Annexure A
Performance Plan 2024/25

Greater Letaba Municipality

NAME: Mr. Lekhota MP

POSITION: Senior Manager: Corporate Services

ACCOUNTABLE TO: Municipal Manager

PLAN TIMEFRAME : 01/07/2024-30/06/2025

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

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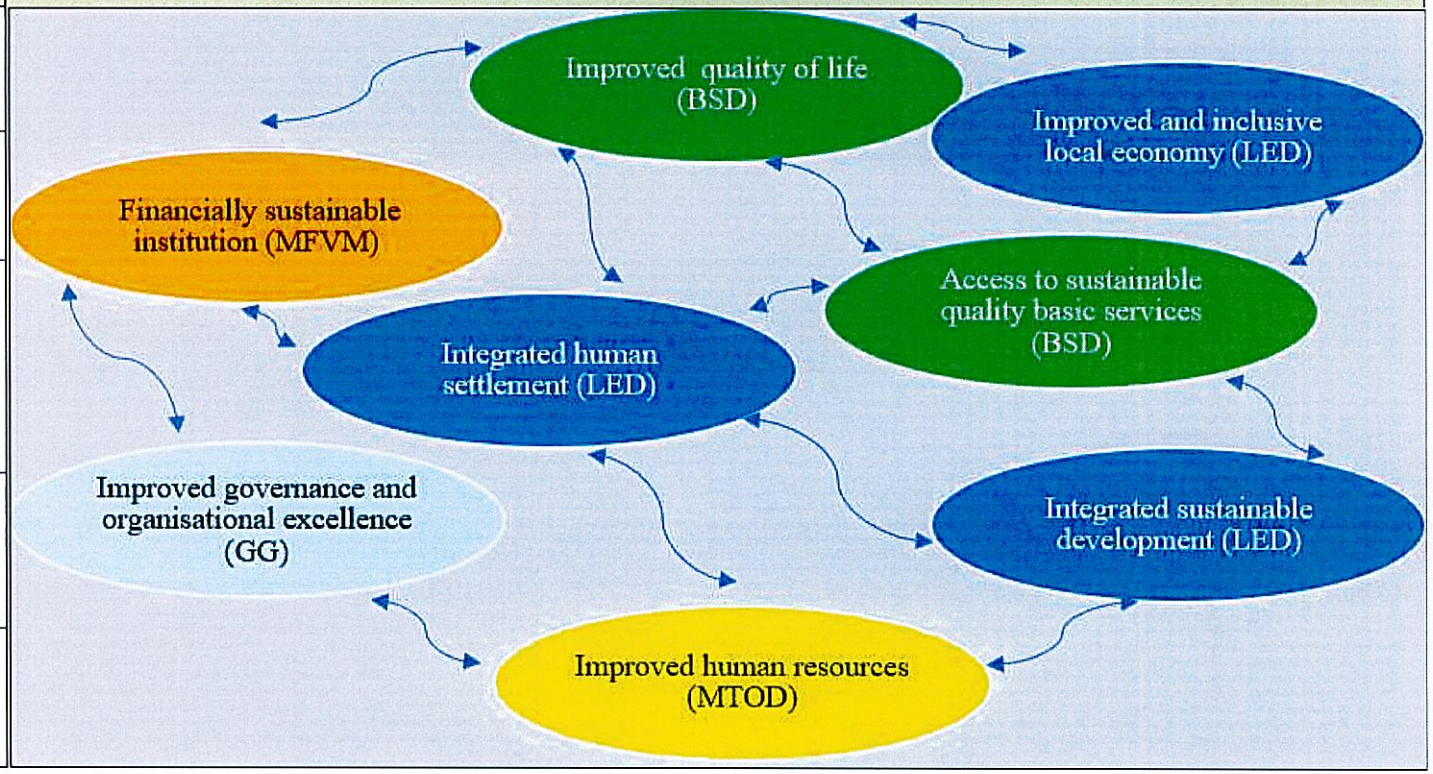
GLM STRATEGY
To be a leading municipality in delivery of quality services for the promotion of socio-economic development
GLM STRATEGIC MISSION
To ensure an effective, efficient and economically viable municipality through: • Provision of accountable, transparent and consultative government • Promotion of local economic development and poverty alleviation • Strengthening cooperative governance • Provision of sustainable and affordable services • Ensuring a safe and healthy environment • Utilization of Smart Technology

