

8. SIGNED REVISED PERFORMANCE PLANS OF THE SECTION 54A and 56 APPOINTEES FOR 2016/17

2/12/1

R Louw

(028) 313 8071

Corporate Head Office

14 February 2017

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 2016/17 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 1st adjustments budget for 2016/17 approved by a Special Council on 25 January 2017 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:

Section 54A and 56 appointee	Revisions to performance plan
Director Management Services	TL 7 moved from Municipal Manager to Director: Management Services TL 25 baseline changed and target adjusted upwards TL 27 – Target aligned to baseline
Director Finance	TL 15 -17 the source of evidence changed TL 40 wording change to unit of measurement TL 46- baseline changed
Director LED	TL 9 wording change to source of evidence TL 10 baseline changed
Director Protection Services	TL 31 changed baseline and target to be aligned
Municipal Manager	Contract was renewed

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 2016/17

RECOMMENDATION TO THE COUNCIL:

that the signed revised performance plans of the Section 54A and 56 appointees for 2016/17 **be noted.**

AGENDA OF THE MAYORAL COMMITTEE MEETING**22 FEBRUARY 2017****RESPONSIBLE OFFICIAL :****R LOUW****TARGET DATE FOR IMPLEMENTATION :****28 FEBRUARY 2017**

Performance Plan

Annexure A
1/59



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	Portfolio of evidence	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	N/A	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: Council & support services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	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: Human resources	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	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: Legal Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	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: Strategic services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	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: Social development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	3



Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
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	N/A	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	N/A	Updated SDBIP and report	90%	90%	90%	90%	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	1	1	1	2
TL22	Municipal Transformation and Institutional Development	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan	% of the training budget spent on implementation of the WSP	100	Expenditure reports from SAMRAS	20%	40%	60%	100%	3
TL23	Municipal Transformation and Institutional Development	Review the Municipal Organisational Staff Structure by the end of June 2017	Structure reviewed	1	New approved posts on the operational budget: LLF minutes (restructuring)	0	0	0	1	3
TL24	Municipal Transformation and Institutional Development	Revise the Section 14 Access to Information Manual by the end of June to ensure compliant and up to date policies	Manual revised	1	Letter to the Human Rights Commission	0	0	0	1	2
TL25	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	92.31	HR statistics on filled and vacant posts	92%	92%	92%	92%	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL26	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	The number of people from EE target groups employed	60	Monthly report to Directors	59	59	59	59	2
TL27	Municipal Transformation and Institutional Development	Provide legal assistance and input on policies, contracts, agreements, legislation, by-laws and authorities within 5 working days	Number of responses to legal assistance provided within 5 working days	553	Written proof response to legal assistance	138	138	138	139	2
TL28	Municipal Transformation and Institutional Development	Monthly Reports on additional court matters	Number of reports on court matters	new kpi	Monthly Report on Additional Court matters (Financial & Court process)	6	6	6	6	2
TL29	Municipal Transformation and Institutional Development	Convene quarterly LDAC (Local Drug Action Committee) meetings	Quarterly LDAC meetings	new kpi	Minutes of meeting / Attendance Register	1	1	1	1	2
D15	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-August and end June	100	SCM records	0	1	0	1	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D16	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	2
D17	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	85%	Feedback submitted to Manager: Internal Audit	82%	82%	82%	82%	3
D18	Good Governance and Public Participation	Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP	Number of months reported	12	Monthly reports	3	3	3	3	3
D19	Good Governance and Public Participation	Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95.42%	Council resolution register	95%	95%	95%	95%	2
D20	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	Copies of reports submitted	1	1	1	1	3
D21	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	Number of performance agreements	6	Signed copies of performance agreements	6	0	0	0	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D22	Good Governance and Public Participation	Verify correctness of the quarterly report on the performance of all providers for service contracts in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	3
D23	Municipal Transformation and Institutional Development	Submit the final Annual report and oversight report of Council before 31 March	Final Annual report and oversight report completed	1	Final annual report and minutes of Council meeting during which it was discussed	0	0	1	0	3
D24	Municipal Transformation and Institutional Development	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	0	0	0	1	3
D25	Municipal Transformation and Institutional Development	Prepare the final IDP for submission to Council by the end of May	Final IDP submitted	1	Approved IDP	0	0	0	1	3
D26	Municipal Transformation and Institutional Development	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	100%	100%	100%	100%	3
D28	Basic Service Delivery	98% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	95.65%	Expenditure report from SAMRAS	20%	40%	60%	98%	3
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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
LEADING COPETENCIES		
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"> ▪ Impact and influence ▪ Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	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: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery 	1.67





Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> Financial reporting and delivery <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"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	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"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
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
TOTAL		20



Signed and accepted by the Employee



Date: 30/1/2017

Signed by the Municipal Manager on behalf of the Municipality



Date: 01.02.2017



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.

