# Annexure A

# Performance Plan 2023/24

**Greater Letaba Municipality**

The *main parts* to this Performance Plan are:
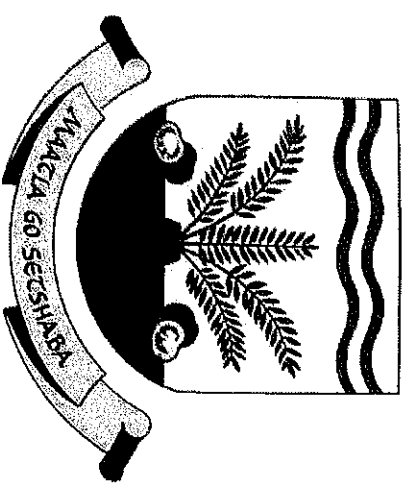
1. Performance Plan Overview
2. Strategy Objectives
3. Statement about the *Purpose* of the Position;
4. Performance Targets per Key Performance Area
5. Summary Scorecard
6. Rating Scales
7. Assessment Process
8. Approval of Personal Performance Plan

NAME:                Matome Peter Lekhota

POSITION:         Senior Manager Corporate Services

ACCOUNTABLE TO      :   Municipal Manager
PLANNED TIMEFRAME : 01/07/2023-30/06/2024

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# GLM STRATEGY

*To be a leading municipality in delivery of quality services for the promotion of socio-economic development*
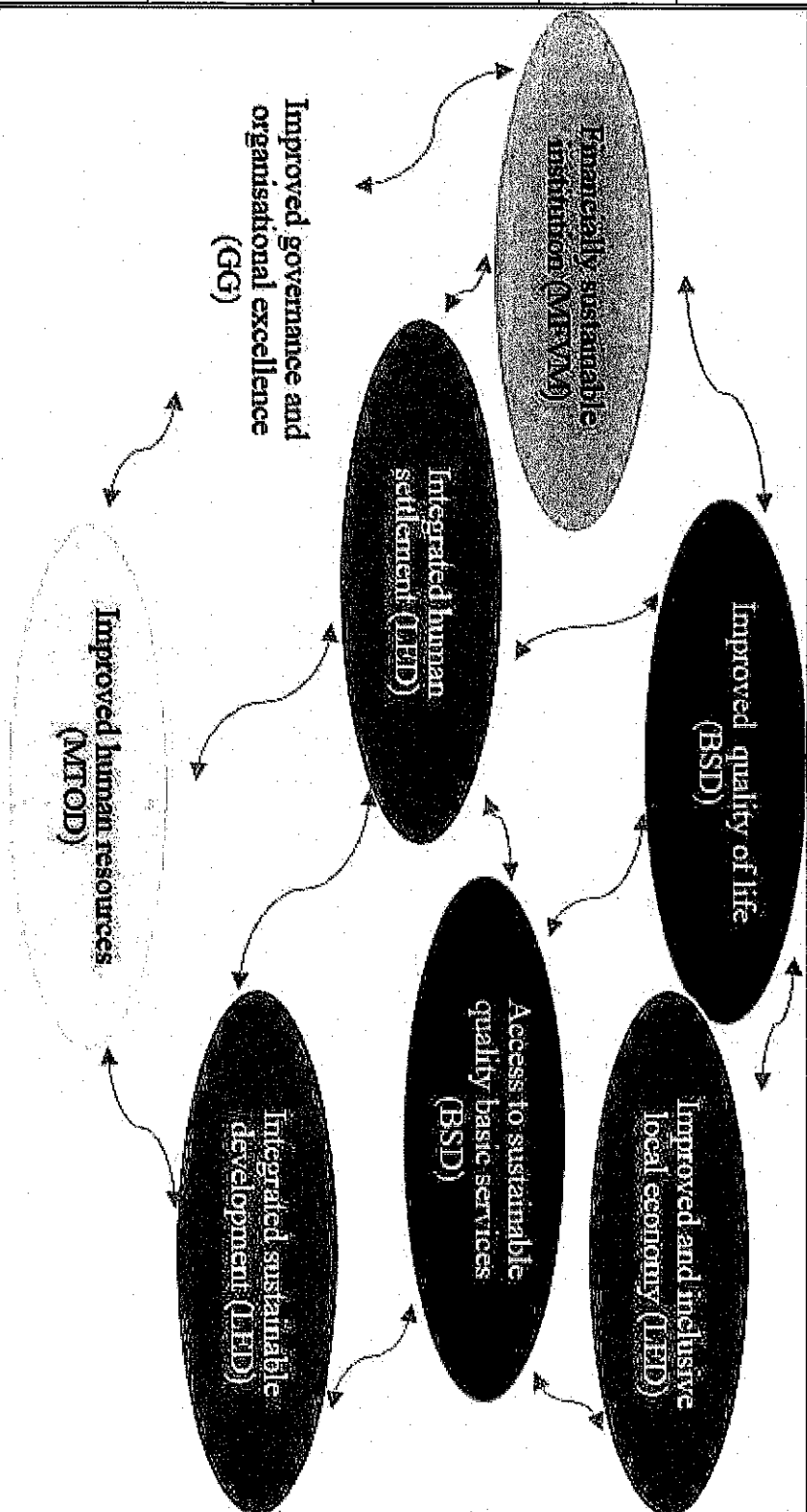
## GLM STRATEGIC MISSION