KPAs	STRATEGIC OBJECTIVES 2024/25
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)	



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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 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**	**Key Performance Indicator**	**Unit measure**	**Measurable Objectives**	**KPI Weighting**	**Budget 24/25**	**Baseline / Status as of 30 June 2024**	**Annual Target (30/06/2025)**	**1st Quarter (1 Jul-30 Sept 2024)**	**2nd Quarter (1 Oct -31 Dec 2024)**	**3rd Quarter (1 Jan 31 Mar 2025)**	**4th Quarter (1 Apr- 30 Jun 2025)**	**Evidence required**
MTOD01	Improved governance and organisational excellence	Performance Management	Number of Departmental performance review meetings held	Number	To ensure Departmental meetings held by the Director with staff to discuss the performance of the Department	2%	Operational	tbd	12	3	3	3	3	Agenda, Minutes & Attendance register
MTOD02	Improved Human Resources	Occupational Health and Safety	Percentage of OHS committee recommendations implemented within a financial year	Percentage	To ensure OHS committee recommendations implemented by the department as a percentage of the Total number of OHS committee recommendations referred to the Department	1%	Operational	tbd	100%	100%	100%	100%	100%	OHS Recommendation register
MTOD03	Improved governance and organisational excellence	Performance Management	Number of performance reports completed on or before the scheduled Electronic system closure date	Number	To ensure that monthly performance updates for the Department are done on or before the scheduled closing date of the electronic system	2%	Operational	tbd	12	3	3	3	3	Action iT System screenshots
MTOD04	Improved governance and organisational excellence	Performance Management	Number of Signed Performance Agreements by the Senior Manager	Number	To ensure that Performance Agreements by the Senior Manager are signed within 30 days after the beginning of the financial year	1%	Operational	tbd	1	1	N/A	N/A	N/A	Signed Performance Agreements by the Senior Manager
MTOD05	Improved governance and organisational excellence	Performance Management	Number of Signed Performance Agreements by all Managers	Number	To ensure that Performance Agreements by all Managers are signed within 30 days after the beginning of the financial year	1%	Operational	tbd	3	3	N/A	N/A	N/A	Signed Performance Agreements by all Managers
MTOD06	Improved governance and organisational excellence	Performance Management	Number of Performance Assessments conducted for Managers	Number	To ensure quarterly Assessments for Managers are conducted within 30 days after the end of the quarter	3%	Operational	tbd	4	N/A	1	1	1	Approved Assessment Report
MTOD07	Improved governance and organisational excellence	Performance Management	Annual Report information	Number	To ensure a comprehensive Annual Report information is submitted by 31 October 2024	2%	Operational	tbd	1	N/A	1	N/A	N/A	Annual Report Information
MTOD08	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	2%	Operational	1	1	N/A	N/A	N/A	1	Council Approved Organizational structure, Council Minutes
MTOD09	Improved human resources	Human Resource Management	Compliance with Minimum competency level	Number	Number of Senior Managers complying with the mininmum competency level	2%	Operational	New KPI	6	6	6	6	6	Competency certificates/Proof of registration
MTOD10	Improved human resources	Human Resource Management	Number of employees trained	Number	Number of employees trained in line with the approved Workplace Skills Plan	2%	Operational	88	60	15	15	15	15	WSP Attendance Registers

