

11.

SIGNED REVISED PERFORMANCE PLANS OF THE SECTION 54A AND 56 APPOINTEES FOR 2018/19

2/12/1

R Louw

(028) 313 8071

Corporate Head Office

12 March 2019

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 2018/19 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 3rd adjustments budget for 2018/19 approved respectively by a Special Council on 23 January 2019 and an ordinary Council on 27 February 2019 resulted in amendments to the performance plans. The said plan forms Annexure A of the main performance contract of the affected appointees.

AGENDA OF THE MAYORAL COMMITTEE MEETING**27 MARCH 2019**

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

Section 54A and 56 appointee	Revisions to performance plan
Municipal Manager	D4 deleted, duplicate of TL43
Director Management Services	Moved Social development sub-directorate to Directorate LED, Social Development and Tourism Added Labour Relations and Risk Management as Sub-directorates D18 – Target amended to align with SDBIP target (85%)
Director Finance	TL 34 - source of evidence amended
Director LED	Added Social development as sub-directorate TL42 reference corrected to TL41
Director Protection Services	TL 27- POE amended D182- Target amended to align with SDBIP target (85%)
Director Community Services	TL 1 – KPI and Unit of Measurement amended TL 6 – June and annual target amended TL 30 – KPI, unit of measurement and POE amended TL 37 - KPI, unit of measurement and POE and target amended D227- Target amended to align with SDBIP target (85%) Added two new TL KPI's (TL 49 & TL 50)
Director Infrastructure and Planning	TL 21- KPI wording amended Added Environmental Services as Sub-directorate

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 2018/19

RECOMMENDATION TO THE COUNCIL:

that the signed revised performance plans of the Section 54A and 56 appointees for 2018/19 **be noted**.

RESPONSIBLE OFFICIAL :

R LOUW

TARGET DATE FOR IMPLEMENTATION :

27 MARCH 2019

Revised
2018/19
MM

Annexure A

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.

Handwritten signature and initials in black ink, consisting of a large, stylized 'A' and a smaller, more complex mark below it.

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 & Public Participation	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Internal Audit Directorate	90% of the KPIs of the sub directorate have been met as per Ignite Dashboard report	80%	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 KPIs of the Directorate have been met	88%	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 KPIs of the Directorate have been met	92%	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 KPIs 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 KPIs of the Directorate have been met	97%	Updated SDBIP and report	80%	80%	80%	80%	3
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the Protection Services Directorate	80% of the KPIs of the Directorate have been met	95%	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 KPIs of the Directorate have been met	70%	Updated SDBIP and report	80%	80%	80%	80%	3



Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 36	Basic Service Delivery	Percentage of a municipality's capital budget actually spent on capital projects identified for 2018/19 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} (MPP/MR Reg. 10 (c))	% of the capital budget spent	98%	Expenditure report from SAMRAS	5%	20%	55%	95%	3
TL42	Municipal Transformation and Institutional Development	Sign section 56 performance agreements with all directors by the end of July 2018	Number of agreements signed	New kpi	Cover page and signature section of the performance agreements	6	-	-	-	4
TL43	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	New kpi	EMT minutes where item served	1	1	1	1	8

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 44	Municipal Transformation and Institutional Development	Bi-annual formal performance appraisals of the section 56 appointees for the previous financial period April to June 2018 to be completed by Sept 2018 and the current period October to December 2018 to be completed by February 2019.	Number of appraisals	New kpi	Notice of formal appraisals to Panel and Top Management Team	6	0	6	0	4
TL 45	Good Governance and Public Participation	Submit the final Annual report and oversight report of Council before 31 March 2019	Final Annual report and oversight report completed	New kpi	Final annual report and minutes of Council meeting during which it was discussed	1	0	0	0	7
TL 46	Good Governance and Public Participation	Prepare the final IDP for submission to Council by the end of May 2019	Final IDP submitted	New kpi	Council resolution of approved IDP	0	0	0	1	5
TL 47	Good Governance and Public Participation	Draft the annual report and submit to the Auditor-General by the end of August 2018	Draft Annual report completed	New kpi	Confirmation of receipt of the report	1	0	0	0	5
TL 48	Municipal Financial Viability and Management	Submit the Final MTREF budget by the end of May 2019	Budget submitted	New kpi	Agenda of the Council meeting	0	0	0	1	9

