

Performance Agreement 2021 - 2022

Director: Corporate Services

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
GEORGE MUNICIPALITY HEREBY REPRESENTED BY:

THE ACTING MUNICIPAL MANAGER
DR M GRATZ
(herein and after referred as Employer)

AND

THE DIRECTOR: CORPORATE SERVICES
MR SIPHIWO ELIAS JAMES
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2021 - 30 JUNE 2022

1. INTRODUCTION

- 1.1 The Employer, duly represented by Dr Michele Gratz, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, Mr Siphiwo Elias James, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:



- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the Municipal Manager" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act
- 1.5.3 "the Employee" means the Director: Planning and Development appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means George Municipality; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on 01 July 2021 and will remain in force until 30 June 2022 where-after a new Performance Agreement will be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;



- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out:

- 4.1.1 The performance objectives and targets that must be met by the Employee;
- 4.1.2 The time frames within which those performance objectives and targets must be met; and
- 4.1.3 The core competency requirements (as defined in Annexure B) as the management skills regarded as critical to the position held by the Employee.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and will include:

- 4.2.1 Key objectives that describe the main tasks that need to be done;
- 4.2.2 Key performance indicators (KPIs, also referred to as Pre-determined Objectives) that provide the details of the evidence that must be provided to show that a key objective has been achieved;
- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

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5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Key Performance Areas (KPA's) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee will be assessed will consist of two components, KPA's and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which will be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his/her performance in terms of the outputs/outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the KPAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee; and
- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six months (January and July).

LEADING AND CORE COMPETENCIES

- | | |
|---------------------------------------|---|
| 1. Strategic direction and leadership | • Impact and influence |
| | • Institutional performance management |
| | • Strategic planning and management |
| | • Organisational awareness |
| | • Human capital planning and development |
| 2. People management | • Diversity management |
| | • Employee relations management |
| | • Negotiation and dispute management |
| 3. Programme and project management | • Programme and project planning and implementation |
| | • Service delivery management |
| | • Program and project monitoring and evaluation |
| 4. Financial management | • Budget planning and execution |
| | • Financial strategy and delivery |
| 5. Change leadership | • Financial reporting and delivery |
| | • Change vision and strategy |

6.	Governance leadership	<ul style="list-style-type: none"> • Process design and improvement • Change impact monitoring and evaluation • Policy formulation • Risk and compliance management • Cooperative governance
7.	Moral competence	• Core Competency
8.	Planning and organising	• Core Competency
9.	Analysis and innovation	• Core Competency
10.	Knowledge and information management	• Core Competency
11.	Communication	• Core Competency
12.	Results and quality focus	• Core Competency

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out:

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 The intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;

6.5 The Employee must upload all relevant portfolio of evidence onto the approved performance management system in accordance with the system cut-off dates;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs will be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale will be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

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6.6.3 The Employee will submit his/her self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the description provided in (Annexure B);

6.7.2 A rating will be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for KPAs and Competencies respectively:

6.9.1 Rating scale for KPAs - as mentioned in paragraph 5.6:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance

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Level	Terminology	Description
		criteria and indicators as specified in the PA and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, <u>develops, and applies</u> comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and <u>executes progressive analyses</u>
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and <u>development intervention</u>
1	Sub Standard	Applies little to no basic concepts, methods, and <u>understanding of local government operations.</u>

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established:

- 6.10.1 Municipal Manager;
- 6.10.2 Municipal Manager from another municipality;
- 6.10.3 Chairperson of the Audit Committee; and
- 6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the department/employee as at the end of the 1st, 2nd, 3rd and 4th quarters; and

6.12 The Municipal Manager will review core competencies at mid-year and annual performance evaluations.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his/her performance agreement will be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October 2021
2	October – December	January 2022
3	January – March	April 2022
4	April – June and Annual Performance Evaluation	July 2022

7.2 The Employer will keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback will be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer will:

9.1.1 Create an enabling environment to facilitate effective performance by the employee;



- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others:

- 10.1.1 A direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:



Average Performance Score

Between 130% to 149%

From 150% and above

Performance Bonus

Performance bonus range from 5% to 9%

Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his/her services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which s/he was employed and s/he will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service, with a minimum of three months; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his/her performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer will:

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his/her performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;



13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, will be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations will apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his/her contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

Duly done and signed at GEORGE on the 9th day of June 2021.


ACTING MUNICIPAL MANAGER

AS WITNESSES:

1. K Haarkhoff
2. [Signature]

Duly done and signed at George on the 11th day of June 2021.