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KPA 1: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT KEY PERFORMANCE INDICATORS (30% WEIGHTING)														
KPI Ref	**Strategic Objective**	**Municipal Programmes**	**Key Performance Indicator**	**Unit measure**	**Measurable Objectives**	**KPI Weighting**	**Budget 24/25**	**Baseline / Status as of 30 June 2024**	**Annual Target (30/06/2025)**	**1st Quarter (1 Jul-30 Sept 2024)**	**2nd Quarter (1 Oct -31 Dec 2024)**	**3rd Quarter (1 Jan 31 Mar 2025)**	**4th Quarter (1 Apr- 30 Jun 2025)**	**Evidence required**
MTOD11	Improved human resources	Human Resource Management	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Number	Number of people in 3 highest levels in compliance with EE Plan	2%	Operational	18	21	N/A	N/A	N/A	21	Employment Equity reports
MTOD12	Improved human resources	Human Resource Management	Percentage of a municipality's budget actually spent on implementing its workplace skills plan	Percentage	(1) (R-value of operating budget spent on training) / (2) (Total Operating Budget) *100	2%	Operational	0.2%	0.2%	N/A	N/A	N/A	0.2%	Financial Report
MTOD13	Improved governance and organisational excellence	Information Technology	Installation of ICT Networks and Equipments for new office building	Percentage	Supply and Installation of ICT Networks and Equipment for new office building	2%	R 600 000	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%)	Approved Specification /Tender Advert/Appointment letter/Payment Voucher/Practical or completion certificate
MTOD14	Improved governance and organisational excellence	Information Technology	Supply and delivery of switches(3)	Percentage	Supply and delivery of switches(3)	2%	R 250 000	New Project	100%	Develop Specifications & Advertisement *25%	Adjudication and appointment of service provider - 25% (50%)	Delivery of 15 UPS's completed -50% (100%)	N/A	Approved Specification /Tender Advert/Appointment letter/Progress report/Practical or completion certificate
MTOD15	Improved governance and organisational excellence	Information Technology	Visual Impaired equipments	Percentage	Visual Impaired equipments	2%	R 100 000	New Project	100%	Develop Specifications & Advertisement *25%	Adjudication and appointment of service provider - 25% (50%)	Installation of IT network in new offices (2 houses) completed -50% (100%)	N/A	Approved Specification /Tender Advert/Appointment letter/Progress report/Practical or completion certificate
MTOD16	Improved human resources	Human Resource Management	Number of vacant positions filled	Number	Number of vacant posts filled within the financial year	2%	Operational	30	29	8	8	8	5	Appointment letters

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KPA 2: MUNICIPAL FINANCIAL VIABILITY KEY PERFORMANCE INDICATORS (5% weight)														
KPI Ref	**Strategic Objective**	**Municipal Programmes**	**Key Performance Indicator**	**Unit measure**	**Measurable Objectives**	**KPI Weighting**	**Budget 24/25**	**Baseline / Status as of 30 June 2024**	**Annual Target (30/06/2025)**	**1st Quarter (1 Jul-30 Sept 2024)**	**2nd Quarter (1 Oct -31 Dec 2024)**	**3rd Quarter (1 Jan 31 Mar 2024)**	**4th Quarter (1 Apr- 30 Jun 2025)**	**Evidence required**
MFMV01	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	3%	Operational	tbd	0	0	0	0	0	Finance reports / Payment certificates
MFMV02	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

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KPA 3: BASIC SERVICE DELIVERY KEY PERFORMANCE INDICATORS (5% weighting)														
KPI Ref	**Strategic Objective**	**Municipal Programmes**	**Key Performance Indicator**	**Unit measure**	**Measurable Objectives**	**KPI Weighting**	**Budget 24/25**	**Baseline / Status as of 30 June 2024**	**Annual Target (30/06/2025)**	**1st Quarter (1 Jul-30 Sept 2024)**	**2nd Quarter (1 Oct -31 Dec 2024)**	**3rd Quarter (1 Jan 31 Mar 2025)**	**4th Quarter (1 Apr- 30 Jun 2025)**	**Evidence required**
BSD01	Access to sustainable quality basic services	Customer Relations Management	Percentage of 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