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D1	Good Governance and Public Participation	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	2
D3	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
D8	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	100%	100%	100%	100%	2
D9	Municipal Transformation and Institutional Development	Bi-annual workshop with top management to promote sound municipal administration	Number of workshops	2	Notice of workshops (Dec/June) to TMT	0	1	0	1	2
D10	Municipal Transformation and Institutional Development	Bi-annual informal performance appraisals of Section 56 appointees to be completed by October 2018 (1st informal review: July to September 2018) and April 2019 (2nd informal review:	Number of appraisals	12	Notice of informal evaluations to top management team	0	6	0	6	2

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D11	Good Governance and Public Participation	January to March 2019) Risk based audit plan approved by the Joint Audit and Performance Audit Committee (JAPAC) by the end of June 2019	Plan approved	1	Minutes of the Joint Audit and Performance Audit Committee meeting during which RBAP was approved	0	0	0	1	2
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	Description	Weight
LEADING COPETENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	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"> • Budget planning and execution • Financial strategy and delivery 	1.67

Annexure A


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.	1.63
TOTAL		20

Annexure A

Signed and accepted by the Employee


Date: 28.02.2019

Signed by the Executive Mayor on behalf of the Municipality


Date: 01-03-2019

Revised
2018/19
Director:
Finance

Annexure A

Performance Plan

11/71



Annexure A

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.



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: Accounting services	90% of the KPIs 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 KPIs of the sub directorate have been met as per Ignite Dashboard report	88.89	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 KPIs 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 KPIs of the sub directorate have been met as per Ignite Dashboard report	100	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) (MPPMR Reg. 10 (g))	Ratio achieved	5.18	Section 71 reports	0	0	0	3	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
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) (%) (MPPMR Reg. 10 (g))	Ratio achieved	20.09%	Section 71 reports	0	0	0	12%	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) (MPPMR Reg. 10 (g))	% achieved	9.86%	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 2018	Financial statements submitted	1	AFS submitted to the AG	1	0	0	0	4
TL19	Municipal Financial Viability and Management	Submit a reviewed long term financial plan by end October 2018	Submission of long term financial plan	1	Updated long term financial plan	0	1	0	0	4
TL 34	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	Number of formal households that meet agreed service standards	20916	Based on number of households billed by department of finance	0	0	0	20700	3

Revised
2018/19
Director:
Finance

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 35	Basic Service Delivery	Finance departments billed households) (MPPMR Reg. 10 (a)) Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements	Number of indigent households	7418	Monthly summary from the indigent register	7400	7400	7400	7400	4
TL 40	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	99.44	Calculation of 12 month rolling average	96%	96%	96%	96%	4
D103	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 2019	2	SCM records	0	0	0	1	4
D104	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by 13 August 2018	Report submitted by 13 August 2018	1	Copy of annual report inputs submitted	1	0	0	0	3
D105	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	85%	85%	85%	85%	4

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D106	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%	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	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	3
D109	Municipal Financial Viability and Management	Submit the Final MTREF Budget by the end of May 2019	Budget submitted	1	Agenda of the Council meeting	0	0	0	1	4
D111	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
D112	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	93.30%	Expenditure report from SAMRAS	20	40	60	95	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D113	Basic Service Delivery	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	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 	1.67



Annexure A

Competency	Definition	Weight
People management	<ul style="list-style-type: none"> Organisational awareness <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"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management 	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"> Program and project planning and implementation Service delivery management Program and project monitoring and evaluation 	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"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery 	1.67
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"> 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 	1.67

Annexure A

Competency	Definition	Weight
	<ul style="list-style-type: none"> Cooperative governance 	
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.	1.63
	TOTAL	20


