

Performance Plan

Director: Strategic and Social Development



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.

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.



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 Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Special Projects	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: IDP	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: LED	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: IT	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Communications	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Performance Management	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	2
TL5	Local Economic Development	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2021	Number of job opportunities created through EPWP	400	Signed appointment contracts	50	150	100	100	3

Annexure A

2020/21

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL6	Good Governance and Public Participation	Submit the final reviewed IDP to Council by 31 May 2021	Final IDP submitted to Council	1	Minutes of council meeting during which reviewed IDP was discussed	0	0	0	1	5
TL7	Good Governance and Public Participation	Submit the Mid-Year Performance Report in terms of Sect 72 of the MFMA to Council by 31 January 2021	Number of reports submitted to Council	1	Report and minutes of Council meetings during which the report was discussed	0	0	1	0	5
TL8	Good Governance and Public Participation	Submit the draft Annual Report to Council by 31 March 2021	Number of reports submitted to Council	1	Draft Annual Report document and Minutes of council meeting during which report was discussed	0	0	1	0	5
TL9	Good Governance and Public Participation	Submit the Oversight Report on the Annual Report to Council by 31 May 2021	Number of reports submitted to Council	1	Oversight Report document and Minutes of council meeting during which report was discussed	0	0	0	1	5
TL10	Local Economic Development	Spend 95% of the total amount budgeted for the purchase of equipment for the directorate by 30 June 2021 $\{(\text{Actual expenditure} / \text{Approved budget allocation}) \times 100\}$	% of budget spent	New capital project for 2020/21	Monthly section 71 reports submitted and annual financial statements	0	20%	60%	95%	3
TL11	Good Governance and Public Participation	Spend 95% of the total amount budgeted to upgrade ICT Infrastructure by 30 June 2021 $\{(\text{Actual expenditure} / \text{by approved budget allocation}) \times 100\}$	% of budget spent	95%	Monthly section 71 reports submitted and annual financial statements	0	20%	60%	95%	4
TL13	Good Governance and Public Participation	Submit the Top Layer SDBIP to the Mayor for approval within 14 days after the annual budget has been approved	Number of Approved Top Layer SDBIP's submitted to the Mayor within 14 days after the annual budget has been approved	1	Acknowledgement of receipt from the Mayor and approved Top layer SDBIP	0	0	0	1	5

Annexure A 2020/21

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL14	Good Governance and Public Participation	Obtain inputs for IDP and budget process	Proof of inputs received	4	Proof of inputs received via different sources	0	2	0	2	4
D24	Good Governance and Public Participation	Attend to all internal audit queries within 5 working days	% of Internal Audit queries attended to within 5 working days	90%	Proof of submission	90%	90%	90%	90%	2
D25	Good Governance and Public Participation	Report quarterly on progress made with the implementation council resolutions applicable to the directorate to the Office of the MM	Number of reports submitted	4	Proof of submission	1	1	1	1	3
D26	Municipal Financial Viability and Management	95% of the capital budget for the directorate spent by 30 June 2021	% of capital budget spent by 30 June	90%	CAPEX Report from finance	0	20%	60%	95%	3
D27	Good Governance and Public Participation	Respond to all external COMAF's received within 5 working days after receipt	% of external COMAF's responded to within 5 working days	100%	Proof of submission	100%	100%	0	0	3
D28	Municipal Financial Viability and Management	Compile a tender plan of all projects and submit to SCM and the CFO by 31 July	Tender plan completed and submitted by 31 July	1	Proof of submission	1	0	0	0	2
D29	Municipal Financial Viability and Management	Report quarterly to SCM on Service Level Agreements (SLA's) with service providers in line with relevant legislation ie Section 116 of the MFMA	Number of reports submitted	4	Proof of submission	1	1	1	1	2
D30	Good Governance and Public Participation	Submit monthly reports to Internal Audit from February to June on the progress made with the implementation with Audit Action plan	Number of reports submitted	5	Proof of submission	0	3	2	3	3
D31	Good Governance and Public Participation	Submit quarterly organisational performance reports to Council, Provincial & National departments	Number of performance reports submitted to Council, Provincial & National departments	4	Council minutes and emails	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	
D32	Good Governance and Public Participation	Facilitate the formal evaluation of the performance of directors in terms of their signed agreements	Number of formal evaluations facilitated	2	Evaluation report and signed scoring sheets	0	1	1	0	3
D33	Good Governance and Public Participation	Submit the budget and IDP process plan to Council by 31 August 2021	Process plan submitted to Council	1	Proof of submission	1	0	0	0	3
TOTAL										80

COMPETENCIES

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

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

Competency	Definition	Weight
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: • 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: • 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: • 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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
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: • Change vision and strategy	1.67

Competency	Definition	Weight
	• Process design and improvement • Change impact monitoring and evaluation	
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: • 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