

Annexure A

Performance Plan 2023/24

The main parts to this Performance Plan are:

Greater Letaba Municipality



NAME: NHLANE GUGU IMMACULATE

POSITION: Senior Manager Technical Services

ACCOUNTABLE TO: Municipal Manager

PLAN TIMEFRAME: 01/07/2023 – 30/06/2024

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

GLM STRATEGY

To be a leading municipality in delivery of quality services for the promotion of socio-economic development

GLM STRATEGIC MISSION

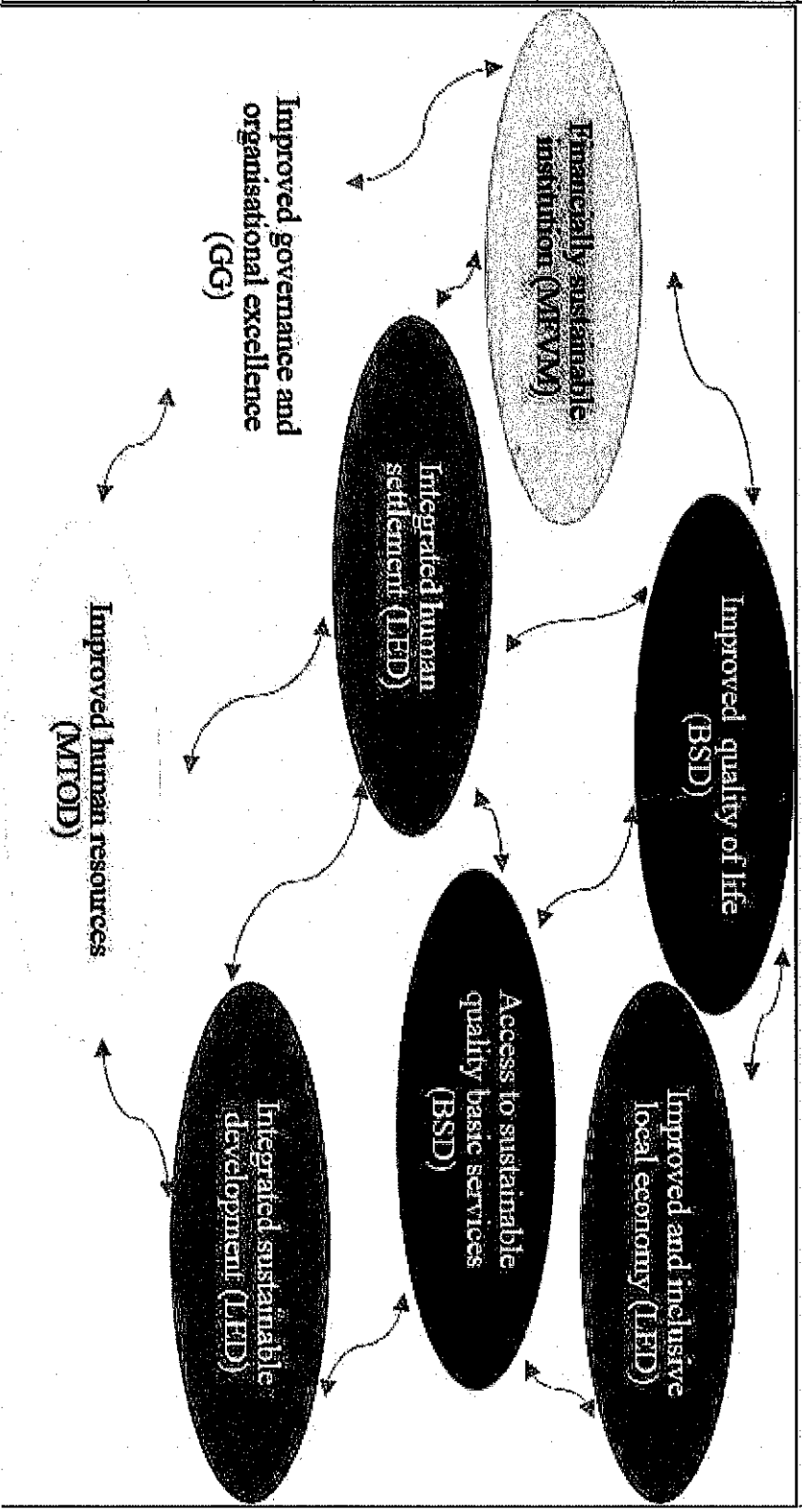
To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services