To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment

| KPAs | STRATEGIC OBJECTIVES 2023/24 |
|------|------------------------------|
| 1. Municipal Transformation and Organisational Development (MTOD) | |
| 2. Basic service Delivery (BSD) | |
| 4. Local Economic Development & Spatial Rational (LED) | |
| 5. Municipal Financial Viability and Management (MFVM) | |
| 6. Good Governance and Public Participation (GG) | |



Strategic objectives diagram with ellipses: Financially sustainable institution (MFVM); Integrated human settlement (LED); Improved governance and organisational excellence (GG); Improved human resources (MTOD); Improved quality of life (BSD); Access to sustainable quality basic services (BSD); Improved and inclusive local economy (LED); Integrated sustainable development (LED)

# JOB PURPOSE

## Position Goal

To become an employer of choice where best human capital can be attracted for customer orientated developmental local government; where innovative systems, processes, quality services and sound governance are practiced

## Position Purpose

To lead and direct the Directorate in human resources, administrative and management of Information Communication Technology (ICT) systems for economic, efficient, effective and customer orientated services. To ensure that Council, Councillors and Ward Committees are supported in an effective and efficient manner

**The Director Corporate Services is accountable and responsible for amongst others:**

Ø The management of the Municipality's administration in accordance with Municipal legislation and other legislation applicable to the Municipality, including management, discipline and development of staff

Ø The administration and promulgation of the Municipality's by-laws and other legislation, including the implementation of National and Provincial directives, policies and legislation

Ø Rendering of swift and accurate administrative services with internal customer orientation

Ø The effective management and coordination of council

Ø The rendering of effective and efficient Information Communication Technology services to the municipal officials

## KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (30% WEIGHTING)

| KPI Ref | Strategic Objective | Municipal Programmes / Project name | Key Performance Indicator / Project name | Unit measure | Description of the unit of measure | KPI Weighting | Budget 22/23 | Baseline / Status as of 30 June 2022 | Annual Target (30/06/2023) 2022 | 1st Quarter (1 Jul-30 Sept 2022) | 2nd Quarter (1 Oct-31 Dec 2022) | 3rd Quarter (1 Jan-31 Mar 2023) | 4th Quarter (1 Apr-30 Jun 2023) | Evidence required |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| IDP_MTOD_02 | Improved human resources | Human Resource Management | Approved organisational structure | Number | The approval of the organisational structure by 31 May will result in a score of 1 | 5% | Operational | 1 | N/A | N/A | N/A | N/A | 1 | Council Approved Organizational structure, Council |
| IDP_MTOD003 | Improved human resources | Human Resource Management | Number of employees trained | Number | Number of employees trained in line with the approved Workplace Skills Plan | 4% | Operational | 88 | 20 | 10 | N/A | N/A | 10 | WSP, Attendance Registers |
| IDP_MTOD006 | Improved human resources | Human Resource Management | Approved HRM Strategy | Number | Human Resource Management Strategy approved in Council will result in a 1 being achieved | 5% | Operational | 0 | 1 | N/A | N/A | N/A | 1 | HRM strategy, Council Resolution |
| IDP_MTOD007 | Improved human resources | Human Resource Management | Developed Change management strategy | Number | Developed Change management strategy approved in Council will count as 1 being achieved | 5% | Operational | 1 | 1 | N/A | N/A | N/A | 1 | Change Management strategy, Council Resolution |
| IDP_MTOD005 | Improved human resources | Human Resource Management | Percentage of Service Level Agreements (SLA) signed within 14 days | Percentage | Number of SLA's signed within 14 days of appointment letter being issued expressed as a percentage of the total number of SLA's signed during a specific period | New KPI | Operational | 100% | 100% | 100% | 100% | 100% | 100% | SLA Register |

## KPA 2: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (5% weighting)

| KPI Ref | Strategic Objective | Municipal Programmes | Key Performance Indicator / Project name | Unit measure | Description of the unit of measure | KPI Weighting | Budget 22/23 | Baseline / Status as of 30 June 2022 | Annual Target (30/06/2023) | 1st Quarter (1 Jul-30 Sept 2022) | 2nd Quarter (1 Oct-31 Dec 2022) | 3rd Quarter (1 Jan 31 Mar 2023) | 4th Quarter (1 Apr-30 Jun 2023) | Evidence required |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PA_CORP_B SD_01 | Access to sustainable quality basic services | Customer Relations Management | Percentage customer complaints resolved and attended to within 7 days of receipt | Percentage | Number of customer complaints resolved by the Department as a percentage of the Total number of customer complaints referred to the department | 5% | Operational | tbd | 100% | 100% | 100% | 100% | 100% | Updated Complaints register |

## KPA 3 : LOCAL ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS (0% weight)

| KPI Ref | Strategic Objective | Municipal Programmes | Key Performance Indicator / Project name | Unit measure | Description of the unit of measure | KPI Weighting | Budget 22/23 | Baseline / Status as of 30 June 2022 (30/06/2023) | Annual Target (1 Jul-30 Sept 2022) | 1st Quarter (1 Jul-30 Sept 2022) | 2nd Quarter (1 Oct-31 Dec 2022) | 3rd Quarter (1 Jan 31 Mar 2023) | 4th Quarter (1 Apr- 30 Jun 2023) | Evidence required |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| NONE | | | | | | | | | | | | | | |

## KPA 4: MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (5% weight)

| KPI Ref | Strategic Objective | Municipal Programmes | Key Performance Indicator / Project name | Unit measure | Description of the unit of measure | KPI Weighting | Budget 22/23 | Baseline / Status as of 30 June 2022 | Annual Target (30/06/2023) | 1st Quarter (1 Jul-30 Sept 2022) | 2nd Quarter (1 Oct-31 Dec 2022) | 3rd Quarter (1 Jan-31 Mar 2023) | 4th Quarter (1 Apr-30 Jun 2023) | Evidence required |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PA_CORP_M FVM_01 | Financially sustainable institution | Expenditure Management | Percentage of overtime funds spent not budgeted for | Percentage | R-value overtime spent not budgeted for as a percentage of the total R-value overtime budget for the department | 2% | Operational | tbd | 0 | 0 | 0 | 0 | 0 | Finance reports / Payment certificates |
| PA_CORP_M FVM_02 | Financially sustainable institution | Expenditure Management | Percentage of departmental capital budget spent | Percentage | R-value capital spent for the department as a percentage of the total R-value capital budget for the department | 1% | Capital | tbd | 100% | 10% | 20% | 60% | 100% | Financial reports |
| PA_CORP_M FVM_03 | Financially sustainable institution | Expenditure Management | Percentage Operational and maintenance budget spent | Percentage | R-value operational expenditure for the department as a percentage of the total R-value operational budget for the department | 2% | Operational | tbd | 100% | 25% | 50% | 75% | 100% | Financial reports |

# KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (60% WEIGHTING)

| KPI Ref | Strategic Objective | Municipal Programmes name | Key Performance Indicator / Project name | Unit measure | Description of the unit of measure | KPI Weighting | Budget 23/24 | Baseline / Status as of 30 June 2023 (30/06/2024) | Annual Target | 1st Quarter (1 Jul-30 Sept 2023) | 2nd Quarter (1 Oct-31 Dec 2023) | 3rd Quarter (1 Jan-31 Mar 2024) | 4th Quarter (1 Apr-30 Jun 2024) | Evidence required |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PA_CORP_GG_01 | Improved governance and organisational excellence | Council Support | Number of Ordinary Council meetings held | Number | Number of Council meetings approved on the Council calendar that took place | 1% | Operational | 4 | 4 | 1 | 1 | 1 | 1 | Council Calendar Council Resolution |
| IDP_GG001 | Improved governance and organisational excellence | Customer Care | Number of Community satisfaction surveys completed | Number | Community satisfactory survey conducted and report submitted will be counted as 1 being achieved | 2% | Operational | New KPI | 1 | n/a | n/a | n/a | 1 | Community Satisfaction Survey Report |
| IDP_GG002 | Improved governance and organisational excellence | Records Management | Operational Electronic Record Management System | Percentage | Implementation of and operational Electronic File record management system required to achieve 100% | 3% | New KPI | New KPI | 100% | n/a | n/a | n/a | 100% | Screenshots of Electronic Records System |
| IDP_GG006 | Improved governance and organisational excellence | Information Technology | % Aligned strategies | Percentage | ICT strategy revised to align with IDP will result in achievement of 100% | 1% | New KPI | New KPI | 100% | n/a | n/a | n/a | 100% | Revised ICT Strategy |
| IDP_GG011 | Improved governance and organisational excellence | Public Participation | % of complaints resolved | Percentage | Number of complaints received from the public that have been resolved, expressed as a percentage of the total number of complaints registered | 3% | New KPI | New KPI | 100% | 100% | 100% | 100% | 100% | Complaints register |
| IDP_GG008 | Improved governance and organisational excellence | Development Planning | Developed stakeholder management framework | Number | Stakeholder Management Framework approved by Council will be counted as 1 being achieved | 2% | Operational | New KPI | 1 | n/a | n/a | 1 | | Stakeholder Management Framework Council Resolution |
| IDP_GG012 | Improved governance and organisational excellence | Public Participation | Number of Community Imbizos held | Number | Simple count of the number of Imbizos held | 5% | Operational | tbd | 4 | 1 | 1 | 1 | 1 | Imbizo Programme Attendance Registers Reports |
| CP_GG001 | Improved governance and organisational excellence | Information Technology | Installation of ICT Networks and Equipments for new office building | Percentage | Project progress measured against a predetermined milestone | 2% | R 500 000 | New Project | 100% | Develop Specifications and submit to SCM - 10% | Tender Advertisement - 5% (15%) | Appointment of service provider and delivery of the vehicle- 15% (30%) | Supply, delivery and installation of Network cabling and equipment completed - 70% (100%) | Delivery note/ GRN and Payment Certificate |

