



Performance Plan

Director: Corporate Services

Director Corporate Services: _____

Acting 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.

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 2021/2022)	2023/2024	Service Delivery and Budget Implementation Plan (SDBIP 2024/2025)				Weight
							Q1	Q2	Q3	Q4	
DIVISIONAL MANAGEMENT											
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%	5
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Human Resources Division	Percentage of the Human Resources Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	5

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							Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Effective Management and Functional Supervision of the Legal Services and Compliance Division	Percentage of Indicators of the Legal Services and Compliance Division achieved (Actual vs Target)	90%	90%	90%	90%	90%	90%	5
GENERAL MANAGEMENT4											
D192	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Complete matters allocated on collaborator (other than service delivery complaints) within 10 days Spend the corporate capital budget by 30 June 2025((Actual capital expenditure divided by the total approved capital budget less savings) x100}	Percentage of matters allocated on collaborator completed within 10 days	95%	95%	95%	95%	95%	95%	3
D193	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit annual procurement plan to SCM by 31 July 2024	Percentage of actual corporate services capital budget spent by 30 June 2025	85%	95%	10%	40%	60%	95%	3
D194	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit annual procurement plan to SCM by 31 July 2024	Number of annual procurement plans submitted to SCM	New KPI	New KPI	1	N/A	N/A	N/A	3

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							Q1	Q2	Q3	Q4	
D195	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Achieve 90% of the activities listed in the Procurement Plan on a monthly basis	Percentage of activities achieved	100%	90%	90%	90%	90%	3	
D196	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Develop OHS policy including SOP, templates and all legislation by 30 August 2024	Number of OHS policy including SOP, templates and all legislation submitted by 30 August 2024	New KPI	1	N/A	N/A	N/A	3	
D197	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Fill all vacant budgeted posts (whole organisation) within 6 months timeframes as approved in the staff regulations and SOP	Percentage of vacant budgeted posts (whole organisation) within 6 months timeframes as approved in the staff regulations and SOP	New	80%	80%	80%	80%	3	
D198	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Commence disciplinary hearings in the Directorate not later than 3 months from the date the delegated authority approved the decision to institute disciplinary action	Percentage of disciplinary hearings commenced for the directorate not later than 3 months from the date the delegated authority approved the	95%	95%	95%	95%	95%	3	

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							Q1	Q2	Q3	Q4	
D199	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	decision to institute disciplinary action	12	12	4	4	4	4	3
D200	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Respond to on all audit queries received from the AG/IA within 3 days	Percentage of AG/IA audit queries responded to within 3 days	100%	100%	100%	100%	100%	100%	3
D201	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Implement all agreed corrective measures as identified within internal and external audit reports within due dates	Percentage of corrective measures identified in internal and external audit reports implemented	100%	100%	100%	100%	100%	100%	3
D202	Municipal Financial Viability and Management	Good Governance and Human Capital	Reduce annual overtime expenditure by 10%	Percentage of annual overtime expenditure reduced	New KPI	10%	N/A	N/A	N/A	10%	3

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							Q1	Q2	Q3	Q4	
D203	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Review and sign-off monthly tracker reports	Number of reviewed and signed-off tracker reports	New KPI	12	3	3	3	3	3
D204	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 2024	Percentage of Inputs submitted	100%	100%	N/A	N/A	N/A	N/A	3
D205	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit all inputs for the IDP to the Manager: IDP and PMS by 30 November 2024	Percentage of inputs submitted	100%	100%	N/A	N/A	N/A	N/A	3
D206	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Develop and Implement Municipal HR App by 30 September 2024	Number of Municipal HR Apps developed and implemented by 30 September 2024	New KPI	New KPI	1	N/A	N/A	N/A	3
D207	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Advertise tenders at least 5 months prior to the expiration of the current tender (excluding once off tenders)	Percentage of tenders advertised at least 5 months prior to expiration	100%	100%	100%	100%	100%	100%	3

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							Q1	Q2	Q3	Q4	
D208	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Evaluate performance agreements with all Deputy Directors reporting to Director by in terms of Regulation 890	% of performance agreements evaluated	New KPI	100%	100%	100%	100%		3
D209	Municipal Transformation and Institutional Development	Good Governance and Human Capital	Submit incident investigation report within 7 days from date of injury to the OHS department	Percentage of incident reports submitted to the OHS department within 7 days	100%	100%	100%	100%	100%		3
TOP LEVEL/ STRATEGIC MANAGEMENT											
D287	Local Economic Development	Develop & Grow George	Job creation through the Municipality's EPWP projects (NKPI Proxy – MIFMA, Reg. S10(d))	Number of EPWP job opportunities created by 30 June 2025	823	1400	200 (200)	500 (700)	500 (1200)	200 (1400)	3

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							Q1	Q2	Q3	Q4	
D288	Basic Service Delivery	Good Governance and Human Capital	Report on the number of people from previously disadvantaged groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan Spend 95% of operational budget on training by 30 June 2025 {(Actual total training expenditure divided by total operational budget)x100}	Number of reports on the EE Candidates employed in the three highest levels of management and report submitted to the Municipal Manager quarterly	2	2	1	1	1	1	3
D289	Basic Service Delivery	Good Governance and Human Capital		Percentage of the Municipality's approved workplace skills budget actually spent on implementing its Workplace Skills Plan by 30 June 2025	0.29%	95%	N/A	N/A	N/A	95%	3
D290	Basic Service Delivery	Good Governance and Human Capital	Implement 4 Bylaws through the Municipal Court by 31 December 2024	Number of Bylaws implemented through the municipal court by 31 December 2024	New KPI	New KPI	N/A	4	N/A	N/A	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 manager, 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 for the 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 	1.67

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Competency	Definition	Weight
Financial management	<ul style="list-style-type: none"> • Program and project monitoring and evaluation <p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement process 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 visions 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 process in order to achieve key strategic objectives.	1.67

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Competency	Definition	Weight
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

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