Annexure A

Signed and accepted by the Employee



Date: 4/3/2019

Signed by the Municipal Manager on behalf of the Municipality



Date: 5.3.2019

Revised
2018/19
Director: CS

Annexure A

Performance Plan

21/71



Annexure A

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	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: Area Management - Gansbaai	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	69.23	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	69.23	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	72.73	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	100	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: Deputy Director: Operational Services	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	72.22	Updated SDBIP and report	90%	90%	90%	90%	3
TL 1	Basic Service Delivery	98% of the operational conditional grant (Libraries)	% of total conditional operational grants	86.07	Year to date expenses (SAMRAS report)	20%	50%	75%	98%	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		spent (Actual expenditure divided by the total grant received)	spent (Libraries)							
TL 2	Basic Service Delivery	m ² of roads patched and resealed according to approved Pavement Management System within available budget	m ² of roads patched and resealed	135 298 m ²	Consultant resealed 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	19.14%	Consolidated report_ SAMRAS (DB4) GFS and Infrastructure (water purified)	0%	0%	0%	19%	3
TL6	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	29	29	29	30	6
		Provision of water to informal households (excluding invaded state owned land and private land) based on the standard of 1 water point to 25 households (MPPMR Reg. 10 (a))	The number of taps installed in relation to the number of informal households (excluding invaded land unsuitable for housing and private land)	252	Annual report from Housing Department indicating the number of informal households (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);	0	0	0	239	3
TL 30										
TL 31	Basic Service Delivery	Provision of cleaned piped water to all formal households within 200 m from households	No of formal households that meet agreed service	34449	Yearly statistics provided by finance department (SAMRAS)	0	0	0	30209	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		(MPPMR Reg. 10 (a))	standards for piped water							
TL 32	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 (SAMRAS) ((MPPMR Reg. 10 (a))	Number of formal households for which refuse is removed at least once a week	32029	Yearly statistics provided by finance department (SAMRAS)	0	0	0	32990	3
TL 33	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 37	Basic Service Delivery	The provision of sanitation services to informal households (excluding invaded state owned land and private land) based on the standard of 1 toilet to 5 households (MPPMR Reg. 10 (a))	The number of toilets provided in relation to the number of informal households (excluding invaded land unsuitable for housing and private land)	794	Annual report from Housing Department indicating the number of 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);.	0	0	0	790	3
TL38	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	No of formal residential households which are billed for sewerage in accordance to the SAMRAS financial system	28 841	Yearly statistics provided by the Department of Finance	0	0	0	29841	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	
TL 49	Basic Service Delivery	<p>the financial system (SAMIRAS)) (MPPMR Reg. 10 (a))</p> <p>Provision of water to informal households on invaded land with available funding</p> <p>"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).</p> <p>The provision of sanitation services to informal households on invaded land with available funding</p>	<p>The number of taps installed for informal households on invaded land with available funding</p>	New kpi	Report on the GPS coordinates on the number of taps installed for informal households on invaded land	0	0	0	84	2
TL 50	Basic Service Delivery	<p>"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).</p> <p>Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of</p>	<p>The number of toilets provided for informal households on invaded land with available funding</p>	New kpi	Report on the GPS coordinates for the number of toilets provided for informal households on invaded land	0	0	0	120	2
D224	Good Governance and Public Participation		<p>% responded to within 14 days</p>	New kpi	Collaborator report	90%	90%	90%	90%	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		previous month to 14th of the current reporting period)								
D225	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 2019	2	SCM records	0	0	0	1	3
D226	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2018	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	3
D227	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	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	3
D228	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%	3
D229	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

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D230	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	1	3
D231	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	94.34%	Year to date expenses measured quarterly (SAMRAS report)	15%	40%	75%	95%	4
D232	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	75.53%	Year to date expenses measured quarterly (SAMRAS report)	5%	20%	55%	95%	3
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
LEADING COPETENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	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"> • Budget planning and execution 	1.67

ANNEXURE A

Competency	Definition	Weight
	<ul style="list-style-type: none"> Financial strategy and delivery Financial reporting and delivery 	
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"> 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.	1.63
	TOTAL	20

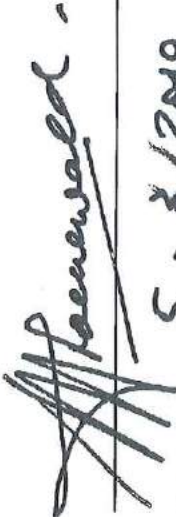
Annexure A

Signed and accepted by the Employee



Date: 04 | 03 | 2019

Signed by the Municipal Manager on behalf of the Municipality



Date: 5 - 8 / 2019

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

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: 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	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: Engineering 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: Engineering planning	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: Property administration	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: Town planning	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

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
		and spatial development								
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	100%	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	92.93%	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	98.97%	Independent Laboratory test results	95%	95%	95%	95%	4
TL 20	Basic Service Delivery	Limit electricity losses to 7.5% or less ((Number of Electricity Units Purchased - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or Generated) x 100}	% of electricity unaccounted for	7.37%	Electricity losses Excel spreadsheet from Manager: costing and Reports in Finance Directorate	-	-	-	7.5%	4
TL 21	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	0	1	0	0	4
TL 39	Basic Service Delivery	100% of the Municipal Infrastructure Grant (MIG) spent by 30 June 2019 (Actual MIG expenditure/ Allocation received)	% expenditure of allocated MIG funds	100%	Monthly MIG report	5	40	62.4	100	4