| ID | Strategic Objective | Unit/Section | KPI | Unit of Measure | Definition | Weight | Budget | Baseline | Annual Target | Q1 | Q2 | Q3 | Q4 | POE |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CP_GG002 | Improved governance and organisational excellence | Information Technology | Installations of DSTV Decoder | Percentage | Project progress measured against a predetermined milestone | 2% | R 3 500 | New Project | 100% | Develop Specifications & Advertisement *25% | Adjudication and appointment of service provider - 50% (100%) | Delivery of Dstv Decoder completed - 50% (100%) | N/A | Delivery note/ GRN and Payment Certificate |
| CP_GG003 | Improved governance and organisational excellence | Information Technology | Installations of ICT Inverter and Solar for the new offices buildings | Percentage | Project progress measured against a predetermined milestone | 2% | R 600 000 | New Project | 100% | Develop Specifications & Advertisement *25% | Adjudication and appointment of service provider - completed 25% (50%) | Installation of Inverter and Solar Panels completed -50% | N/A | Completion certificate |
| PA_CORP_GG_02 | Improved governance and organisational excellence | Human Resource Management | % of prioritised vacancies filled in line with the approve recruitment plan | Percentage | Number of vacancies filled as a percentage of the number of vacancies prioritised in the recruitment plan for the financial year | 1% | Operational | New KPI | 100% | n/a | n/a | n/a | 100% | Recruitment Plan Appointment Letters |
| PA_CORP_GG_03 | Improved governance and organisational excellence | Human Resource management | Number of LLF meetings held within the financial year | Number | Simple count of the number of quorate LLF meetings | 2% | Operational | tbd | 4 | 1 | 1 | 1 | 1 | Agenda, Minutes & attendance register |
| PA_CORP_GG_04 | Improved governance and organisational excellence | Records Management | File plan approved by 30 November | Number | File plan approved by Council by 30 November will count as 1 being achieved | 5% | Operational | New KPI | 1 | n/a | n/a | n/a | 1 | Approved File Plan Council Resolution |
| PA_CORP_GG_05 | Improved governance and organisational excellence | Ward Committee Support | # training session conducted for ward committees | Number | Simple count of the number of ward committee training sessions conducted | 1% | Operational | New KPI | 1 | n/a | 1 | n/a | 1 | Invitations Agenda Attendance Register |
| PA_CORP_GG_06 | Improved governance and organisational excellence | Ward Committee Support | # of meetings held with the broader community by the ward committee | Number | Simple count of the number of meetings held by the Ward Committee with the community of that ward (one per quarter) | 1% | Operational | 0 | 120 | 30 | 30 | 30 | 30 | Attendance Registers Reports |
| PA_CORP_GG_07 | Improved governance and organisational excellence | Committees Support | Number of Ward Committees submitted to Office of the Speaker | Number | Number of reports from Ward Committees covering quorate meetings | 1% | Operational | 360 | 360 | 90 | 90 | 90 | 90 | Agenda, Minutes & attendance register |
| PA_CORP_GG_08 | Improved governance and organisational excellence | Development Planning | Approved ward-based planning framework | Number | Ward Based Planning Framework approved by Council will be counted as 1 being achieved | 1% | Operational | New KPI | 1 | n/a | n/a | n/a | 1 | Ward Based Planning Framework Council Resolution |