- Ensuring a safe and healthy environment

KPAs

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 2023/24



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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 Project Management Unit, Roads & Storm water, Electricity and water, administrative and management of the directorates for economic, efficient, effective and customer orientated services. To ensure that Council, Councilors and Ward Committees are supported in an effective and efficient manner

Senior Manager Technical Services is accountable and responsible for amongst others:

- Ø The management of the department in line with the approved budget and SDBIP
- Ø To oversee the provision of Project Management support services
- Ø To oversee the development and maintenance of road and stormwater infrastructure
- Ø To manage the provision of water and sanitation services
- Ø The provision of electricity within the GLM licensed area for distribution



KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 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 2024	Baseline / Status as of 30 June 2023	Annual Target (30/06/2024)	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
td	Improved Human Resources	Occupational Health and Safety	Percentage of OHS committee recommendations implemented within a financial year	Percentage	Number of OHS committee recommendations implemented by the department as a percentage of the Total number of OHS committee recommendations referred to the Department	1%	Operational	td	100%	100%	100%	100%	100%	OHS Recommendation register
td	Improved governance and organisational excellence	Performance Management	Number of performance reports completed on or before the scheduled Electronic system closure date	Number	Number of monthly performance updates for the Department done on or before the scheduled closing date of the electronic system	4%	Operational	td	12	3	3	3	3	Action IT System screenshots



KPA 2: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (65% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programme	Key Performance Indicator/Project Name	Project description	Unit Measure	Description Of Unit of measurement	KPI Weighting	Budget for 2023/24	Baseline/Previous Performance e-June 2023	Annual Target(30/6/2024)	Project Milestone Qtr 1 (1 Jul-30 Sept '23)	Project Milestone Qtr 2 (1 Oct-31 Dec '23)	Project Milestone Qtr 3 (1 Jan - 31 Mar '24)	Project Milestone Qtr 4 (1 Apr- 30 Jun '24)	Evidence required
IDP BSD001	Improved quality of life	Customer Relation Management	Customer complaints resolved	Percentage of customer complaints resolved and attended to within 7 days	Percentage	Number of customer complaints resolved by the department as a percentage of the total number of customer complaints referred to the department	0.5	Operational	New KPI	100%	100%	100%	100%	100%	Updated complaints register
IDP BSD002	Improved quality of life	Electricity	Approved electricity Master Plan	Electricity Master Plan	Number	Number of planned maintenance initiatives conducted in line with maintenance plan	0.5%	Operational	0	1	25	25	25	25	Signed Electricity Master Plan 23/24 Maintenance plan signed job cards
IDP BSD003	Improved quality of life	Water services	Implemented Water Service Provider (WSP) Agreement	Percentage of WSP conditions implemented expressed as a percentage of the total number of	Percentage	Number of WSP conditions implemented expressed as a percentage of the total number of conditions in the agreement	0.5%	operational	0	100%	N/A	N/A	N/A	1	WSP Agreement Compliance Report
IDP BSD004	Improved quality of life	Roads Infrastructure	Developed roads Master Plan	Approved roads master plan	Number	Simple count of a number of road master plan approved	0.5%	operational	0	100%	N/A	N/A	N/A	1	Roads Master Plan/Council Resolution
IDP BSD005	Improved quality of life	Budget Management	Funded Projects	Number of projects funded	Number	Simple count of number of projects funded	0.5%	operational	New KPI	30	30	N/A	N/A	N/A	Funded Services delivery projects budget report
IDP BSD006	Improved quality of life	Budget Management	Funded Projects	Number of projects funded	Number	Simple count of number of projects funded	0.5%	operational	New KPI	30	30	N/A	N/A	N/A	Funded Services delivery projects budget report

