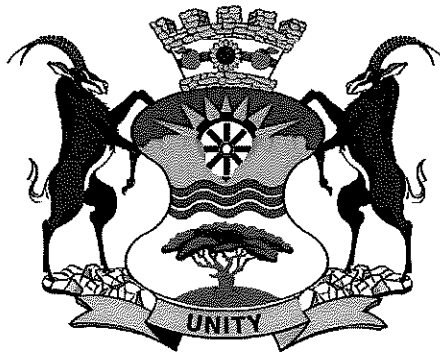


RUSTENBURG LOCAL MUNICIPALITY



PERFORMANCE PLAN 2022/2023

FOR

Mr. Edward Komane

Director: Local Economic Development

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1. BACKGROUND

This Plan defines the council's expectations of the Director: Local Economic Development in accordance with the director: Local Economic Development'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. DURATION AND CONDITIONALITIES

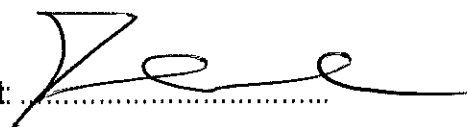
2.1. The period of this **Performance Plan** is from 01 July 2022 to 30 June 2023.

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

Signed and accepted by the **Director: Local Economic Development**:

Date:

27/07/2022



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

Date:

27/07/2022



3. POSITION PURPOSE

The Director: Local Economic Development is required to:

- (i) Lead and direct the Directorate through effective strategies to fulfil the objects of local government provided for in the Constitution, 1996 and any other legislative framework that govern the local government
- (ii) Fostering relationships between the Municipal Council and its Social Partners with specific focus to the functional areas; 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 economic development
- (iv) Municipal transformation and organisation development and;
- (v) Municipal financial viability and management

4. PERFORMANCE REVIEW PROCEDURE

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory
2. The Municipal Manager may request input from agendas, minutes and "customers" on the 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 can 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 Municipal Manger's performance against agreed objectives as a result of portfolio of evidence and/or comments and customer input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the Director will be based on the following rating scale for KPA's:

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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 performance up to the level of expected in the job despite management efforts to encourage improvement.	1

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



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

The integrated Development Plan (IDP) 2022/2023 of the Rustenburg Local municipality is aligned to the prescribed National Key Performance Areas, viz:

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

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

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6. KEY PERFORMANCE AREA SCORECARD

6.1. Local Economic Development

U.1. Local Economic Development														
Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	Key Performance Indicator (KPI)	POE	Baseline 2021/22	2022/23 Annual Target	Requested Annual Budget 2022/23 R'000	2022/23 Performance Targets per Quarter				2023/24 Annual Target	Weighting
									Q1	Q2	Q3	Q4		
STRATEGIC OBJECTIVE: 3.1 Promote economic diversification														
GOAL 5: A NEW POST MINING WORLD CITY	Review the 2011 LED Strategy and formulate economic sectors strategies and implementation plans	All	1	Number of Local Economic Development Programmes Developed by end of June 2023	Proof of Appointment and / or Programme Report/s	2011 LED Strategy	2	R4.6m	Proof of Appointment	Progress Report	Progress Report	2 x Programmes Reports		8
	Develop investment campaigns for implementation of investment and catalytic projects	All	2	Number of catalytic projects facilitated by end of June 2023	Confirmation Letter from Investor/ Developer or Catalytic Projects Committee Report	-	2	R1m	-	-	-	2		8
	Partnerships with key stakeholders to develop and promote tourism in Rustenburg	All	3	Number of major tourism activities facilitated by end of June 2023	Report on Activities Hosted or Attendance Register / Proof of Registration	7	3	R2m	1	2	3	-		10
GOAL 6: A SMART, PROSPE ROUS CITY	Develop Policy and Programmes to support local agriculture sector development Partnerships with key stakeholders to	All	4	Number of green economy projects facilitated by end of June 2023	Confirmation Letter by Project Owner / Sponsor and or Proof of approval	1	1	R0m	-	-	-	1		2

