

13.

**SIGNED REVISED PERFORMANCE PLANS OF THE SECTION 54A AND 56 APPOINTEES FOR 2019/20**

2/12/1

R Louw

Senior Manager: Strategic Services

10 March 2020

(028) 313 8071

**1. Executive Summary**

The purpose of this report is for Council to note the signed revised performance plans of the Section 54A and 56 appointees (Municipal Manager and Directors) for the 2019/20 financial year.

**2. Service Delivery and Budget Implementation Plan - IGNITE**

*Management Services*  
*Strategic Services*

**3. Compliance with Strategic Priority**

Provision of democratic, accountable and ethical governance

**4. Delegated Authority**

None

**5. Legal Requirements**

Section 53(3)(b) of the Local Government: Municipal Finance Management Act, 2003 (56 of 2003) [MFMA]

**6. Background/Introduction/Discussion**

Section 53 (3)(b) of the Local Government: Municipal Finance Management Act, 2003 states “ *The Mayor must ensure- (b) that the performance agreements of the municipal manager, senior managers and any other categories of officials as may be prescribed, are made public no later than 14 days after the approval of the municipality’s service delivery and budget implementation plan. Copies of such performance agreements must be submitted to the council and the MEC for local government in the province.*”

The mid-year budget and performance assessment and 2<sup>nd</sup> adjustments budget for 2019/20 approved respectively by a Special Council on 22 January 2020 and an ordinary Council on 26 February 2020 resulted in amendments to the performance plans. The said plan forms Annexure A of the main performance contract of the affected appointees.

A summary of the revisions to the performance plans (Annexure A) are as follows:

<b>Section 54A and 56 appointee</b>	<b>Revisions to performance plan</b>
Municipal Manager	TL 43- Source of evidence amended
Director Management Services	Moved Risk Management sub-directorate to Municipal Manager  TL 24- Source of evidence amended  D18 – Source of evidence amended
Director Finance	TL 14 – KPI wording and annual target amended  D 107- Source of evidence amended
Director LED	D 374- Source of evidence amended
Director Protection Services	D 173 – Source of evidence amended
Director Community Services	TL 1 – KPI and Unit of Measurement amended  TL 6 – All quarterly targets amended  TL 29, TL 30, TL 31, TL 36, TL 37, TL 48, TL 49 – annual targets amended  D 217 - Source of evidence amended
Director Infrastructure and Planning	D 329 - Source of evidence amended

The said revised performance plans are attached as Annexure A for Council notification.

## **7. Financial Implications**

The documents were compiled in-house by our own staff.

## **8. Staff Implications**

Internal Staff

## **9. Comments from other Departments, Divisions and Administrations**

The respective Section 54A and 56 appointees were involved in the revision of the performance plans.

**10. Annexures**

Annexure A: Signed revised performance plans of the Section 54A and 56 appointees for 2019/20

**RECOMMENDATION TO THE COUNCIL:**

that the signed revised performance plans of the Section 54A and 56 appointees for 2019/20 **be noted**.

**RESPONSIBLE OFFICIAL :****R LOUW****TARGET DATE FOR IMPLEMENTATION :****1 APRIL 2020**

Revised  
2019/20  
Director:  
Finance

Annexure A

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Performance Plan

Annexure A  
1/67

**Director: Finance**

**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Accounting services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Expenditure and asset management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Revenue	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Deputy Director: Finance & SCM	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100	Updated SDBIP and report	90%	90%	90%	90%	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
TL13	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure ((Available cash+ investments)/ Monthly fixed operating expenditure) (MPPMR Reg. 10 (g))	Ratio achieved	6.56	Section 71 reports	0	0	0	3	4
TL14	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet it's service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (MPPMR Reg. 10 (g))	Ratio achieved	19.79%	Section 71 reports	0	0	0	15	4
TL15	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services) (MPPMR Reg. 10 (g))	% achieved	10.55%	Section 71 reports	0%	0%	0%	12.2%	4
TL16	Municipal Financial Viability and Management	Financial statements submitted to the Auditor-General by 31 August 2019	Financial statements submitted	1	AFS submitted to the AG	1	0	0	0	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					Q1	Q2	Q3	Q4	
TL 17	Municipal Financial Viability and Management	Submit a reviewed long term financial plan to the CFO by end October 2019	Reviewed long term financial plan submitted	1	0	1	0	0	4
TL 34	Basic Service Delivery	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements (MPPMR Reg. 10 (b))	Number of indigent households	7 385	7450	7450	7450	7450	4
TL 39	Municipal Financial Viability and Management	Achieve a debt recovery rate not less than 96% (Receipts/total billed for the 12 month period x 100)	% Recovered	99.64%	96%	96%	96%	96%	4
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end June 2020	1	0	0	0	1	4
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by 13 August 2019	Report submitted by 13 August 2019	1	1	0	0	0	4