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IDP BSD007	Improved quality of life	Infrastructure Management	MIG projects implemented	Number of MIG projects implemented	Number	Simple count of the number of PMU projects on the MIG implementation	0.5%	R65 174 750	14	10	10	10	10	10	10	Quarterly project reports
IDP BSD007	Improved quality of life	Electricity	Households connected	Number of households connected with electricity	Number	Simple count of number of households within the GLM service area that are supplied with electricity according to the	0.5%	operational	1022	2000	2000	2000	2000	2000	Billing Report	
IDP BSD008	Improved quality of life	Municipal Offices	Municipal offices created	Number of Municipal Offices created	Number	Simple count of a number of municipal offices created	0.5%	operational	New KPI	2	N/A	N/A	N/A	2	Building construction reports	
IDP BSD001	Improved quality of life	Roads Infrastructure	Kilometers of roads graded	Number of kilometers graded	Number	Simple count of a number of kilometers graded	0.5%	operational	800KM	800km	200km	200km	200km	200km	2	
CP_BSD001	Access to sustainable quality basic services	Community Halls & Facilities	Construction of Ward 5 Community Hall	Construction of Ward 05 community hall	To construct community Hall at Ward 05	Percentage progress measured against the predetermined milestone	0.5%	R500 000	Project halted due to location dispute between Meidingen & Rabothatha Villages. Construction at (15%)	25%	Negotiations with Tribal Authorities to resume Works on site 1% (16%)	Council approval for project continuation 1% (17%)	Progress with physical construction at 3% (20%)	Progress with physical construction at 5% (25%)	Minutes/Council Resolution/Progress report	
CP_BSD002	Access to sustainable quality basic services	Office facilities	Designs for extension of Municipal Office	Design for the extension of Municipal Main office	To make designs for Municipal Main Office	Percentage progress measured against the predetermined milestone	0.5%	R500 000	New Project	100%	Appointment of service provider -25% (25%)	Develop Scoping Report 25% (50%)	Develop Preliminary Design Report - 25% (75%)	Develop and approve Detailed Design Report (25%) 100%	Appointment letter/Scoping report/PDR/DDR-Approval letters)	
CP_BSD003	Access to sustainable quality basic services	Sports & Recreation	Completion of Madumeleni / Shooting Sports Complex	Construction of Madumeleni/ Shooting Sport Complex	Construction of Madumeleni/ Shooting Sport Complex	Percentage progress measured against the predetermined milestone	3.0%	R 9 404 000	Construction of the Madumeleni / Shooting Sport Complex physical progress (80%)	100%	Construction of the Madumeleni/ Shooting Sport Complex at 85% physical progress (85%)	Construction of the Madumeleni/ Shooting Sport Complex at 90% physical progress (90%)	Construction of the Madumeleni/ Shooting Sport Complex at 95% physical progress (95%)	Construction of the Madumeleni/ Shooting Sport Complex completed (100%)	Progress report/Practical or completion certificate	