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	Key Performance Indicator (KPI)	POE	Baseline 2021/22	2022/23 Annual Target	Requested Annual Budget 2022/23 R'000	2022/23 Performance Targets per Quarter				2023/24 Annual Target	Weighting
									Q1	Q2	Q3	Q4		
	support development of rural and township economies													
STRATEGIC OBJECTIVE: 3.4 Support Enterprises, Cooperative development and job creation														
GOAL 6: A SMART, PROSPE ROUS CITY	Partnership with key stakeholders for local contractor development, SMMEs and Cooperatives Business Development Support; and Informal Trading Support	All	5	Number of SMMEs and Cooperatives Developed by end of June 2023	Development programmes Report / Attendance Register	311	100	R8m	25	50	75	100		15
			6	Number of jobs created through municipality's Local Economic Development initiatives including capital projects by end of June 2023	List of People employed with ID Numbers or Projects' Reports on Number of Jobs Created	1665	1500	R0	500	1000	1500	-		12
		All	7	Number of farmers supported for agriculture development by end of June 2023	Technical Committee Report and or Attendance Register or Stakeholder Report	21	25	R10m	-	10	20	25		15
STRATEGIC OBJECTIVE: 3.5 Attract and retain investments														

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	Key Performance Indicator (KPI)	POE	Baseline 2021/22	2022/23 Annual Target	Requested Annual Budget 2022/23 R'000	2022/23 Performance Targets per Quarter				2023/24 Annual Target	Weighting
									Q1	Q2	Q3	Q4		
GOAL 6: A SMART, PROSPE ROUS CITY	Partnerships with key stakeholders to support development and implementation of local economic development programmes	All	8	Number of partnerships established for Local Economic development Interventions by end of June 2023	Council Resolution on Proposed Partnership / Signed Partnership Agreement or Confirmation on Collaboration by Partners	4	2	R0	-	1	2	-		14
WEIGHTING: 80														

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6.2 Financial Viability and Management

Key Focus Area/Goal	Strategies	Area/Locality (Ward/Area)	KPI No.	Key Performance Indicator	Baseline 2020/21	Portfolio of Evidence (POE)	2021/22 Annual Target	Annual Budget	2022/23 Performance Targets per quarter				Weighting
									Quarter 1	Quarter 2	Quarter 3	Quarter 4	
STRATEGIC OBJECTIVE: 1.1 Enhance Revenue/ Promote Financial sustainability													
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	9	Percentage expenditure on the Directorate's approved operational budget by end of June 2023	TBC	Certified budget spreadsheet by BTO	90-95%	R47 750 844	None	None	None	90-95%	1
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	10	Percentage of the Directorate's capital budget committed by end of June 2023	TBC	Certified budget spreadsheet by BTO	90-95%	R17 210 500	None	None	None	90-95%	1
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	11	Percentage expenditure on overtime not exceeding approved budget by end of June 2023	0%	Certified budget spreadsheet by BTO	≤100%	TBC	None	None	None	≤100%	1
GOAL 11: City of sustainable and efficient resource management	Achieve positive financial ratios	Municipal Wide	12	% Collection of budgeted revenue by June 2023	new	Certified budget spreadsheet by BTO	90-95%	TBC	-	-	-	90-95%	1
TOTAL WEIGHTING: 4													

Drive optimal municipal institutional development, transformation and capacity building

Key Focus Area/Goal	Strategies	Area/Localities (Ward/Area)	KPI No.	Key Performance Indicator	Baseline 2020/21	Portfolio of Evidence (POE)	2021/22 Annual Target	Annual Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Weighting
STRATEGIC OBJECTIVE: 6.1 Achieve operational efficiency													
An Efficient, Effective and Well Governed City	Ensure efficient, effective, accountable, and transparent Governance Culture	Institutional	13	Number of formal performance review sessions with direct reportees by end of June 2023	4	Signed Operational Plans Attendance registers	4 x formal review sessions	R000	1	1	1	1	2
An Efficient, Effective and Well Governed City	Ensure inclusive and participatory integrated planning	Institutional	14	Number of Directorate's risks mitigated by end of June 2023	4	Directorate Risk Register Quarterly risk mitigation report	4	R000	1	2	3	4	2
An Efficient, Effective and Well Governed City	Ensure inclusive and participatory integrated planning	Institutional	15	% implementation of Directorate's PAAP by end of June 2023	New	PAAP Register / Report	100%	R000	90%	90%	90%	100%	2
An Efficient, Effective and Well Governed City	Inculcate a culture of quality performance	Institutional	16	% of Directorate' 2022/23 Council Resolutions responded to by end of June 2023	New	Progress report on Council Resolutions responded / Council agenda	80%	R000	80%	80%	80%	80%	2
An Efficient, Effective and Well Governed City	Inculcate a culture of quality performance	Institutional	17	% Management and Monitoring of Directorate's contracts by end of June 2023	100%	Signed Service Level Agreements And or project meeting reports / minutes	100%	R000	100%	100%	100%	100%	2
	Drive optimal municipal institutional development, transformation and capacity building		18	Date of Submission of a complete 2023/2024 procurement plan to BTO for Consolidation by 31 March 2023	Directorate Procurement Plan		31 March 2023				31 March 2023		2