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Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	97.5%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	4
Dept. SDBIP	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	98.33%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	95%	4
Dept. SDBIP	Good Governance and Public Participation	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Quarterly Risk Management Report	1	1	1	1	4
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	4
Dept. SDBIP	Municipal Financial Viability and Management	Submit the Final MTRF Budget by the end of May 2020	Final Budget submitted	1	Agenda of the Council meeting	0	0	0	1	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	100%	Expenditure report from SAMRAS	5	20	55	95	4
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	93.74%	Expenditure report from SAMRAS	20	40	60	95	4
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Annexure A

**COMPETENCIES**

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p>	1.67

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Competency	Definition	Weight
	<ul style="list-style-type: none"> <li>Budget planning and execution</li> <li>Financial strategy and delivery</li> <li>Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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 conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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.	1.67
Communication	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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.63

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Finance

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Competency	Definition	Weight
		TOTAL 20

Signed and accepted by the Employee

*Stephane*

Date: 03/03/2020

Signed by the Municipal Manager on behalf of the Municipality

*M. Kameel*

Date: 19/3/2020

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2019/20  
Director: CS

Annexure A

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**Performance Plan**

Annexure A

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**Director: Community Services**

**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



Annexure A

**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight	
					Q1	Q2	Q3	Q4		
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Area Management - Gansbaai	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	83%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Area management - Hangklip / Kleinmond	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	77%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Area Management - Hermanus	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	75%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Housing administration	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	92%	Updated SDBIP and report	90%	90%	90%	90%	3

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Deputy Director: Operational Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	87%	Updated SDBIP and report	90%	90%	90%	90%	3
TL 1	Basic Service Delivery	98% of the operational conditional grant (Libraries, CDW) spent (Actual expenditure divided by the total grant received)	% of total conditional operational grants spent (Libraries, CDW)	93%	Year to date expenses (SAMRAS report)	20%	50%	75%	98%	3
TL 2	Basic Service Delivery	m <sup>2</sup> of roads patched and resealed according to approved Pavement Management System within available budget	m <sup>2</sup> of roads patched and resealed	112 932	Consultant reseat statistical report	0	15,000	65,000	100,000	3
TL 5	Basic Service Delivery	Limit unaccounted water to less than 20% ((Number of kilolitre water purified - Number of kilolitre water sold)/Number of kilolitre purified x 100)	% of water unaccounted for	18.82%	Consolidated report SAMRAS (DB4) GFS and Infrastructure (water purified)	0%	0%	0%	19%	3
TL 6	Good Governance and Public Participation	Ward committee meetings held to facilitate consistent and regular communication with residents	Number of ward committee meetings per annum	117	Minutes of the ward committee meetings held	26	26	26	39	8
TL 29	Basic Service Delivery	Provision of water to informal households (excluding invaded state owned land and	The number of taps installed in relation to the number of informal households (excluding	253	Annual report from Housing Department indicating the number of informal households	0	0	0	285	3

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Ref/No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					01	02	03	04		
		private land) based on the standard of 1 water point to 25 households (MPPMR Reg. 10 (a))	invaded land unsuitable for housing and private land)		(excluding invaded land unsuitable for housing and private land); Report on the GPS coordinates on the number of taps to informal households (excluding invaded land unsuitable for housing and private land);					
TL 30	Basic Service Delivery	Provision of cleaned piped water to all formal households within 200 m from households (MPPMR Reg. 10 (a))	No of formal households that meet agreed service standards for piped water	29 174	Yearly statistics provided by finance department (SAMPRAS)	0	0	0	29 800	3
TL 31	Basic Service Delivery	Provision of refuse removal, refuse dumps and solid waste disposal to all formal households at least once a week (A household is defined as a residential unit billed for the particular services rendered by way of the financial system (SAMPRAS) (MPPMR Reg. 10 (a))	Number of formal households for which refuse is removed at least once a week	32 695	Yearly statistics provided by finance department (SAMPRAS)	0	0	0	33 105	3
TL 32	Basic Service Delivery	Provision of refuse removal, refuse dumps and solid waste disposal to all informal households at least once a week (MPPMR Reg. 10 (a))	Number of weekly removal of refuse in informal households (Once per week = 52 weeks per annum	52	Bi- annual eMIS report on the weekly refuse removal.	0	0	0	52	3
TL 36	Basic Service Delivery	The provision of sanitation services to informal households (excluding	The number of toilets provided in relation to the number of informal	794	Annual report from Housing Department indicating the number of	0	0	0	884	3