CP_BSD004	Access to sustainable quality basic services	Stormwater management	Low level bridge at Roerfontein	Roerfontein Roads and stormwater-Construction of Roerfontein low level bridge	Roerfontein Roads and stormwater-Construction of Roerfontein low level bridge	Percentage progress measured against the predetermined milestone	1%	R 1 500 000	New Project	100%	Physical progress for construction of Roerfontein low level bridge at 50% (50%)	Physical progress for construction of Roerfontein low level bridge completed - 50% (100%)	N/A	N/A	Progress report/Completion certificate
CP_BSD005	Access to sustainable quality basic services	Stormwater management	Low level bridge at Itheleng	Itheleng Roads and stormwater-Itheleng regravelling-1,2km	Itheleng Roads and stormwater-Itheleng regravelling-1,2km	Percentage progress measured against the predetermined milestone	1%	R 1 500 000	New Project	100%	Physical progress for construction of Itheleng regravelling at 50% (50%)	Physical progress for construction of Itheleng regravelling completed - 50% (100%)	N/A	N/A	Progress report/Completion certificate
CP_BSD006	Access to sustainable quality basic services	Stormwater management	Construction of low level bridge (1)	Construction of low level bridge	Construction of low level bridge	Percentage progress measured against the predetermined milestone	1%	R 1 250 000	New Project	100%	Physical progress for construction of low level bridge at 50% (50%)	Physical progress for construction of low level bridge completed - 50% (100%)	N/A	N/A	Progress report/Completion certificate
CP_BSD008	Access to sustainable quality basic services	Roads	Construction of Street Paving at Raphahlelo/Phooko (2,48 km)(Multi-Year)	Construction of Street Paving at Raphahlelo/Phooko (2,48 km)(Multi-year)	Construction of Street Paving at Raphahlelo/Phooko (2,48 km)(Multi-year)	Percentage progress measured against the predetermined milestone	3,0%	R 6 940 000	Physical progress for construction of 2,5km-(90%)	100%	Physical progress for construction of 2,5km-5% (95%)	Physical progress for construction of 2,5km-5% (100%)	N/A	N/A	Progress report/Completion certificate
CP_BSD009	Access to sustainable quality basic services	Roads	Construction of Street Paving at Ramodumo (3,5 km) (Multi-year)	Construction of Street Paving at Ramodumo (3,5 km) (Multi-year)	Construction of Street Paving at Ramodumo (3,5 km) (Multi-year)	Percentage progress measured against the predetermined milestone	3,0%	R 11 830 000	Physical progress for construction of 3,5km-(50%)	87%	Physical progress for construction of 3,5km at 65%	Physical progress for construction of 3,5km at 75%	Physical progress for construction of 3,5km at 82%	Physical progress for construction of 3,5km at 87%	Progress report
CP_BSD010	Access to sustainable quality basic services	Roads	Construction of Ramppe Access Bridge	Construction of Ramppe Access Bridge (Multi-year)	Construction of Ramppe Access Bridge (Multi-year)	Percentage progress measured against the predetermined milestone	3,0%	R 2 200 000	Physical progress for construction of 20m Access Bridge 70%	100%	Physical progress for construction of 20m Access Bridge at 85%	Physical progress for construction of 20m Access Bridge completed 100%	N/A	N/A	Progress report/Completion Certificates

CP_BSD011	Access to sustainable quality basic services	Roads	Construction of Abel Street Paving (2.8 km)-Multi-year	Construction of Abel Street Paving (2.8 km)-Multi-year	Percentage of progress measured against the predetermined milestone	3.0%	R11 102 467	Physical progress for construction of 2.8km streets at 55%	82%	Physical progress for construction of 2.8km streets at 60%	Physical progress for construction of 2.8km streets at 70%	Physical progress for construction of 2.8km streets at 77%	Physical progress for construction of 2.8km streets at 82%	Progress report
CP_BSD012	Access to sustainable quality basic services	Roads	Construction of Mohlabane Paving street (3.3 km) (Multi-Year (3.3 year)	Construction of Street Paving at Mohlabaneng (3.3 km) (Multi-year)	Percentage of progress measured against the predetermined milestone	3.0%	R6 246 314	Physical progress for construction of 3,3km streets including 40m bridge at 85%	100%	Physical progress for construction of 3,3km streets including 40m bridge at 90%	Physical progress for construction of 3,3km streets including 40m bridge at 95%	Physical progress for construction of 3,3km streets including 40m bridge complete (100%)	N/A	Progress report/ completion certificate
CP_BSD013	Access to sustainable quality basic services	Roads	Construction of Moshakgal/ Makaba street paving (2.5 km) - (Multi-Year (2.5 year)	Construction of Moshakgal/ Makaba street paving (2.5 km) - (Multi-year)	Percentage of progress measured against the predetermined milestone	3.0%	R 9 000 000	Specification developed for procurement of contractor 2.5%	35.5%	Tender advertisement (0.5%) (3%)	Appointment of service provider-0.5% (3.5%)	Physical progress for construction of 2.5km at 25% (28.5%)	Physical progress for construction of 2.5km at 32% (35.5%)	Tender advertisement, Appointment letter for contractor, Progress reports
CP_BSD015	Access to sustainable quality basic services	Roads	Designs for Boshakhe Bridge	Designs of Boshakhe bridge	Percentage of progress measured against the predetermined milestone	0.5%	R 400 000	Preliminary designs developed- 2%	2.5%	Develop & approve Detailed Designs-0.5% (2.5%)	N/A	N/A	N/A	Detailed designs approval letter
CP_BSD016	Access to sustainable quality basic services	Roads	Construction of Motsononi street paving (1.5 km)- Multi-	Construction of Motsononi street paving (1.5 km)	Percentage of progress measured against the predetermined milestone	3.0%	R 5 000 000	Physical progress for construction of 1,5km streets at 65%	90%	Physical progress for construction of 1,5km streets at 75%	Physical progress for construction of 1,5km streets at 80%	Physical progress for construction of 1,5km streets at 85%	Physical progress for construction of 1,5km streets at 90%	Progress report
CP_BSD017	Access to sustainable quality basic services	Roads	Construction of Thibeni street paving (2.3 km)	Construction of Thibeni street paving (2.3 km) Multi-year	Percentage of progress measured against the predetermined milestone	3.0%	R 4 500 000	Physical progress for construction of 2,3km Streets at 25%	45%	Physical progress for construction of 2,3km Streets at 30%	Physical progress for construction of 2,3km Streets at 35%	Physical progress for construction of 2,3km Streets at 40%	Physical progress for construction of 2,3km Streets at 45%	Progress reports