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7. COMPETENCY REQUIREMENTS

7.1 Competency Description: CORE MANAGERIAL COMPETENCIES

Cluster	Leading Competencies			Weight
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	10
- Understand the institutional and departmental strategic objectives, but lacks ability to inspire others to achieve set mandate - Describe how specific tasks link to the institutional strategies but has limited influence in directing strategy - Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole - Demonstrate a basic understanding of key decision makers	- Give direction to a team in realizing the institution's strategic mandate and set objectives - Has a positive impact and influence on the morale, engagement and participation of team members - Develop actions plans to execute and guide strategy implementation - Assist in defining performance measures to monitor the progress and effectiveness of the institution - Displays and awareness of institutional structures and political factors - Effectively communicate barriers to execution to relevant parties - Provide guidance to all stakeholders in the achievement of the strategic mandate - Understand the aim and objectives of the institution and relate it to own work	- Evaluate all activities to determine value and alignment to strategic intent - Display in-depth knowledge and understanding of strategic planning - Align strategy and goals across all functional areas - Actively define performance measures to monitor the progress and effectiveness of the institution - Consistently challenge strategic plans to ensure relevance - Understand institutional structures and political factors, and the consequences of actions - Empower others to follow strategic direction and deal with complex situations - Guide the institution through complex and ambiguous concern - Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	- Structure and position the institution to local government priorities - Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework - Hold self-accountable for strategy execution and results - Provide impact and influence through building and maintaining strategic relationships - Create an environment that facilitates loyalty an innovation displays a superior level of self-discipline and integrity in actions - Integrate various systems into a collective whole to optimize institutional performance management - Uses understanding of competing interests to manoeuvre successfully to a win/win outcome	

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Cluster	Leading Competencies			Weight
Competency Name	People Management ²			
Competency Definition	Effectively manage, inspire and encourage people, optimize 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	10

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	10

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	10

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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 initiatives	5

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	10
• 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	

a. 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 behaviours 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 ideas that are congruent with the institution's rules and regulations • Take an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavourable	5

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	10

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 local government seminars and conferences	10

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 data 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 conducive of learning and knowledge sharing - Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	- Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information - Establish partnerships across local government to facilitate knowledge management - Demonstrate a mature approach to knowledge and information sharing with an abundance and assistance approach - Recognize and exploit knowledge points in interactions with internal and external stakeholders	5

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

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	10

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8. 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 (KPA's) and 20% for Core Competency Requirements (CCRs) It is also required that the KPA's relevant to the Employees Functions also be weighted in terms of importance out of a total of 100%, contributing to the 80% contribution to KPA's. It is also necessary to allocate weighting amongst KPI's and Projects where applicable. A Summary of total weightings are indicated below.

Key Performance Areas (KPA's)	KPA Weighting s	Assess Weighting s	Weighted Score	Panel Score
Basic Service and Infrastructure Development				
Municipal Institutional Development and Transformation				
Local Economic Development (LED)	84			
Municipal Financial Viability and Management	4			
Good Governance and Public Participation	12			
Spatial Rationale				
Total KPA's = (KPA's Weighted Score/100%) x 80%	100			
Total Core Competency Requirements (CCRs) = (CCRs Weighted Score/100%) x 20%				
TOTAL WEIGHTED SCORE (KPA's + CCRs)				
TOTAL WEIGHTED SCORE CONVERTED TO % = (TOTAL WEIGHTED SCORE/3) x 100%				

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

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ANNEXURE B

PERSONAL DEVELOPMENT ACTION PLAN AFTER THE PERFORMANCE REVIEWS

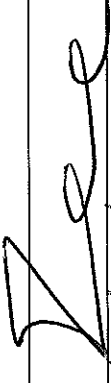
After concluding the performance reviews for the Director, the outcome of the performance reviews influences the amendment of the Personal Development Action Plan. The personal growth and the development needs identified during the performance review session must be documented in the revised Personal 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
None	n/a	n/a	n/a	n/a	n/a

SIGNATURES

SIGNED AND ACCEPTED ON BEHALF OF THE EMPLOYER

SIGNED AND ACCEPTED BY THE EMPLOYEE

NAME: MR V MAKONA.	NAME: E KOMANE
SIGNATURE: 	SIGNATURE: 
DATE: 27/07/2022	DATE: 27/07/2022