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REF No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight	
						Q1	Q2	Q3	Q4		
		invaded state owned land and private land) based on the standard of 1 toilet to 5 households (MPPMR Reg. 10 (a))	households (excluding invaded land unsuitable for housing and private land)		informal households (excluding invaded land unsuitable for housing and private land); Report on the GPS coordinates for the number of toilets to informal households (excluding invaded land unsuitable for housing and private land);.						
TL37	Basic Service Delivery	Provision of sanitation services to formal residential households (A household is defined as a residential unit billed for the particular services rendered by way of the financial system (SAMRAS)) (MPPMR Reg. 10 (a))	No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system	29 165	Yearly statistics provided by the Department of Finance	0	0	0	29 631	3	
TL 48	Basic Service Delivery	Provision of water to informal households on invaded land with available funding ("Land Invasion" refers to the illegal occupation of land, with the intention of establishing dwellings / a settlement upon it. An invasion may be by one individual or by hundreds of households).	The number of taps installed for informal households on invaded land with available funding	New kpi	Report on the GPS coordinates on the number of taps installed for informal households on invaded land	0	0	0	98	2	

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					Q1	Q2	Q3	Q4	
TL 49	Basic Service Delivery	The provision of sanitation services to informal households on invaded land with available funding ("Land Invasion" refers to the illegal occupation of land, with the intention of establishing dwellings / a settlement upon it. An invasion may be by one individual or by hundreds of households).	The number of toilets provided for informal households on invaded land with available funding	New kpi	0	0	0	130	2
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end June 2020	1	0	0	0	1	3
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2019	Report submitted by July 2019	1	0	0	0	0	3
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	80%	85%	85%	85%	85%	3

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidences				Weight
					Q1	Q2	Q3	Q4	
Dept. SDBIP	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	3
Dept. SDBIP	Good Governance and Public Participation	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Quarterly Risk Management Report	1	1	1	3
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Reports verified	1	1	1	3
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent, excluding capital charges and depreciation (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	93%	Year to date expenses measured quarterly (SAMRAS report)	15%	40%	75%	5
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	90%	Year to date expenses measured quarterly (SAMRAS report)	5%	20%	55%	3
									80

Annexure A

**COMPETENCIES**

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Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

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People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p>	1.67

Annexure A

Competency	Definition	Weight
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Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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 conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
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Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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	1.67
Communication	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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.63

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Competency	Definition	Weight
		TOTAL 20

Signed and accepted by the Employee



Date: 6 | 03 | 2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 6 | 3 | 2020

Revised  
2019/20  
Director: IP

Annexure A

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Performance Plan

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### Director: Infrastructure & Planning

**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



**KEY PERFORMANCE INDICATORS**

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SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Building services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Electricity services and street lighting	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	88%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Engineering services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	60%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Engineering planning	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	75%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Property administration	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	67%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	4

Annexure A

Ref No	National KPA	Key Performances Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		Directorate: Town planning and spatial development	Dashboard report							
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Environmental Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	75%	Updated SDBIP and report	90%	90%	90%	90%	4
TL 3	Basic Service Delivery	Quality of effluent comply 90% with general limit in terms of the Water Act (Act 36 of 1998)	% compliance	93.5%	Report from Directorate Infrastructure (WSA) compiled from independent Laboratory test results	90%	90%	90%	90%	4
TL 4	Basic Service Delivery	Quality of potable water comply 95% with SANS 241	% compliance with SANS 241	98%	Independent Laboratory test results	95%	95%	95%	95%	4
TL 18	Basic Service Delivery	Limit electricity losses to 7.5% or less ((Number of Electricity Units Purchased Sold) / Number of Electricity Units Purchased and/or Generated) x 100	% of electricity unaccounted for	5.12%	Electricity losses Excel spreadsheet from Manager: costing and Reports in Finance Directorate	-	-	-	7.5%	4
TL 19	Basic Service Delivery	Report on the implementation of the Water Service Development plan annually by the end of October	Report submitted	1	Letter of submission of Water Services Audit to DWS	-	1	-	-	4

