement	R3 500 000	R3 500 000	R3 500 000	0	R1 000 000	R2 000 000	R3 500 000
Ensure municipal financial viability and management	Revenue Generation	RLM	8	11.	Rand value for land use amendment applications and building plans submitted by 30 June 2021	Certified Budget spreadsheet from BTO	R646 549	R1 000 000	R1 000 000	R300 000	R400 000	R500 000	R1 000 000
Ensure municipal financial viability and management	Revenue management	RLM	2	12.	Percentage (%) expenditure on the Directorate's approved operational budget by 30 June 2021	Purchase Orders	80%	Not less than 95%	Not less than 95%	20 - 25%	45 - 50%	70 - 75%	90 - 95%
Total			18										

6.3 Good Governance and Public Participation

Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI) as per the Performance Agreement (PA)	Portfolio of Evidence (POE) Required	Baseline	Annual target	Annual Budget	2020/21 Performance Targets per Quarter			
										Q1	Q2	Q3	Q4
STRATEGIC PRIORITY : Uphold good governance and public participation principles													
OBJECTIVE: Drive good governance and legislative compliance in all municipal processes													
Uphold good governance and public participation principles	Ensure inclusive and participatory Integrated Planning	RLM	5	13.	Implementation of performance management by 30 June 2021	Copies of the 20/21 performance plans for Units Heads Quarterly review reports. Quarterly submission of the Director's PoE file	3	Copies of 2020/21 performance plans. Copies of the quarterly performance reports. Attendance register Quarterly submission of Directorate PoE	R0	3 x Quarterly performance reviews conducted 1X Directorate PoE Submission .	3 x Quarterly performance reviews conducted 1X Directorate PoE Submission	4x Quarterly performance reviews conducted 1X Directorate PoE Submission	4 x Quarterly perf reviews conducte 1X Directorate Po Submission
		RLM	3	14.	Number of Directorate's risks	Directorate Strategic Risk Register and Mitigation reports.		4	R0	Risk mitigation report and	Risk mitigation report and	Risk mitigation report and	Risk mitigation re attendance regist

S.V.M. MMCHY M.M.D- CM

Key Focus Area/Goal	Strategies	Area/Locality (Ward)	Weighting	KPI No.	Key Performance Indicator (KPI) as per the Performance Agreement (PA)	Portfolio of Evidence (POE) Required	Baseline	Annual target	Annual Budget	2020/21 Performance Targets per Quarter			
										Q1	Q2	Q3	Q4
					mitigated by 30 June 2021	Attendance register to the Quarterly risk session				attendance register	attendance register	attendance register	attendance register
		RLM	1	15.	Percentage (%) of Council Resolutions responded to in the 20/21 FY	Implementation of Council resolution template - indicating pprogress on implementation		80%	R0	0%	50%	70%	80%
		RLM	3	16.	Number of management and monitoring reports on contracts by 30 June 2021	• Directorate contract register • Signed service level agreements • Signed contract management / project performance reports • Signed project steering committee reports/ minutes		4 reports		1 X Quarterly report	1 X Quarterly report	1X Quarterly report	1X Quarterly report
Total			**12**										
Grand Total			**100**										

MMCH

Competency Name	Strategic Direction and Leadership[1]			
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 maneuver successfully to a win/win outcome	20

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	

COMPETENCY REQUIREMENTS

5.1. Competency Description: CORE MANAGERIAL COMPETENCIES

Cluster	Leading Competencies			Weight
Competency Name	Program and Project Management[3]			
Competency Definition	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps, and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk 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	20

Cluster	Leading Competencies			Weight
Competency Name	Financial Management[4]			
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]			
Competency Definition	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Display an awareness of change interventions, and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of Local Government	• Perform an analysis of the change, impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change, and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios, and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effect of change, resistance factors and how to integrate change. • Motivate and inspire others around change initiates	

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

5.2. Competency Description: CORE *OCCUPATIONAL* COMPETENCIES

Cluster	Core Competencies			Weight
Competency Name	Moral Competence[1]			
Competency Definition	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	• Conduct self in alignment with values of Local Government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent and activity of corruption within local government • Understand and honour the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop, and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendation that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ides that are congruent with the institution's rules and regulations • Take an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to inernal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable	20

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

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

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

Cluster	Core Competencies			Weight
Competency Name	Communication[5]			
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 believes • Adapts communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structures written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Valance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex matters and arrive at a win-win situation that promotes Batho Pele principles • Market and promote the institution to eternal stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical and appreciative conversations • Able to coordinate negotiations at different levels within local government and externally	20

Cluster	Core Competencies			Weight
Competency Name	Results and Quality Focus[6]			
Competency Definition	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards, Further, to actively monitor and measure results and quality against identified objectives			
	ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standards • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high priority actions and does not become distracted by lower-priority activities • Display firm commitment and price in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality of results in order to achieve objectives • Monitors progress, quality of work, and use of resources; provide status updates, and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long-and short-term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact	20

6. CONSOLIDATED SCORESHEET (PERFORMANCE ASSESSMENT CALCULATOR): DIRECTOR

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

Key Performance Areas (KPAs)	KPA Weightings	Assess Weightings	Weighted Score	Panel Score
Basic Service and Infrastructure Development	0			
Municipal Institutional Development and Transformation	0			
Local Economic Development (LED)	0			
Municipal Financial Viability and Management	18			
Good Governance and Public Participation	12			
Spatial Rationale	70			
Total KPAs = (KPAs Weighted Score/100%) x 80%	100			
Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%		100		
TOTAL WEITGHTED SCORE (KPAs + CCRs)				
TOTAL WEITGHTED SCORE CONVERTED TO % = (TOTAL WEIGHTED SCORE/3) x 100%				

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

ANNEXURE B

PERSONAL DEVELOPMENT ACTION PLAN AFTER THE PERFORMANCE REVIEWS

After concluding the performance reviews for the Director, 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 THE EMPLOYER	SIGNED AND ACCEPTED BY THE EMPLOYEE
NAME: S.V. MAFOMA	NAME: MMG HALENYANE
SIGNATURE:	SIGNATURE:
DATE: 20/07/2020	DATE: 20/07/2020

SVM M.M.D. CM