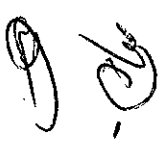
CP_BSD019	Access to sustainable quality basic services	Roads	Construction of Burkina Faso street Paving - Multi Year (2km)	Construction of Farso Street Paving (2 km) Multi year	Construction of Burkina Faso Street Paving (2 km) Multi year	Percentage progress measured against the predetermined milestone	3.0%	R 9 000 000	Designs Developed 2.5%	28.5%	Tender advert and appointment of service provider - 1% (3.5%)	Physical progress for construction of 2km streets at 10% (13.5%)	Physical progress for construction of 2km streets at 20% (23.5%)	Physical progress for construction of 2km streets at 25% (28.5%)	Tender advert/ Appointment letter/Progress report
CP_BSD020	Access to sustainable quality basic services	Roads	Construction of Maupa Street Paving - Multi Year (4.9 km)	Construction of Maupa Street Paving (4.9 km) Multi year	Construction of Maupa Street Paving (4.9 km) Multi year	Percentage progress measured against the predetermined milestone	3.0%	R 9 000 000	Designs developed- 2.5%	25%	Tender advert & Appointment of service provider - 1% (3.5%)	Physical progress for construction of 4.9km Streets at 10% (13.5%)	Physical progress for construction of 4.9km Streets at 15% (18.5%)	Physical progress for construction of 4.9km Streets at 21.5% (25%)	Tender advert, Appointment of Contractor, Progress reports Completion Certificates
CP_BSD021	Access to sustainable quality basic services	Roads	Construction of Masakhrane Street Paving - Multi Year (3.1 km)	Construction of Masakhrane Street Paving (3.1 km) Multi-year	Construction of Masakhrane Street Paving (3.1 km) Multi-year	Percentage progress measured against the predetermined milestone	3.0%	R 7 720 725	Preliminary designs developed- 2%	33.5%	Develop & approve Detailed Designs, Submit specification document to	Advertisement and appointment of a service provider - 1% (3.5%)	Physical progress for construction of 3.1km at 15% (18.5)	Physical progress for construction of 3.1 km at 30% (33.5)	Detailed design report approval letter, Tender advert, Appointment letter, Progress report
CP_BSD023	Access to sustainable quality basic services	Traffic & Licensing	Designs of Mokwakwaila DLTC	Establishment of DLTC at Mokwakwaila satellite	Establishment of DLTC at Mokwakwaila satellite	Percentage progress measured against the predetermined milestone	0.50%	R 700 000	New Project	100%	Appointment of service provider 5%	Develop preliminary Designs report- 45% (50%)	Developed and approved detailed designs report - 30% (80%)	Designs of Mokwakwaila DLTC completed- 20% (100%)	Specifications Advertisement Appointment Completion Certificate
CP_BSD023	Access to sustainable quality basic services	Electricity	Highmasts lights in various villages	Construction of Highmast Lights in various villages-(16) (Multi-year)	Construct Highmast light in various villages	Percentage progress measured against the predetermined milestone	0.5%	R 597 244	Physical progress for construction of 16 Highmast lights in various villages at 70%	100%	Physical progress for construction of 16 Highmast lights in various villages at 10% (80%)	Physical progress for construction of 16 Highmast lights in various villages at 10% (90%)	Physical progress for construction of 16 Highmast lights in various villages at 5% (95%)	Physical progress for construction of 16 Highmast lights in various villages at 5% (100%)	Progress report/Completion certificate