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TL 33	Basic Service Delivery	Provision of Electricity: Number of metered electrical connections in formal areas (Eskom Areas excluded) (Definition: Refers to residential households (RE) and pensioners (PR) as per Finance departments billed households) (MPPMR Reg. 10 (a))	Number of formal households that meet agreed service standards	21 048	-	-	-	21 048	4
TL 38	Basic Service Delivery	100% of the Municipal Infrastructure Grant (MIG) spent by 30 June 2020 (Actual MIG expenditure/ Allocation received)	% expenditure of allocated MIG funds	80%		40	62.4	100	4
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end June 2020	1		0	0	1	4
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2019	Report submitted by July	1		0	0	0	4
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	80%		85%	85%	85%	4

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
Dept. SDBIP	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	96.19%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	95%	4
Dept. SDBIP	Good Governance and Public Participation	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Quarterly Risk Management Report	1	1	1	1	2
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	2
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	86%	Expenditure report from SAMRAS	5%	20%	55%	95%	4
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	99.97%	Expenditure report from SAMRAS	20%	40%	60%	95%	4
TOTAL									80	

**COMPETENCIES**

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.


Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.


Competency	Definition	Weight
<b>LEADING COPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p>	1.67

Competency	Definition	Weight
	<ul style="list-style-type: none"> <li>Budget planning and execution</li> <li>Financial strategy and delivery</li> <li>Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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 conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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.	1.67
Communication	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.	1.67
Results and quality focus	Able to maintain high quality standards; focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67

Revised  
2019/20  
Annexure A  
Director: JP

Competency	Definition	Weight
		TOTAL 20

Signed and accepted by the Employee  
  
Date: 10/3/2020

Signed by the Municipal Manager on behalf of the Municipality  
  
Date: 19/3/2020



Revised  
2019/20  
Director: LED,  
Social  
Development  
& Tourism

Annexure A

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Performance Plan

**Director: Economic Development, Social Development & Tourism**

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



Annexure A

**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: LED	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	83%	Updated SDBIP and report	90%	90%	90%	90%	5
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Tourism	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	5
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Social Development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	63%	Updated SDBIP and report	90%	90%	90%	90%	5
TL &	Local Economic Development	Provide four progress reports on LED, Social Development and Tourism initiatives to Council by end June 2020 (Refers to the 4th quarter report of previous financial year and three progress reports for	Number of progress reports on LED, Social Development & Tourism initiatives	3	Council resolutions on the four progress reports on LED, Social Development & Tourism initiatives	1	1	1	1	4

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidences				Weight
					Q1	Q2	Q3	Q4	
		the 2019/20 financial year)							
TL 9	Local Economic Development	Provide a schedule of funded events to the Executive Mayor for sign off by end of July 2019	Number of schedules submitted	1	Signed off schedule of funded events by the Executive Mayor	1	0	0	4
TL 10	Local Economic Development	Support 120 SMME's in terms of the SMME Development Programme by 30 June 2020	Number of SMME's supported	92	Internally verified list of SMME's supported	0	60	0	5
TL 11	Local Economic Development	Report on projects/ initiatives in collaboration with other stakeholders for local economic development, social development and tourism	Number of projects / initiatives collaborated on	New kpi	Implementation plan and or letter of intent	3	3	3	5
TL 12	Local Economic Development	The number of job opportunities created through the EPWP programme and as per set targets (grant agreement - FTE's, translates to 1020 work opportunities) (MPPMR Reg. 10 (d))	Number of temporary jobs created	994	Internally verified list of beneficiaries appointed	0	580	210	230
TL 40	Local Economic Development	Support 50 SMME's in terms of the Emerging Contractor Programme by 30 June 2020	Number of Emerging Contractors supported	43	Internally verified list of small contractors supported	0	25	0	25

Annexure A

Ref/No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					Q1	Q2	Q3	Q4	
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end June 2020	1	0	0	1	4	
Dept. SDBIP	Municipal Financial Viability and Management	Report on the functioning of Local Tourism Euro's (LTO's) and monitor visitor statistics in major towns	Monthly reporting from Tourism Manager	18	3	3	3	4	
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2019	Report submitted by July	1	0	0	0	4	
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	80%	85%	85%	85%	4	
Dept. SDBIP	Good Governance and Public Participation	Implement Council resolutions within the required Council term target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95%	95%	95%	95%	4	