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (60% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 24/25	Baseline / Status as of 30 June 2024	Annual Target (30/06/2025)	1st Quarter (1 Jul-30 Sept 2024)	2nd Quarter (1 Oct -31 Dec 2024)	3rd Quarter (1 Jan 31 Mar 2025)	4th Quarter (1 Apr- 30 Jun 20235)	Evidence required
GGPP01	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	3%	Operational	tbd	100%	100%	100%	~~100%~~	~~100%~~	Updated Council Resolution Register
GGPP02	Improved governance and organisational excellence	Council Support	Percentage in implementing of LLF resolutions	Percentage	To ensure that LLF resolution are implemented	2%	Operational	tbd	100%	100%	100%	~~100%~~	~~100%~~	Updated Council Resolution Register
GGPP03	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	2%	Operational	tbd	100%	100%	100%	~~100%~~	~~100%~~	Risk Committee Recommendation register
GGPP04	Improved governance and organisational excellence	Risk Management	Number of Risk Management Reports submitted to Risk Officer within 10 working days after the end each quarter	Number	Simple Count of the number of quarterly Risk Management Reports submitted to the Risk Officer within 10 working days of the end of the quarter	2%	Operational	4	4	1	1	1	1	Risk Management Report Dated quarterly report submission
GGPP05	Improved governance and organisational excellence	Audit Management	Number of Departmental Reports submitted to Internal Audit within 10 working days for consideration by Audit Committee	Number	Simple count of the number of Departmental Report submitted to Internal Audit within 10 working days for consideration by Audit Committee.	2%	Operational	4	4	1	1	1	1	Proof of Submission of Departmental Report to Internal Audit
GGPP06	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	tbd	100%	n/a	n/a	~~n/a~~	~~100%~~	Internal Audit Reports
GGPP07	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	3%	Operational	tbd	100%	100%	100%	~~100%~~	~~100%~~	Audit Committee Resolution register
GGPP08	Improved governance and organisational excellence	Audit Management	Percentage of RFI responded to within 3 working days	Percentage	To attain clean audit by ensuring compliance to all governance, Financial Management and Reporting and Reporting Requirements within the Financial year	2%	Operational	tbd	100%	100%	100%	~~100%~~	~~100%~~	Dated proof of submission

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (60% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 24/25	Baseline / Status as of 30 June 2024	Annual Target (30/06/2025)	1st Quarter (1 Jul-30 Sept 2024)	2nd Quarter (1 Oct -31 Dec 2024)	3rd Quarter (1 Jan 31 Mar 2025)	4th Quarter (1 Apr- 30 Jun 20235)	Evidence required
GGPP09	Improved governance and organisational excellence	Audit Management	Percentage of COMAFresponded to within 3 working days	Percentage	To attain clean audit by ensuring compliance to all governance, Financial Management and Reporting and Reporting Requirements within the Financial year	2%	Operational	tbd	100%	100%	100%	~~100%~~	~~100%~~	Dated proof of submission
GGPP10	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~~	~~100%~~	Audit Action Plan Report
GGPP11	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	1%	Operational	New KPI	1	N/A	1	N/A	N/A	Approved Community Satisfaction Survey Report
GGPP12	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%	1%	Operational	New KPI	100%	N/A	N/A	N/A	~~100%~~	Screenshots of Electronic Records System
GGPP13	Improved governance and organisational excellence	Revenue Management	Number of Approved and gazetted by-law	Number	By-laws gazetted for Property Rates, Debt collection, Business Registration, Waste management	1%	Operational	New KPI	4	N/A	N/A	N/A	~~4%~~	By-laws Government Gazette
GGPP14	Improved governance and organisational excellence	Council Support	Council Meetings	Number	Number of ordinary Council meetings held	3%	Operational	4	4	1	1	1	1	Attendance Register
GGPP15	Improved governance and organisational excellence	Council Support	Council Meetings	Number	Number of Special Council Meetings held	3%	Operational	4	4	1	N/A	2	1	Attendance Register
GGPP16	Improved governance and organisational excellence	Customer Care	% of customer complaints registered on the Presidential and Premier hotlines addressed within 30 days	Percentage	Number of complaints registered on the Presidential and Premier hotlines addressed within 30 days as a percentage of the total number of complaints registered	3%	Operational	New KPI	100%	100%	100%	100%	100%	Presidential and Premier Hotline reports
GGPP17	Improved governance and organisational excellence	Public Participation	Number of Community Imbizos held	Number	Simple count of the number of Imbizos held	2%	Operational	tbd	4	1	1	1	1	Imbizo Programme Attendance Registers Reports
GGPP18	Improved governance and organisational excellence	LLF Functionality	LLF Meetings	Number	Number of LLF meetings held	2%	Operational	12	12	3	3	3	3	Attendance register