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CP_BSD024	Access to sustainable quality basic services	Electricity	Refurbishment of LV network	Refurbishment of LV network at Pearl and Orchards streets-Modladiskloof	Refurbishment of LV network at Pearl and Orchards streets-Modladiskloof	Percentage progress measured against the predetermined milestone	1%	R 1 000 000	New Project	9.5%	Develop Specification for panel of engineers and submit to SCM (0.5%)	Appointment of service provider (engineers) - 1.5% (2%)	Design report approval letter and tender advert for construction - 2.5% (4.5%)	Appointment of service provider for construction and commencement of construction - 5% (9.5%)	Proof of submission of Specification to SCM/ Appointment letter/ Completion Certificate
CP_BSD025	Access to sustainable quality basic services	Electricity	Replacement of old HT Cables from Spar to FNB-Modladiskloof	Replacement of old HT cables from Spar to FNB-Modladiskloof	Replacement of old HT cables from Spar to FNB-Modladiskloof	Percentage progress measured against the predetermined milestone	1%	R 1 000 000	New Project	20%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Refurbishment of HV cables from Panorama connecting the Hospital and installation cable to complete the normal open points - 5% (25%)	Proof of submission of Specification to SCM/ Appointment letter/ Completion Certificate
CP_BSD026	Access to sustainable quality basic services	Electricity	Supply and delivery of Emergency Transformers	Supply and delivery of Emergency Transformers for GLM network	Supply and delivery of Emergency Transformers for GLM network	Percentage progress measured against the predetermined milestone	1%	R 1 000 000	New Project	100%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Transformers delivered - 80% (100%)	Proof of submission of Specification to SCM/ Advertisement/ Appointment
CP_BSD027	Access to sustainable quality basic services	Electricity	Supply and delivery of mobile Scafolding	Supply and delivery of Mobile Scafolding	Supply and delivery of Mobile Scafolding	Percentage progress measured against the predetermined milestone	1%	R 30 000	New Project		Develop Specifications and submit to SCM - 10%	Appointment of service provider - 10% (20%)	Mobile Scafolding delivered - 80% (100%)	N/A	Proof of submission of Specification to SCM/ Appointment letter/ Delivery note
CP_BSD028	Access to sustainable quality basic services	Waste Disposal	Marphalle Landfill Site phase 2	Designs of Marphalle landfill site phase 2 (Multi-year)	Designs of Marphalle landfill site phase 2 (Multi-year)	Percentage progress measured against the predetermined milestone	0.5%	R 500 000	Designs developed - 2%	3.3%	Authorisation of designs by DWS/LEDET (0.5%)-2.5%	Project Registration for MIG funding (0.1%)(2.6%)	Develop Specification document and submit to SCM- (0.4%) (3%)	Tender advertisement for procurement of Contractor- (0.3%) (3.3%)	MIG registration letter/Proof of Submission specification document to SCM tender