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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: Fire & Disaster Management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	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: Law enforcement & security services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	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	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	6
TL30	Basic Service Delivery	Annually review and submit Disaster Management Plan to the District by the end of June	Reviewed plan submitted	1	Acknowledgement of receipt from the District	0	0	0	1	6
TL31	Basic Service Delivery	Arrange public awareness sessions on Protection Services	Number of sessions held	88	Quarterly statistical report	10	15	32	31	6

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL32	Basic Service Delivery	Annually review Community Safety Plan by the end of June in conjunction with the Department of Community Safety	Plan reviewed	1	Correspondence with the Department of Community Safety	0	0	0	1	5
TL33	Basic Service Delivery	Review the Fire Management Plan by the end of June 2017	Plan reviewed	1	Reviewed Fire Management Plan	0	0	0	1	5
TL34	Basic Service Delivery	Collect R10 000 000 Public Safety Income by 30 June 2017	R-value of public safety collected income	14,285,330	SAMRAS reports	R 2,500,000	R 2,500,000	R 2,500,000	R 2,500,000	4
D171	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-August and end-June	100	SCM records	1	0	0	1	3
D172	Municipal Transformation and Institutional Development	Daily compliance to registry requirements and response on own queries within 14 days	95% completed within 14 days	95	Collaborator report	95%	95%	95%	95%	3
D173	Municipal Transformation and Institutional Development	Monthly traffic, fire and law enforcement reports to EMT and quarterly to Council	Monthly reporting for EMT and quarterly for Council	12	Monthly reports and quarterly reports submit to Council	3	3	3	3	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D174	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	3
D175	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	86.67	Feedback submitted to Manager: Internal Audit	80%	80%	80%	80%	3
D176	Good Governance and Public Participation	Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP	Number of months reported	12	Monthly reports	3	3	3	3	3
D177	Good Governance and Public Participation	Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	95	Council resolution register	95%	95%	95%	95%	3
D178	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	Copies of reports submitted	1	1	1	1	3



Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D179	Municipal Transformation and Institutional Development	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	new kpi	Copies of reports verified	1	1	1	1	3
D180	Basic Service Delivery	98% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	97.22	Expenditure report from SAMRAS	20%	40%	60%	98%	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
LEADING COPETENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	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: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery 	1.67






Competency	Definition	Weight
Change leadership	<ul style="list-style-type: none"> • Financial reporting and delivery <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"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	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"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
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
TOTAL		20



Signed and accepted by the Employee


Date: 27/1/17

Signed by the Municipal Manager on behalf of the Municipality


Date: 01/02/2017



Performance Plan

20/59



20/59

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.



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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	N/A	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	N/A	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	N/A	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	N/A	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: System administrator: Finance	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4

SPM

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: Contract management	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	N/A	Updated SDBIP and report	90%	90%	90%	90%	4
TL15	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)	Ratio achieved	3.72	Section 71 reports	0	0	0	1.5	3
TL16	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations ((Total operating revenue- operating grants received)/debt service payments due within the year) (%)	Ratio achieved	17.13	Section 71 reports	0	0	0	17.2	3
TL17	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors (Total outstanding service debtors/ revenue received for services)	% achieved	10.36	Section 71 reports	0%	0%	0%	12.2%	3
TL18	Municipal Financial Viability and Management	Financial statements submitted to the Auditor-General by 31 August 2016	Financial statements submitted	1	AFS submitted to the AG	1	0	0	0	5

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL19	Municipal Financial Viability and Management	Submit a reviewed long term financial plan by end October 2016	Submission of long term financial plan	1	Updated long term financial plan	0	1	0	0	4
TL 40	Basic Service Delivery	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements	Number of indigent households	6842	Monthly summary from the indigent register	7100	7100	7100	7100	3
TL46	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	97.74%	Statistics from Revenue department regarding the Collection rate on 30, 60 and 90 days (Report OV-B113R)	96%	96%	96%	96%	3
D102	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-August and end June	1	SCM records	1	0	0	1	3
D103	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by 12 August 2016	Report submitted by 12 August 2016	1	Copy of annual report inputs submitted	1	0	0	0	4
D104	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	Feedback submitted to Manager: Internal Audit	97%	97%	97%	97%	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	
D105	Good Governance and Public Participation	Monthly SDBIP reporting to the MM on or before the indicated closure date of the SDBIP	Number of months reported	12	Monthly reports	3	3	3	3	3
D106	Good Governance and Public Participation	Implement Council resolutions within the required timeframes (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	96.25	Council resolution register	98%	98%	98%	98%	4
D107	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	Copies of reports submitted	1	1	1	1	4
D108	Good Governance and Public Participation	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
D109	Municipal Financial Viability and Management	Submit the Final MTREF Budget by the end of May	Budget submitted	1	Agenda of the Council meeting	0	0	0	0	4
D112	Basic Service Delivery	98% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	92.03%	Expenditure report from SAMRAS	20	40	60	98	2
80										

[Handwritten mark]

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
LEADING COPETENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	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	1.67

Competency	Definition	Weight
	transactions are managed in an ethical manner. It includes: <ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery 	
Change leadership	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: <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	1.67
Governance leadership	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: <ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
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

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

Signed and accepted by the Employee



Date: 2/2/2017

Signed by the Municipal Manager on behalf of the Municipality



Date: 6.2.2017