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (60% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 24/25	Baseline / Status as of 30 June 2024	Annual Target (30/06/2025)	1st Quarter (1 Jul-30 Sept 2024)	2nd Quarter (1 Oct -31 Dec 2024)	3rd Quarter (1 Jan 31 Mar 2025)	4th Quarter (1 Apr- 30 Jun 20235)	Evidence required
GGPP19	Improved governance and organisational excellence	LLF Functionality	LLF Resolutions	Percentage	% of LLF resolutions implemented	2%	Operational	New KPI	100%	100%	100%	100%	100%	Resolution Register and Minutes of Meetings
GGPP20	Improved governance and organisational excellence	MPAC Functionality	MPAC meetings	Number	Number of MPAC meetings held	2%	Operational	New KPI	12	3	3	3	3	Attendance register
GGPP21	Improved governance and organisational excellence	MPAC Functionality	MPAC reports to Council	Number	Number of MPAC reports compiled and tabled in Council	2%	Operational	New KPI	4	1	1	1	1	Approved MPAC Report and Council Resolution
GGPP22	Improved governance and organisational excellence	MPAC Functionality	MPAC Action Plan	Number	Approved MPAC action Plan by the end of 30 June	2%	Operational	New KPI	1	N/A	N/A	N/A	1	Approved MPAC Action Plan and Council Resolution
GGPP23	Improved governance and organisational excellence	Ethics Functionality	Ethics Action Plan	Number	Approved Ethics Action plan	2%	Operational	New KPI	1	N/A	N/A	N/A	1	Approved Ethics Action Plan and Council Resolution
GGPP24	Improved governance and organisational excellence	Development Planning	Approved 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	N/A	1	Stakeholder Management Framework Council Resolution

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KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY PERFORMANCE INDICATORS (60% WEIGHTING)

KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 24/25	Baseline / Status as of 30 June 2024	Annual Target (30/06/2025)	1st Quarter (1 Jul-30 Sept 2024)	2nd Quarter (1 Oct -31 Dec 2024)	3rd Quarter (1 Jan 31 Mar 2025)	4th Quarter (1 Apr- 30 Jun 20235)	Evidence required
GGPP25	Improved governance and organisational excellence	Ward Committee Support	# of ward committee meetings held	Number	Simple count of the number of ward committee meetings held (1 meeting per ward per month)	1%	Operational	270	360	90	90	90	90	Monthly Ward Committee reports
GGPP26	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
GGPP27	Improved governance and organisational excellence	Number of Reports submitted	Number	Number of Ward Committee Reports submitted	Number of reports from Ward Committees covering quorate meetings	1%	Operational	New KPI	120	30	30	30	30	Ward Committee Reports
GGPP28	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	3%	Operational	tbd	12	3	3	3	3	ICT Reports
GGPP29	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	2%	Operational	tbd	100%	100%	100%	100%	100%	ICT Recommendations Register ICT Minutes

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KPA 5 : LOCAL ECONOMIC DEVELOPMENT KEY PERFORMANCE INDICATORS (0% weight)														
KPI Ref	Strategic Objective	Municipal Programmes	Key Performance Indicator	Unit measure	Measurable Objectives	KPI Weighting	Budget 24/25	Baseline / Status as of 30 June 2024	Annual Target (30/06/2025)	1st Quarter (1 Jul-30 Sept 2024)	2nd Quarter (1 Oct -31 Dec 2024)	3rd Quarter (1 Jan 31 Mar 2025)	4th Quarter (1 Apr- 30 Jun 2025)	Evidence required
none														

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Summary Scorecard			
Position Outcomes/Outputs			**Weighting**
Key Performance Areas			**80%**
Municipal Institutional Development and Transformation			30
Municipal Financial Viability and Management			5
Basic Service Delivery			5
Good Governance and Public Participation			60
Local Economic Development			0
Competencies			**20%**
Leading competencies	**Components**	**Competency Definition**	
Strategic Direction and Leadership	• 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	15%
People Management	• 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	15%
Programme and Project Management	• 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	5%
Financial Management	• 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	10%
Change Leadership	• 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%

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Governance Leadership	• 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	• 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	• 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	• 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	5%
Knowledge and Information Management	• 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	10%
Communication	• 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	• 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%

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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 all others throughout the year.	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.	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.	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.

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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:	**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.

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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: 15/07/2024	***DATE:*** 15 July 2024