Revised 2018/19
Director: IP

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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	
D346	Good Governance and Public Participation	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	4
D347	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 2019	2	SCM records	0	0	0	1	4
D348	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2018	Report submitted by July	1	Copy of Annual Report inputs submitted	1	0	0	0	4
D349	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%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	3

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D350	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%	3
D351	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
D352	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	3
D353	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	96.15%	Expenditure report from SAMRAS	5%	20%	55%	95%	4
D354	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	94.92%	Expenditure report from SAMRAS	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
LEADING COPETENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	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"> • Budget planning and execution 	1.67

Annexure A

Competency	Definition	Weight
	<ul style="list-style-type: none"> Financial strategy and delivery Financial reporting and delivery 	
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"> 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

163

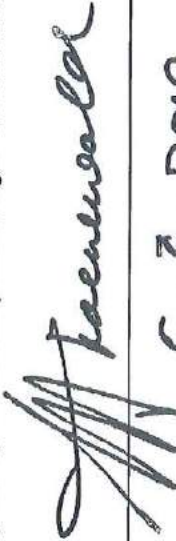
Annexure A

Signed and accepted by the Employee



Date: 28/2/2019.

Signed by the Municipal Manager on behalf of the Municipality



Date: 5.3.2019

Performance Plan

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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	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: Council & support 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%	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	92%	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: Labour Relations & Occupational Health & Safety	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: Legal 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%	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	
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	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	New kpi	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
TL7	Good Governance and Public Participation	Submit progress reports on the revision of the top 10 risks as a corrective action to the Executive Management Team 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))	Number of progress reports submitted	3	EMT minutes where item served	1	1	1	1	3
TL22	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	99.50%	Expenditure reports from SAMRAS system	20%	40%	60%	100%	3

Revised 2018/19
Director: MS

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL23	Municipal Transformation and Institutional Development	Review the Municipal Organisational Staff Structure by the end of June 2019	Structure reviewed	1	LLF minutes (restructuring) and updated organogram	0	0	0	1	3
TL24	Municipal Transformation and Institutional Development	Revise the Section 14 Access to Information Manual by the end of June 2019 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	89%	HR statistics on filled and vacant posts	92%	92%	92%	92%	3
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 (MPPMR Reg. 10 (e))	The number of people from EE target groups employed	63	Monthly report to Directors	66	66	66	66	2
D14	Good Governance and Public Participation	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D16	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 2019	2	SCM records	0	0	0	1	3
D17	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2018	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	2
D18	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	83.5%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	2
D19	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	95.42%	Council minutes for the month and Council resolution feedback report from Collaborator	95%	95%	95%	95%	3
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 2018	Number of performance agreements	6	Signed copies of performance agreements	6	0	0	0	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D22	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
D23	Good Governance and Public Participation	Submit the final Annual report and oversight report of Council before 31 March 2019	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	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	0	1	3
D25	Good Governance and Public Participation	Prepare the final IDP for submission to Council by the end of May 2019	Final IDP submitted	1	Council resolution of the approved IDP	0	0	0	1	3
D26	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	100%	Compliance assist report	100%	100%	100%	100%	2
D27	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	99%	Expenditure report from SAMRAS	5%	20%	55%	95%	3
D28	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	90%	Expenditure report from SAMRAS	20%	40%	60%	95%	3
80										

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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 COPEENCIES		
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"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	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"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	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"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.66
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"> • Budget planning and execution • Financial strategy and delivery 	1.67

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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

Annexure A

Signed and accepted by the Employee



28 February 2019

Date:

Signed by the Municipal Manager on behalf of the Municipality



5.3.2019

Date:

Performance Plan

52/71

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.



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 and Security 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%	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 KPI's of the sub-directorate have been met as per Ignite Dashboard report.	92%	Updated SDBIP and report	90%	90%	90%	90%	6
TL27	Basic Service Delivery	Annually review and submit Disaster Management Plan to the District by the end of October 2018	Reviewed plan submitted	1	Council Minutes noting the Reviewed Disaster Management Plan	0	1	0	0	6
TL28	Basic Service Delivery	Arrange public awareness sessions on Protection Services	Number of sessions held	88	Quarterly statistical report	10	17	32	31	6
TL29	Basic Service Delivery	Collect R15,000,000 Public Safety Income by 30 June 2019 (Actual revenue, excluding the fine impairment amount)	R-value of public safety collected income	R 40357315	SAMRAS report & Journal for fines impairment	3 750 000	3 750 000	3 750 000	3 750 000	5