D: CORPORATE SERVICES

AS WITNESSES:

1. [Signature]
2. [Signature]

Performance Plan

Director: Corporate Services

in R 411




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 <u>quality</u> against identified objectives.	1.67

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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 	1.67

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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
TOTAL											80

The Performance Plan sets out:

- 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
- 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 80% (eighty percent) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
DIVISIONAL MANAGEMENT											
							Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Administration Division	Percentage of Indicators of the Administration Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	4
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Human	Percentage of Indicators of the Human Resources Division	90%	90%	90%	90%	90%	90%	4



Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)					Weight
			Resources Division	achieved (Actual vs Target)			Q1	Q2	Q3	Q4		
GENERAL MANAGEMENT												
372	Good Governance and Public Participation	Good Governance and Human Capital	Complete 95% of matters allocated on collaborator (other than service delivery complaints) within 10 days	% of matters allocated on collaborator completed within 10 days	New	95%	95%	95%	95%	95%	2	
373	Good Governance and Public Participation	Good Governance and Human Capital	Submit quarterly reports to the internal audit division on the management of risks identified for the Directorate	Number of risk management reports submitted	4	4	1	1	1	1	2	
374	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Conduct bi-annual evaluations of staff reporting	Number of formal evaluations completed	2	2	0	0	1	0	2	

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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			directly to the Director								
375	Municipal Transformation and Institutional Development	Good Governance and Human Capital	95% of the capital budget for the directorate spent by 30 June	% of capital budget spent by 30 June	85.00%	95%	10%	40%	60%	95%	1
376	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit the Directorate Procurement Plan to the Municipal Manager by 31 July	Procurement plan submitted	1	1	1	0	0	0	1
377	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Achieve 90% of the activities listed in the Procurement Plan on a monthly basis	% of activities achieved	New	90%	90%	90%	90%	90%	1
378	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit at least one funding proposal to secure new	Number of proposals submitted	0	1	0	0	0	1	



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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			funds not currently made available by NT or DoRA								
379	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete the departmental SDBIP KPIs in line with relevant legislation and regulations by 30 June	SDBIP completed	New	1	0	0	0	1	2
381	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Compile and/or amend at least 3 HR policies by 30 June	3 HR policies submitted to HR 580 Committee / Mayco / Council	New	3	0	0	0	3	4
382	Municipal Transformation and Institutional Development	Good Governance and Human Capital	At least one innovative idea implemented to improve administration or service delivery	Proof of business plan or project implemented	0	1	0	0	0	1	2



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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
383	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Filling of all vacant budgeted posts within the set timeframes as approved in the action plan	% of vacant budgeted posts filled according to the approved action plan	New KPI	100%	100%	100%	100%	100%	5
384	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Action disciplinary hearings within 7 days and finalise within 45 days	% of disciplinary hearings actioned within 7 days and finalised within 45 days	New	95%	95%	95%	95%	95%	5
386	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Develop staff performance agreements with measurable KPI's by September 2021	Number of Performance agreement	New	1	1				3
387	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Identify and implement at least one cost cutting measure	Number of cost cutting measures identified and implemented	New	1				1	



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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
389	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Enroll staff from post level 12 and upwards for completion of MMC	Number of staff enrolled	New	1			1	1	1
391	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Monitor and report monthly to the MM on SLA's/contracts with service providers in line with relevant legislation Section 116 of the MFMA	Number of evaluations conducted	New	12	3	3	3	3	1
392	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Respond 100% on all audit queries received from the AG within 3 days	% of AG audit queries responded to within 3 days	New	100%	100%	100%	100%	100%	3
393	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Implement 100% of agreed corrective measures as identified within internal and	% of corrective measures identified in internal and external audit	New	100%	100%	100%	100%	100%	4



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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			external audit reports within due dates	reports implemented							
394	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Account for 95% of all loose assets allocated to the Section during the loose asset count	% of loose assets allocated to Section accounted for during loose asset count	New	98%	98%	98%	98%	98%	3
395	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Take remedial action for all exceptions on the Time and Attendance Report within 5 working days	% Actions taken	New	95%	95%	95%	95%	95%	3
396	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Formal evaluation of all staff up to T10 by 28 February 2022	Number of formal evaluation submitted bi-annually	New	1			1		3
397	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit 95% of Council items on collaborator on time as per the	% of Council item submitted on time on	New	95%	95%	95%	95%	95%	2



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Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			schedule provided by the MM	collab as per schedule							
398	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Award all quotations for expenditure less than R30 000 within 5 working days of closure	% of quotations awarded within 5 working days	New	95%	95%	95%	95%	95%	1
399	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs (non-financial) for the Annual Report to the Manager: IDP and PMS by 31 July	Inputs submitted	New KPI	1	1	0	0	0	3
400	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs for the IDP to the Manager: IDP and PMS by 31 December	Inputs submitted	New KPI	1	0	1	0	0	3
401	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete the replacement of the Civic Centre	Project completed	New KPI	1	0	0	0	1	4