| Code | Objective | Category | Indicator | Unit | Definition | Weight | Type | Baseline | Annual | Q1 | Q2 | Q3 | Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PA_CORP_GG_09 | Improved governance and organisational excellence | Audit Management | Percentage of Audit Committee resolutions implemented | Percentage | Number of Audit committee resolutions implemented as a percentage of the Total number of Audit committee resolutions for the department | 2% | Operational | tbd | 100% | 100% | 100% | 100% | Audit Committee Resolution register |
| PA_CORP_GG_10 | Improved governance and organisational excellence | Risk Management | Number of Risk Management Reports submitted to Risk Officer within 5 working days after the end each quarter | Number | Simple Count of the number of quarterly Risk Management Reports submitted to the Risk Officer within 5 working days of the end of the quarter | 2% | Operational | 4 | 4 | 1 | 1 | 1 | Risk Management Report Dated quarterly report submission |
| PA_CORP_GG_11 | Improved governance and organisational excellence | Audit Management | Number of Audit Committee Reports submitted to Internal Audit within 5 working days of the request for submission sent | Number | Simple count of the number of Audit Committee Reports for the Department submitted to Internal Audit within 5 working days of the request for submission being sent. | 2% | Operational | tbd | 4 | 1 | 1 | 1 | Agenda, Minutes & Attendance register |
| PA_CORP_GG_12 | Improved governance and organisational excellence | Audit Management | Percentage of AG audit findings (previous year audit) resolved by 30 June annually | Percentage | Number of AG audit findings for the department resolved as a percentage of total number of AG audit findings for the department | 4% | Operational | tbd | 100% | n/a | n/a | n/a | Audit Action Plan Report |
| PA_CORP_GG_13 | Improved governance and organisational excellence | Audit Management | Percentage of internal audit findings resolved | Percentage | Number of Internal audit findings for the department resolved as a percentage of the Total number of Internal audit findings for the department | 5% | Operational | tbd | 100% | n/a | n/a | 100% | Internal Audit Reports |
| PA_CORP_GG_14 | Improved governance and organisational excellence | ICT management | Number of ICT backups done | Number | Simple Count of the number of Server back-ups done at the end each month | 5% | Operational | tbd | 12 | 3 | 3 | 3 | ICT Reports |
| PA_CORP_GG_15 | Improved governance and organisational excellence | ICT management | Percentage of ICT committee recommendations implemented | Percentage | Number of ICT committee recommendations implemented as a percentage of the Total number of ICT committee recommendations for the period | 5% | Operational | tbd | 100% | 100% | 100% | 100% | ICT Recommendations Register ICT Minutes |

# Summary Scorecard

| Position Outcomes/Outputs | | Weighting |
|---|---|---|
| **Key Performance Areas** | | **80%** |
| Municipal Institutional Development and Transformation | | 30 |
| Basic Service Delivery | | 5 |
| Local Economic Development | | 0 |
| Municipal Financial Viability and Management | | 5 |
| Good Governance and Public Participation | | 60 |

| | | Competencies | |
|---|---|---|---|
| **Leading competencies** | **Components** | **Competency Definition** | **20%** |
| Strategic Direction and Leadership | • Impact and Influence<br>• Institutional Performance Management<br>• Strategic Planning and Management<br>• Organisational Awareness | Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate | 15% |
| People Management | • Human Capital Planning and Development<br>• Diversity Management<br>• Employee Relations Management<br>• Negotiation and dispute Management | Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives | 15% |
| Programme and Project Management | • Programme and Project Planning and Implementation<br>• Service Delivery Management<br>• Programme and Project Monitoring and Evaluation | Able to understand programme and project management methodology; plan, manage, monitor and evaluate specific activities in order to delivery on set objectives | 5% |
| Financial Management | • Budget Planning and Execution<br>• Financial Strategy and Delivery<br>• Financial Reporting and Monitoring | 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 | 10% |
| Change Leadership | • Change Vision and Strategy<br>• Process Design and improvement<br>• Change Impact Monitoring and Evaluation | Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community | 10% |

| | | | |
|---|---|---|---|
| Governance Leadership | • Policy Formulation<br>• Risk and Compliance management<br>• Cooperative Governance | 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 | 10% |
| **Core Competencies** | | | |
| Moral competence | • Integrity<br>• Transparency<br>• Accountability | Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behaviour that reflects moral competence | 5% |
| Planning and Organising | • Time management<br>• Forward planning<br>• Project Management | 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 | 5% |
| Analysis and Innovation | • Objective problem analysis<br>• Innovative thinking<br>• Process optimisation | 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 | 5% |
| Knowledge and Information Management | • Gain and share knowledge<br>• Data analysis<br>• Employee Empowerment | 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 | 10% |
| Communication | • Balance diverse perspectives<br>• Communication with stakeholders<br>• Compile clear & concise reports | 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 | 5% |
| Results and Quality Focus | • Setting high standards<br>• Results orientation<br>• Monitoring & Evaluating progress | Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives | 5% |
| **Total** | | | 100% |