ANNEXURE A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					C1	C2	C3	C4	
Dept. SDBIP	Good Governance and Public Participation	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	1	1	1	1	5
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	1	1	1	1	4
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	100%	5%	20%	55%	95%	4
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	94.85%	20%	40%	60%	95%	4
									80

Annexure A

**COMPETENCIES**

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COPEENCIES</b>		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement	1.67

Annexure A

Competency	Definition	Weight
	<p>processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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 conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order	1.67



Annexure A

Competency	Definition	Weight
Results and quality focus	to effectively convey, persuade and influence stakeholders to achieve the desired outcome. Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

Signed and accepted by the Employee



Date: 10.03.2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 19.3.2020



Revised  
2019/20  
Director: MS

Annexure A

### Performance Plan

**Director: Management Services**

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
SDBIP Graphs	Good Governance and Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Communications	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Council & support services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Human resources	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	86%	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Labour Relations & Occupational Health & Safety	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	67%	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Legal Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	90%	3

AA

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					O1	O2	O3	O4		
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Strategic services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	88%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Systems development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Business analyst	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	3
TL20	Municipal Transformation and Institutional Development	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated) (MPPMR Reg. 10 (f))	% of the training budget spent on implementation of the WSP	99.87%	Expenditure reports from SAMRAS system	20%	40%	60%	100%	3
TL21	Municipal Transformation and Institutional Development	Review the Municipal Organisational Staff Structure by the end of June 2020	Structure reviewed	1	LLF minutes (restructuring) and updated organogram	0	0	0	1	3
TL22	Municipal Transformation and Institutional Development	Revise the Section 14 Access to Information Manual by the end of June 2020 to ensure compliant and up to date policies	Manual revised	1	Letter to the Human Rights Commission	0	0	0	1	3

A MS

Annexure A

Ref No.	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					Q1	Q2	Q3	Q4	
TL23	Municipal Transformation and Institutional Development	92% of the approved and funded organogram filled (actual number of posts filled divided by the funded posts budgeted) x100	% filled	93%	92%	92%	92%	92%	3
TL24	Municipal Transformation and Institutional Development	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan (MPPMR Reg. 10 (e))	The number of people from EE target groups employed	70	67	67	67	67	3
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end June 2020	1	0	0	0	1	4
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2019	Report submitted by July	1	1	0	0	0	3
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	89.50%	85%	85%	85%	85%	3

*MS*

*(MS)*

MA

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					Q1	Q2	Q3	Q4	
Dept. SDBIP	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	97.08%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	4
Dept. SDBIP	Good Governance and Public Participation	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Quarterly Risk Management Report	1	1	1	3
Dept. SDBIP	Municipal Transformation and Institutional Development	Co-ordinate the finalisation of annual performance agreements of Municipal Manager and section 56 managers by the end of July 2019	Number of performance agreements	6	Signed copies of performance agreements	6	0	0	3
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	3
Dept. SDBIP	Good Governance and Public Participation	Submit the final Annual report and oversight report of Council before 31 March 2020	Final Annual report and oversight report completed	1	Minutes of Council meeting during which it was discussed	0	0	1	3
Dept. SDBIP	Good Governance and Public Participation	Submit the draft the top layer SDBIP to the Mayor within 14 days after approval of the budget	Top layer SDBIP submitted to MM	1	Approved top layer SDBIP cover page	0	0	1	3

MA

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
Dept. SDBIP	Good Governance and Public Participation	Prepare the final IDP for submission to Council by the end of May 2020	Final IDP submitted	1	Council resolution of the approved IDP	0	0	0	1	3
Dept. SDBIP	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	100%	100%	100%	100%	3
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	98.30%	Expenditure report from SAMRAS	5%	20%	55%	95%	3
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	93.51%	Expenditure report from SAMRAS	20%	40%	60%	95%	3
80										



**COMPETENCIES**

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives; it includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer</p>	1.67



Annexure A



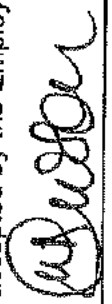
Competency	Definition	Weight
	<p>procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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 conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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	1.67
Communication	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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measur	1.67