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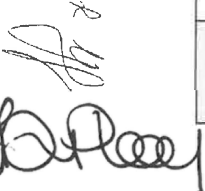
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Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			roof by 30 June 2022								
402	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Review the Service Delivery Charter and submit to the Municipal Manager for approval by 31 December 2021	Service Delivery Charter reviewed and submitted to the Municipal Manager	New KPI	1	0	1	0	0	3
403	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Develop a Human Resource Plan and submit to Council for approval by 31 March 2022	Plan developed and submitted to Council for approval	New KPI	1	0	0	1	0	2
TOP LEVEL/ STRATEGIC MANAGEMENT											
TL16	Municipal Transformation and Institutional Development	Good Governance and Human Capital	The number of people from employment equity target groups employed (newly)	Number of newly appointed persons from equity target groups on the three highest	70%	70%	0	0	0	70%	3

Annexure A 2021/2022

Ref No.	National KPA	Strategic Objective	Indicator	Unit of Measurement	Baseline (Actual 2020/2021)	2021/2022	Service Delivery and Budget Implementation Plan (SDBIP 2021/2022)				Weight
							Q1	Q2	Q3	Q4	
			appointed) in the three highest levels of management in compliance with the municipality's approved Employment Equity Plan by 30 June 2022	levels of management/n umber of newly appointed persons on three highest levels of management							
TL17	Municipal Transformation and Institutional Development	Good Governance and Human Capital	The percentage of a municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2022 {(Actual total training expenditure divided by total personnel budget)x100}	% of municipality's personnel budget actually spent on implementing its workplace skills plan	0.51%	0.50%	0.15%	0.30%	0.40%	0.50%	1



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Performance Plan

Director: Corporate Services



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Module	Activity/Project	Key Deliverable	Activity Ref	Unit of Performance	Year 1 (2021)	2021-22 (H1)	Location	Task	IT Completion Task Ref	Target Date	Actual Date	2021-22 (H1)	2021-22 (H2)	2021-22 (H3)	2021-22 (H4)	2021-22 (H5)	2021-22 (H6)	2021-22 (H7)	2021-22 (H8)	2021-22 (H9)	2021-22 (H10)
421	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 90% of Capital Items for evaluation on time (over 90% of total items)	% of Capital Items submitted on time	Whole Municipal Area All	Manager - Commission Services	New	Capital items of submitted items and service items with receipts	Sign-off items	Percentage	95	95	95	95	95	95	95	95	95	95	95
422	Corporate Services - Admin. Services	Good Governance and Human Capital	Assess all conditions for expenditure over 100,000 by 31/12/2021	% of expenditure assessed by 31/12/2021	Whole Municipal Area All	Manager - Commission Services	New	Decision report	Sign-off items	Percentage	100	100	100	100	100	100	100	100	100	100	100
423	Corporate Services - Admin. Services	Good Governance and Human Capital	Check and signed off all conditions of service and all before and after work items	% of conditions signed off before and after work items	Whole Municipal Area All	Manager - Commission Services	New	Sign-off report	Sign-off items	Percentage	100	100	100	100	100	100	100	100	100	100	100
424	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit the results of the annual financial review to the Finance Director	Percentage of results submitted	Whole Municipal Area All	Manager - Commission Services	1	Calculate report	Sign-off items	Percentage	1	0	0	0	0	0	0	0	0	0	1
425	Corporate Services - Admin. Services	Good Governance and Human Capital	Collect 50% of the annual budget for the financial review by 30/06/2021	Percentage of budget collected	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	80	0	0	20	0	0	0	0	0	0	80
426	Corporate Services - Admin. Services	Good Governance and Human Capital	Complete a multi-months plan of work for the financial review by 30/06/2021	Percentage of plan completed and submitted to the Finance Committee for approval	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	1	0	0	0	0	0	0	0	0	0	0
427	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
428	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
429	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
430	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
431	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
432	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
433	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
434	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
435	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
436	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
437	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
438	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
439	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
440	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
441	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
442	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
443	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
444	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95
445	Corporate Services - Admin. Services	Good Governance and Human Capital	Submit 50% of the annual budget for the financial review by 30/06/2021	% of budget submitted	Whole Municipal Area All	Manager - Commission Services	New	Report from the Finance Director	Sign-off items	Percentage	95	0	0	10	0	0	0	0	0	0	95

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Personal Development Plan



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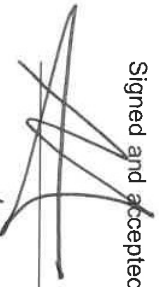
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Annexure C 2021/2022

Skills Performance Gap	Outcomes Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1. <i>Advance Computer</i>	<i>Computer Training Certificate</i>	<i>Advanced certificate</i>	<i>Virtual</i>	<i>20/22 February</i>		<i>ICT Manager</i>
2. <i>LLB</i>	<i>Qualification</i>	<i>Law</i>	<i>Correspondence</i>	<i>30 June 2023 - bursary</i>		<i>ICT Manager 3 hours arranged Adv - via screenshot</i>
3.						

Signed and accepted by the Employee



Date: 11/06/2021

Signed by the Municipal Manager on behalf of the Municipality

Date: _____



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