## RATING SCALE

| 5 (167%) | 4 (133-166%) | 3 (100-132%) | 2 (67-99%) | 1 (0-66 %) |
|---|---|---|---|---|
| Outstanding Performance (*Above and beyond what was expected*) | Performance Significantly Above Expectations | Fully Effective (*Implemented what was planned*) | Not Fully Effective (*Planned targets not fully met*) | Unacceptable 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 Performance Agreement and Performance plan and maintained this in all areas of responsibility throughout the year. | 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 indicators as specified in the Performance Agreement and Performance Plan. | Performance fully meets the standards expected in all in key areas. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the below fully effective results Performance Agreement and Performance Plan. | Performance fully meets the standard required 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 Performance Agreement and Performance Plan. | Performance is below the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of 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. |
| | | Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved and indicators as specified in the Performance Agreement and Performance Plan. | Performance does not meet the standard expected for the job. | |

# Performance Assessment Process

The following steps will be followed to ensure a fully participative and compliant performance assessment process is adhered to.

1. Performance Assessment:

1.1. Formal assessment between will take place a least twice a year to measure the performance of the employee against the agreed performance targets for the half-yearly and yearly assessments respectively.

1.2. Progress against the targets will be captured in preparation for the assessments.

1.3. Scores of 1-5 will be calculated based upon the progress against targets.

1.4. KPI's and targets are audited and copied to the Performance Plans before assessment date.

1.5. The employer must keep a record of the mid-year assessment and annual assessment meetings.

2. The employee being assessed will compile a portfolio of evidence confirming the level of performance achieved for a given assessment period and made available to the Panel on request. One independent person may be assigned to act as an Observer.

3. The process for determining Employee ratings are as follows:

3.1. The employee to motivate for higher ratings where applicable.

3.2. The panel to rate the achievement for the KPI's on a 5 point scale. Decimal places can be used.

3.3. The panel to rate the employee's core competency requirements (CCR) on the 5 point scale. Decimal places can be used.

3.4. The panel scores are averaged to derive at a total score per KPI /CCR. Overall scores are calculated by taking weightings into account where applicable.

3.5. The final KPA's rating will account for 80% of the final assessment total. The CCR's are to account for 20% of the final assessment total.

4. The five point rating scale referred to in regulation 805 correspond as follows:

**Rating:**

| Rating: | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| % Score: | 0-66 | 67-99 | 100-132 | 133-166 | 167 |

5. The assessment rating calculator is used to calculate the overall % score for performance.

6. The half-year assessment rating can be used in combination with the Annual Performance Assessment to derive at a final Annual rating score.

7. The performance bonus percentages described in the performance agreement will be calculated on a sliding scale of the all inclusive remuneration package as indicated in table below:
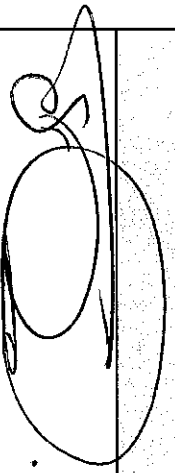
| % Rating Over Performance | % Bonus |
|---|---|
| 130-149% | 5-9% |
| 150% and above | 10-14% |

8. The Personal Development Plan (PDP) can be reviewed after the performance assessment had been finalised in case where more clarity has been established on what the essential development needs for the relevant person will be.

9. The results of the performance assessment will be submitted to the performance audit committee for final approval of the assessment/s.

10. The performance assessment results of the Municipal Manager will also be submitted to the MEC responsible for Local Government in the relevant Province.

## Approval of the Personal Performance Plan

The process followed ensures individual alignment to the strategic intent of the institution and give clear direction on what needs to be achieved through a self-directed approach to execute on the objectives, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has derived from intense workshopping to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

| Undertaking of the employer / superior | Undertaking of the employee |
|---|---|
| On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance is established and maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan. | I herewith confirm that I understand the strategic importance of my position within the broader organisation. I furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be evaluated twice annually. As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, my superiors, my colleagues and the community with loyalty, integrity and enthusiasm at all times. I herby confirm and accept the conditions to this plan. |
| Signed and accepted by the Supervisor on behalf of Council: | Signed and accepted by the Employee: |
| DATE: 21/07/2023 | DATE: 21/07/2023 |