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Director: PS

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D177	Good Governance and Public Participation	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	5
D178	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 2019	2	SCM records	1	0	0	1	5
D180	Municipal Transformation and Institutional Development	Monthly traffic, licensing, fire, disaster management, security services 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	5
D181	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2018	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	6
D182	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by	% of queries rectified	80%	Feedback submitted to Manager Internal Audit	85%	85%	85%	85%	5

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D183	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
D184	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	5
D185	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	5
D186	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	97%	Expenditure report from SAMRAS	20%	40%	60%	95%	5

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D187	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	83%	Expenditure report from SAMRAS	5%	20%	55%	95%	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:	1.67


Competency	Definition	Weight
	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management 	
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"> Program and project planning and implementation Service delivery management Program and project monitoring and evaluation 	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"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery 	1.67
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"> 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	1.67

Competency	Definition	Weight
	reflects moral competence.	
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


DA

Handwritten signatures and initials.

Signed and accepted by the Employee


Date: 28/02/2019


Signed by the Municipal Manager on behalf of the Municipality


Date: 5.3.2019

Revised
2018/19
Director: LED,
Social
Development
& Tourism

Annexure A

Performance Plan

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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.



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	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: 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%	4
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	71%	Updated SDBIP and report	90%	90%	90%	90%	4
TL 8	Local Economic Development	Provide three reports on LED, Social Development and Tourism initiatives to Council by end June 2019 Report to Executive Mayor on Grants to festival organisers through Service Level Agreements (SLA) by end July 2018	Number of reports on LED, Social Development & Tourism initiatives	3	Three reports on LED, Social development and Tourism initiatives	0	1	1	1	4
TL 9	Local Economic Development		Number of reports submitted	1	Report submitted to Executive Mayor	1	0	0	0	2

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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 10	Local Economic Development	Support 120 SMME's in terms of the SMME Development Programme by 30 June 2019	Number of SMME's supported	92	Internally verified list of SMME's supported	30	30	30	30	3
TL 11	Local Economic Development	Solicit support of financial and non-financial assistance for economic development initiatives	Number of applications submitted	1	Application letters submitted	0	5	5	0	2
TL 12	Local Economic Development	Manager LED to report quarterly to Director LED, Social Development & Tourism on linkages established with other spheres of government, agencies, donors, SALGA and other relevant bodies for benefit of local area/Stakeholder engagement and creation of partnerships to broaden economic benefit for local communities	Quarterly report on linkages established	4	Quarterly report to Director: LED, Social Development & Tourism	1	1	1	1	5
TL 13	Local Economic Development	The number of job opportunities created through the EPWP programme and as per set targets (grant agreement - FTEs, translates to 1000 work opportunities) (MPPMR Reg. 10 (d))	Number of temporary jobs created	828	Internally verified list of beneficiaries appointed	0	580	210	210	5

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 14	Local Economic Development	Monthly monitor the statistics on the usage of the LED Walk-in Centre (outreach & referral purposes) through the attendance registers	Monthly registers on LED outreach statistics (walk in centre)	12	LED walk-in centre attendance registers	3	3	3	3	5
TL 41	Local Economic Development	Support 50 SMME's in terms of the Emerging Contractor Development Programme by 30 June 2019	Number of Emerging Contractors supported	48	Internally verified list of small contractors supported	0	25	0	25	5
D390	Good Governance and Public Participation	Respond to 90% of all citizen queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	3
D391	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 2019	2	SCM records	0	0	0	1	5

Annexure A

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D392	Municipal Financial Viability and Management	Tracking of SLA entered into between Municipality and Local Tourism Buro's monthly report on compliance (Section 67 of MFMA)	Monthly reporting from Tourism Manager	12	Monthly Reports including statistics and financial info submitted	3	3	3	3	4
D393	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2018	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	3
D394	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	67%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	5
D395	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%	3
D396	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	Minutes of the TMT meeting	1	1	1	1	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	
D397	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	5	Copies of verified reports submitted	1	1	1	1	3
D398	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	36.00%	Expenditure report from SAMRAS	5%	20%	55%	95%	3
D399	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	95.48%	Expenditure report from SAMRAS	20%	40%	60%	95%	5
80										

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

Annexure A

Competency	Definition	Weight
	<p>transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	
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"> • 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	<p>Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.</p>	1.67
Planning and organising	<p>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.</p>	1.67
Analysis and innovation	<p>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.</p>	1.67
Knowledge and information management	<p>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</p>	1.67
Communication	<p>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.</p>	1.67

Annexure A

Competency	Definition	Weight
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