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Competency	Definition	Weight
	results and quality against identified objectives.	
TOTAL		20

Signed and accepted by the Employee

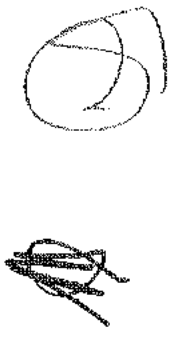


Date: 4/3/2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 19/3/2020



**Performance Plan**

**Director: Protection Services**

**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Revised  
2019/20  
Annexure A Director: PS

### KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, the performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Fire & Disaster Management and Security Services	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	71%	Updated SDBIP and report	90%	90%	90%	90%	6
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Traffic Services, Law Enforcement & Task Team	90% of the KPIs of the sub-directorate have been met as per Ignite Dashboard report	88%	Updated SDBIP and report	90%	90%	90%	90%	6
TL25	Basic Service Delivery	Annually review and submit Disaster Management Plan to Council by the end of October 2019	Reviewed plan submitted	0	Council Minutes noting the Reviewed Disaster Management Plan	0	1	0	0	6
TL26	Basic Service Delivery	Review Community Safety Plan in three year cycle by end of June of the third year in conjunction with the Department of Community Safety	Plan reviewed	New kpi	Reviewed Community Safety Plan	0	0	0	1	6
TL27	Basic Service Delivery	Arrange public awareness sessions on Protection Services	Number of sessions held	84	Quarterly statistical report	15	22	32	31	5

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight
					O1	O2	O3	O4	
TL26	Basic Service Delivery	Collect R16,500,000 Public Safety Income by 30 June 2020 (Actual revenue, excluding the fine impairment amount)	R-value of public safety collected income	R 20 167 776	4 125 000	4 125 000	4 125 000	4 125 000	5
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Planning schedules for procuring timeframes for the financial year submitted by end June 2020	1	0	0	1	5	5
Dept. SDBIP	Municipal Transformation and Institutional Development	Quarterly report on traffic, licensing, fire, disaster management, security services and law enforcement to Council	Quarterly report to Council	4	1	1	1	5	5
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2019	Report submitted by July	1	1	0	0	6	6
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	80%	85%	85%	85%	5	5

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Dept. SDBIP	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	95%	5
Dept. SDBIP	Good Governance and Public Participation	Report quarterly to the MM on corrective measures implemented to reduce risk areas	Number of risk management reports submitted	4	Quarterly Risk Management Report	1	1	1	1	5
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contractors for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	5
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	96.76%	Expenditure report from SAMRAS	20%	40%	60%	95%	5
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	87.50%	Expenditure report from SAMRAS	5%	20%	55%	95%	5
TOTAL									80	

**COMPETENCIES**

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
<b>LEADING COPETENCIES</b>		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions</p>	1.67

Competency	Definition	Weight
	<p>are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	1.67
Governance leadership	<p>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 conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	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.	1.67
Analysis and innovation	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.	1.67
Knowledge and information management	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	1.67
Communication	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.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further to actively monitor and measure results and quality	1.67

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2019/20  
Annexure A  
Director: PS

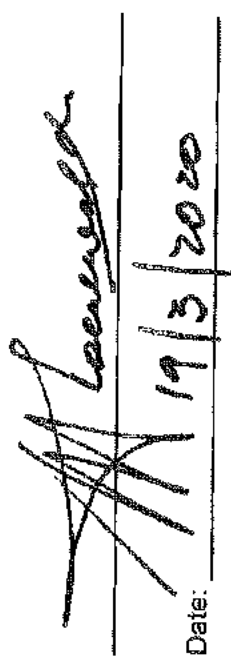
Competency	Definition	Weight
	against identified objectives.	
TOTAL		20

Signed and accepted by the Employee



Date: 4/3/2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 19/3/2020

Revised  
2019/20  
MM

Annexure A

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### Performance Plan



**Municipal Manager**

**The Performance Plan sets out:**

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.