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OP_BSD001	Access to sustainable quality basic services	Electricity	Mohlabaeng Phase 2 village Electrification	New electricity connections at Mohlabaeng (Phase 2)	New electricity connections at Mohlabaeng (Phase 2)	Percentage progress measured against the predetermined milestone	1%	R 2 600 000	New Project	100%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Connections completed at Meupa Phase 3 (89 Connections) 80% (100%)	Appointment letter and Progress report
OP_BSD002	Access to sustainable quality basic services	Electricity	Carel Garden 1 and 2 Electrification	New electricity connections at Carel Garden 1 and 2	New electricity connections at Carel Garden 1 and 2	Percentage progress measured against the predetermined milestone	1%	R 2 880 000	New Project	100%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Connections completed at Carel Garden 1 and 2 (144 Connections) 80% (100%)	Appointment letter and Progress report
OP_BSD003	Access to sustainable quality basic services	Electricity	Itleng(Matswini) Electrification	New Electricity connections at Itleng(Matswini)	New Electricity connections at Itleng(Matswini)	Percentage progress measured against the predetermined milestone	3.0%	R 24 000 000	New Project	100%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Connections completed at Itleng(Matswini) (120 Connections) 80% (100%)	Appointment letter and Progress report
OP_BSD004	Access to sustainable quality basic services	Electricity	Tlithokwe village electrification	New Electricity connections at Tlithokwe	New Electricity connections at Tlithokwe	Percentage progress measured against the predetermined milestone	1%	R 1 760 000	New Project	100%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Connections completed at Tlithokwe (88 Connections) 80% (100%)	Appointment letter and Progress report
OP_BSD005	Access to sustainable quality basic services	Electricity	Ramaroka village electrification	New Electricity connections at Ramaroka	New Electricity connections at Ramaroka	Percentage progress measured against the predetermined milestone	1%	R 1 360 000	New Project	100%	Develop Specifications and submit to SCM - 10%	Tender Advertisement - 5% (15%)	Appointment of service provider - 5% (20%)	Connections completed at Ramaroka (68 Connections) 80% (100%)	Appointment letter and Progress report

KPA 3 : LOCAL ECONOMIC DEVELOPMENT 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 21/22	Baseline / Status as of 30 June 2022	Annual Target (30/06/2023)	1st Quarter (1 Jun-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
TL_LED015	Improved and inclusive local economy	Local Economic Development	Number of jobs created through municipal funded Capital Projects	Number	Number of jobs (Full time equivalent) created through municipal funded Capital Projects	4%	Operational	387	600	150	150	150	150	Capital Project Job creation reports
td	Improved and inclusive local economy	Local Economic Development	Number of EPWP reports compiled and submitted to Council Works, Roads and Transport	Number	Number of EPWP progress reports compiled and submitted to Council and Dpt of Public Works, Roads and Transport	1%	Operational	12	12	3	3	3	3	EPWP reports Council Resolutions, Signed receipt from DPW & DRT




KPA 4: MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (15% weight)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator / Project Name	Unit/measure	Description of the unit of measure	KPI Weighting	Budget 2023/24	Baseline / Status as of 30 June 2023	Annual Target (30/06/2024)	1st Quarter (1 Jul-30 Sept 2023)	2nd Quarter (1 Oct-31 Dec 2024)	3rd Quarter (1 Jan-31 Mar 2024)	4th Quarter (1 Apr-30 Jun 2024)	Evidence required
tbd	Financially sustainable institution	Expenditure Management	Percentage of Municipal Infrastructure Grant (MIG) budget spent	Percentage	R-value MIG expenditure as a percentage of the MIG budget	4%	Capital	100%	100%	15%	35%	70%	100%	Financial reports
tbd	Financially sustainable institution	Expenditure Management	Percentage of Integrated National Energy Programme (INEP) budget spent	Percentage	R-value INEP expenditure as a percentage of the INEP budget	3%	Operational	0%	100%	15%	35%	70%	100%	Financial reports
tbd	Financially sustainable institution	Expenditure Management	Percentage of Expanded Public Works Programme (EPWP) budget spent	Percentage	R-value EPWP expenditure as a percentage of the EPWP budget	1%	Operational	100%	100%	15%	35%	70%	100%	Financial reports
tbd	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	1%	Operational	tbd	0	0	0	0	0	Finance reports / Payment certificates
tbd	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
tbd	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	4%	Operational	tbd	100%	25%	50%	75%	100%	Financial reports
tbd	Improved governance and organisational excellence	Performance Management	Number of Departmental performance review meetings held	Number	Number of meetings held by the Director with staff to discuss the performance of the Department	1%	Operational	tbd	4	1	1	1	1	Agenda, Minutes & Attendance register



KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (10% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator / Project Name	Unit/measure	Description of the unit of measure	KPI Weighting	Budget 21/22	Baseline/ Status as of 30 June 2023	Annual Target (30/06/2024)	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
td	Improved governance and organisational excellence	Council Support	Percentage of Council resolutions implemented	Percentage	Number of Council Resolutions implemented by the Department as a percentage of the Total Number of Council Resolutions allocated to the Department	2%	Operational	td	100%	100%	100%	100%	100%	Updated Council Resolution Register
td	Improved governance and organisational excellence	Risk Management	Percentage of Risk Committee recommendations implemented	Percentage	Number of Risk committee recommendations implemented as a percentage of the Total number of Risk committee recommendations for the department	1%	Operational	td	100%	100%	100%	100%	100%	Risk Committee Recommendation register
td	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	1%	Operational	td	100%	100%	100%	100%	100%	Audit Committee Resolution register
td	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	Sample Count of the number of quarterly Risk Management Reports submitted to the Risk Officer within 5 working days of the end of the quarter	1%	Operational	4	4	1	1	1	1	Risk Management Report Dated quarterly report submission
td	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	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.	1%	Operational	td	4	1	1	1	1	Agenda, Minutes & Attendance register
td	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	2%	Operational	td	100%	n/a	n/a	n/a	100%	Audit Action Plan Report
td	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	2%	Operational	td	100%	n/a	n/a	n/a	100%	Internal Audit Reports

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Summary Scorecard

Position Outcomes/Outputs		Weighting
Key Performance Areas		
Municipal Institutional Development and Transformation		80%
Basic Service Delivery		5
Local Economic Development		65
Municipal Financial Viability and Management		5
Good Governance and Public Participation		15
	Competencies	10
	Competencies	20%
Leading competencies	Components	Competency Definition
Strategic Direction and Leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic Planning and Management • Organisational Awareness 	Provide and direct a vision for the institution, and inspire and deploy others to delivery on the strategic institutional mandate
People Management	<ul style="list-style-type: none"> • Human Capital Planning and Development • Diversity Management • Employee Relations Management • 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
Programme and Project Management	<ul style="list-style-type: none"> • Programme and Project Planning and Implementation • Service Delivery Management • 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
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • 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
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and improvement • 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	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance management • 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	<ul style="list-style-type: none"> • Integrity • Transparency • 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	<ul style="list-style-type: none"> • Time management • Forward planning • 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	<ul style="list-style-type: none"> • Objective problem analysis • Innovative thinking • 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	10%
Knowledge and Information Management	<ul style="list-style-type: none"> • Gain and share knowledge • Data analysis • 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	5%
Communication	<ul style="list-style-type: none"> • Balance diverse perspectives • Communication with stakeholders • 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	<ul style="list-style-type: none"> • Setting high standards • Results orientation • 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 (100-127%)	2 (67-99%)	1 (0-66 %)
<p>Outstanding Performance (Above and beyond what was expected)</p> <p>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.</p>	<p>Performance Significantly Above Expectations</p> <p>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.</p>	<p>Fully Effective (Implemented what was planned)</p> <p>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 criteria and indicators as specified in the Performance Agreement and Performance Plan.</p>	<p>Not Fully Effective (Planned targets not fully met)</p> <p>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 Performance Agreement and Performance Plan.</p>	<p>Unacceptable Performance</p> <p>Performance does not meet 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.</p>




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 at 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. KPIs 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 KPI'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:	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 assessments.

10. The performance assessment results of the Senior 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 workshops 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
<p>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.</p>	<p>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 hereby confirm and accept the conditions to this plan.</p>
<p>Signed and accepted by the Supervisor on behalf of Council:</p>	<p>Signed and accepted by the Employee:</p>
	
<p>DATE: 21/7/23</p>	<p>DATE: 21/7/2023</p>