

## Performance Plan

Director: Strategic and Social Development



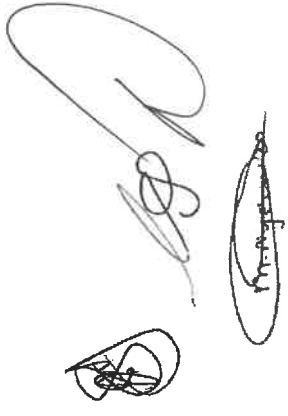
Handwritten signatures and initials, including a large signature and a smaller one with the name 'Dr. S. S. S.' written below it.

**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.

The image shows three handwritten signatures or initials in blue ink. The first is a large, stylized signature. The second is a smaller, more compact signature. The third is a signature enclosed in a hand-drawn oval.

### 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, EPWP and LED and Tourism	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	4.00
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%	4.00
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: ICT	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	4.00

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: Communication	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	4.00
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%	4.00
<b>Divisional Performance total weights</b>										
<b>Managerial Performance</b>										
D134	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%	Performance confirmed by Internal Audit	90%	90%	90%	90%	0.77
D135	Good Governance and Public Participation	Report quarterly on progress made with the implementation council resolutions applicable to the directorate to the Office of the IMM	Number of reports submitted	4	Proof of submission	1	1	1	1	0.77

Annexure A 2022/23

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D136	Municipal Financial Viability and Management	95% of the capital budget for the directorate spent by 30 June 2023	% of capital budget spent by 30 June	90%	CAPEX Report from finance	0%	20%	60%	95%	0.77
D137	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%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.77
D139	Good Governance and Public Participation	Respond to all external RFI's received within 2 working days after receipt	% of external RFI's responded to within 2 working days	100%	Performance confirmed by Internal Audit	100%	100%	0%	0%	0.77
D140	Municipal Financial Viability and Management	Compile a procurement plan of all projects and submit to SCM and the CFO by 30 June	Procurement plan completed and submitted by 30 June	1	Proof of submission	0	0	0	1	0.77
D141	Municipal Financial Viability and Management	Monthly achieve 90% of the milestones (activities) in the Procurement Plan	% of the milestones achieved	100%	Report submitted	90%	90%	90%	90%	0.77
D142	Municipal Financial Viability and Management	Report quarterly to SCM on Service Level Agreements (SLA's) with service	Number of reports submitted	4	Proof of submission	1	1	1	1	0.77

Annexure A 2022/23

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D143	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	0	2	3	0.77
D144	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	Approved Top Layer SDBIP 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	0.77
D145	Good Governance and Public Participation	Submit the Oversight Report on the Annual Report to Council by 31 March 2023	Oversight report submitted to Council by 31 March 2023	1	Oversight Report document and Minutes of the Council meeting during which report was discussed	0	0	1	0	0.77
D146	Good Governance and Public Participation	Submit the Mid-Year Performance Report in terms of Section 72 of	Mid-year performance report submitted to	1	Mid-year performance report and minutes of Council meeting	0	0	1	0	0.77

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
D147	Good Governance and Public Participation	Monthly discuss the MFMA to Council by 31 January 2023	Council by 31 January 2023	12	during which the report was discussed	3	3	3	3	0.77
Managerial Performance total weights						Strategic (Top Layer) Performance				10
TL42	Local Economic Development	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2023	Number of job opportunities created through EPWP	400	Signed appointment contracts	150	50	150	50	5.56
TL43	Good Governance and Public Participation	Compile the 5th Generation IDP and submit to Council for consideration by 31 March 2023	IDP compiled and submitted for consideration	1	Draft IDP and Minutes of Council meeting during which IDP was discussed	0	0	1	0	5.56
TL44	Good Governance and Public Participation	Submit the draft Annual Report to Council by 31 January 2023	Draft annual report submitted to Council by 31 January 2023	1	Draft Annual Report and Minutes of Council meeting during which report was discussed	0	0	1	0	5.56

Annexure A 2022/23

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL45	Good Governance and Public Participation	Review the Communication Strategy and submit to Council for approval by 31 March 2023	Reviewed Strategy submitted for approval	1	Reviewed communication strategy and minutes of the Council meeting during which the document was discussed	0	0	1	0	5.56
TL46	Local Economic Development	Develop a Local Economic Development Strategy and submit to Council for approval by 31 March 2023	Developed Strategy submitted for approval	1	Strategy and minutes of the Council meeting during which the document was discussed	0	0	1	0	5.56
TL47	Local Economic Development	Sign service level agreements (SLA's) with 3 Local Tourism Associations (LTA's) for their annual tourism operational expenditure by 30 September 2022	Number of signed service level agreements (SLA's)	3	Signed service level agreements (SLA's)	3	0	0	0	5.55
TL48	Municipal Transformation and Institutional Development	Purchase three generators by 30 June 2023	Number of generators purchased	0	Order and delivery note	0	0	0	3	5.55



Annexure A 2022/23

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL50	Local Economic Development	Complete the upgrade of the informal trading areas in Bonnievale and Montagu by 30 June 2023	Number of upgrades completed	0	Completion certificate	0	0	0	2	5.55
TL51	Municipal Transformation and Institutional Development	Spend 95% of the total amount budgeted to upgrade ICT Infrastructure and General ICT needs by 30 June 2023 {(Actual expenditure/ Approved budget allocation) x 100}	Percentage (%) of the approved budget spent	95%	Monthly capital expenditure report		30%	60%	95%	5.55
Strategic (Top Layer) Performance total weights										50
TOTAL										80

**COMPETENCIES**

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

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

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

Competency	Definition	Weight
	<ul style="list-style-type: none"> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>	
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	<b>TOTAL</b>	<b>20</b>