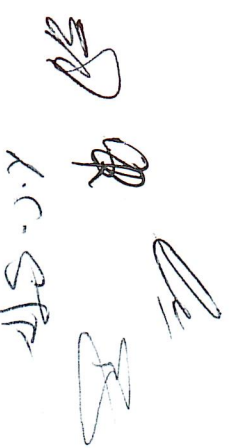


Performance Plan

Municipal Manager

- 1 -



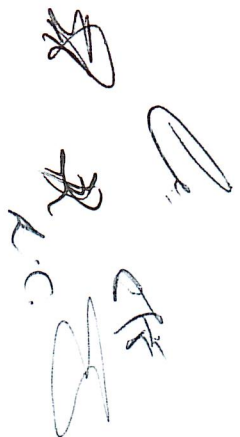
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The Performance Plan sets out:

- 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 weighing 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.



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KEY PERFORMANCE INDICATORS

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

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPIs of the Directorate: Finance and Corporate Services are achieved	90% of the KPIs of the directorate have been met as per Ignite Dashboard report	80%	80%	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPIs of the Directorate: Technical and Community Services are achieved	90% of the KPIs of the directorate have been met as per Ignite Dashboard report	80%	80%	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: Internal Audit	90% of the KPIs of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: IDP & LED	90% of the KPIs of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	2
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPIs of the sub-directorate: Legal Services	90% of the KPIs of the sub directorate have been met as per Ignite Dashboard report	90%	90%	90%	90%	3
TL1	Good Governance and Public Participation	Develop a Risk Based Audit Plan and submit to the audit committee for consideration by 30 June 2020	Risk Based Audit Plan developed and submitted to the audit committee by 30 June 2020	0	0	0	1	3
TL2	Good Governance and Public Participation	Compile the final IDP review and submit to council by 31 May 2020	Final IDP review submitted to council by 31 May 2020	0	0	0	1	3
TL3	Good Governance and Public Participation	Compile the draft IDP review for 2020/21 and submit to council by 31 March 2020	Draft IDP review for 2019/20 submitted to council by 31 March 2020	0	0	1	0	3
TL4	Good Governance and Public Participation	Compile the draft Annual Report for 2018/19 and submit to council by 31 January 2020	Draft Annual Report for 2018/19 submitted to council by 31 January 2020	0	0	1	0	3

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
TL5	Good Governance and Public Participation	Compile the final Annual Report for 2018/19 and submit to council by 31 March 2020	Final Annual Report for 2018/19 submitted to council by 31 March 2020	0	0	1	0	4
TL6	Good Governance and Public Participation	Submit the oversight report for 2018/19 on the Annual Report to council by 31 March 2020	Oversight Report for 2018/19 submitted to council by 31 March 2020	0	0	1	0	4
TL7	Good Governance and Public Participation	Review the Internal Audit Charter and Audit Committee Charter and submit to the Audit Committee by 30 June 2020	Internal Audit Charter and Audit Committee Charter submitted to the Audit Committee by 30 June 2020	0	0	0	1	4
TL8	Local Economic Development	Create job opportunities ito EPWP by 30 June 2020	Number of job opportunities created by 30 June 2020	0	0	0	150	3
TL17 (Fin)	Basic Service Delivery	The percentage of the municipal capital budget actually spent on capital projects by 30 June 2020 (Actual amount spent on capital projects / Total amount budgeted for capital projects)X100	{Actual amount spent on capital projects / Total amount budgeted for capital projects}X100} by 30 June 2020	0%	30%	60%	90%	3
D1	Good Governance and Public Participation	Approve the departmental SDBIP with the Directors to approve the KPI's and targets to ensure the implementation of the municipal budget	Departmental SDBIP approved	0	0	0	1	3
D2	Good Governance and Public Participation	Liaise with senior leadership monthly	Number of meetings with senior leadership	3	3	3	3	3
D3	Good Governance and Public Participation	Formal evaluation of the performance of directors in terms of their signed agreements	Number of formal evaluations completed	1	0	1	0	3
D4	Good Governance and Public Participation	Develop and sign the performance agreements of all senior managers by 31 July	Number of performance agreements signed	3	0	0	0	3
D38 (Corp)	Good Governance and Public Participation	Report quarterly to council on progress made with the implementation of Council Resolutions	Number of reports submitted	1	1	1	1	3
D49 (Fin)	Municipal Financial Viability and Management	Prepare and submit the final annual budget to Council for approval by the end of May	Final Annual Budget submitted by the end of May	0	0	0	1	3

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Annexure A 2019/20

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Targets				Weight
				Q1	Q2	Q3	Q4	
ADD	Good Governance and Public Participation	Oversee the compilation and submission of the Top Layer SDBIP to the Mayor for approval	Top Layer SDBIP submitted to the Mayor within 14 days after the annual budget has been approved	0	0	0	1	4
ADD	Good Governance and Public Participation	Oversee the compilation and submission of monthly reports in terms of Section 71 of the MFMA to Council	Number of reports submitted to Council	3	3	3	3	4
ADD	Good Governance and Public Participation	Oversee the compilation and submission of the Mid-Year Performance Report in terms of Sect 72 of the MFMA to Council by 31 January 2019	Report submitted to Council by 31 January	0	0	1	0	4
ADD	Good Governance and Public Participation	Oversee the Compilation and submission of quarterly performance reports to the Top Layer SDBIP to Council	Number of reports submitted to Council	1	1	1	1	4
ADD	Good Governance and Public Participation	Quarterly meetings with the Mayor to provide feedback on Service Delivery matters	Number of meetings held	1	1	1	1	2
TOTAL								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 COMPETENCIES		
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 • 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 	1.67

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Competency	Definition	Weight
	<ul style="list-style-type: none"> • Process design and improvement • Change impact monitoring and evaluation 	
	<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