**KEY PERFORMANCE INDICATORS**

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight	
					Q1	Q2	Q3	Q4		
SDBIP Graphs	Good Governance & Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Internal Audit	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Risk Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Infrastructure and Planning Directorate	80% of the KPI's of the Directorate have been met	80%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the Management Services Directorate	80% of the KPI's of the Directorate have been met	88%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Local Economic Development	Effective Management and supervision of the Economic Development Directorate	80% of the KPI's of the Directorate have been met	86%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Municipal Financial Management and Viability	Effective Management and supervision of the Finance Directorate	80% of the KPI's of the Directorate have been met	97%	Updated SDBIP and report	80%	80%	80%	80%	3

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence				Weight	
					Q1	Q2	Q3	Q4		
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Protection Services Directorate	80% of the KPI's of the Directorate have been met	81%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Community Services Directorate	80% of the KPI's of the Directorate have been met	77%	Updated SDBIP and report	80%	80%	80%	80%	3
TL7	Good Governance and Public Participation	Submit quarterly progress reports on the revision of the top 10 risks as a corrective action to the Executive Management Team	Number of progress reports submitted	4	EMT minutes where item served	1	0	2	1	6
TL 35	Basic Service Delivery	Percentage of a municipality's capital budget actually spent on capital projects identified for 2019/20 in terms of the municipality's IDP (Actual amount spent on projects as identified for the year in the IDP/Total amount budgeted on capital projects)X100 (MPPMR Reg. 10 (c))	% of the capital budget spent	90%	Expenditure report from SAMRAS	5%	20%	55%	95%	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL41	Municipal Transformation and Institutional Development	Sign section 56 performance agreements with all directors by the end of July 2019	Number of agreements signed	6	Cover page and signature section of the performance agreements	6	-	-	-	4
TL42	Good Governance and Public Participation	Monitor the implementation of the action plan developed to address all the issues raised in the management letter of the Auditor General and submit quarterly progress reports to Executive Mayor	Number of progress reports monitored and submitted to Executive Mayor	5	EMT minutes where item served	1	1	1	1	6
TL 43	Municipal Transformation and Institutional Development	Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2019 to be completed by Sept 2019 and the current period October to December 2019 to be completed by February 2020.	Number of appraisals	12	Attendance register	6	0	6	0	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 44	Good Governance and Public Participation	Submit the final Annual report and oversight report to Council before 31 March 2020	Final Annual report and oversight report submitted	1	Minutes of Council meeting during which it was discussed	0	0	1	0	5
TL 45	Good Governance and Public Participation	Prepare the final IDP for submission to Council by the end of May 2020	Final IDP submitted	1	Council resolution of approved IDP	0	0	0	1	5
TL 46	Good Governance and Public Participation	Draft the annual report and submit to the Auditor-General by the end of August 2019	Draft Annual report completed	1	Confirmation of receipt of the report	1	0	0	0	5
TL 47	Municipal Financial Viability and Management	Submit the Final MTREF budget by the end of May 2020	Final Budget submitted	1	Agenda of the Council meeting	0	0	0	1	6
Dept. SDBIP	Good Governance and Public Participation	Approve the departmental SDBIP with the Directors to approve the KPI's and targets within 28 days after the approval of the main budget by Council to ensure the implementation of the municipal budget	Departmental SDBIP approved	1	Signature section of the approved departmental SDBIP	0	0	0	1	4
Dept. SDBIP	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	100%	100%	100%	100%	2

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Dept. SDBIP	Municipal Transformation and Institutional Development	Bi-annual workshop with top management to promote sound municipal administration	Number of workshops	1	Notice of workshops (Dec/June) to TMT	0	1	0	1	2
Dept. SDBIP	Municipal Transformation and Institutional Development	Bi-annual informal performance appraisals of Section 56 appointees to be completed by October 2019 (1st informal review: July to September 2019) and April 2020 (2nd informal review: January to March 2020 )	Number of appraisals	12	Notice of informal evaluations to top management team	0	6	0	6	2
Dept. SDBIP	Good Governance and Public Participation	Risk based audit plan approved by the Joint Audit and Performance Audit Committee (JAPAC) by the end of June 2020	Plan approved	1	Minutes of the Joint Audit and Performance Audit Committee meeting during which RBAP was approved	0	0	0	1	3
										80



Annexure A

**COMPETENCIES**

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People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> <li>• Budget planning and execution</li> </ul>	1.67


ANNEXURE A

Competency	Definition	Weight
	<ul style="list-style-type: none"> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>	
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>	1.67
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<b>TOTAL</b>		<b>20</b>

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2019/20  
MM


Annexure A

Signed and accepted by the Employee



Date: 11/29/2020

Signed by the Executive Mayor on behalf of the Municipality



Date: 19/03/2020