

Amended Performance Plan

Municipal Manager

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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

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KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
DIVISION PERFORMANCE									
SDBIP Graph	Good Governance and Public Participation	Effective Management and supervision of Internal Audit	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	3
SDBIP Graph	Good Governance and Public Participation	Effective Management and supervision of Developmental Services	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	3
SDBIP Graph	Good Governance and Public Participation	Effective Management and supervision of Communication and Media Services	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	3
SDBIP Graph	Basic Service Delivery	Effective management and supervision of Community Services	90% of the KPI's of the Directorate have been met	N/A	90%	90%	90%	90%	3
SDBIP Graph	Basic Service Delivery	Effective management and supervision of Infrastructure Services	90% of the KPI's of the Directorate have been met	N/A	90%	90%	90%	90%	3
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of Financial Services	90% of the KPI's of the Directorate have been met	N/A	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Effective management and supervision of Corporate Services	90% of the KPI's of the Directorate have been met	N/A	90%	90%	90%	90%	3

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
STRATEGIC (TOP LAYER PERFORMANCE)									
TL1	To promote good governance and community participation	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2021	RBAP submitted to the Audit Committee by 30 June 2021	1	0	0	0	1	2
TL2	To promote good governance and community participation	90% of the RBAP for 2020/21 implemented by 30 June 2021 [(Number of audits and tasks completed for the period /Number of audits and tasks identified in the RBAP) x 100]	% of the RBAP implemented by 30 June 2021	90%	0	40%	0	90%	2
TL3	To enhance economic development with focus on both first and second economies	Review the Growth and Development Strategy and submit to Council for approval by 30 June 2021	Strategy reviewed and submitted to Council for approval by 30 June 2021	1	0	0	0	1	2
TL4	To promote good governance and community participation	Review the Communication Strategy and submit to Council for approval by 30 June 2021	Strategy reviewed and submitted by 30 June 2021	1	0	0	0	1	2
TL5	To promote good governance and community participation	Conduct annual customer care survey by 30 June 2021	Customer care survey conducted by 30 June 2021	1	0	0	0	1	2

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
MANAGERIAL PERFORMANCE									
D1	Good Governance and Public Participation	Oversee the submission of the Top Level SDBIP to the Mayor for approval by 14 June 2021	Top Layer SDBIP submitted to the Mayor	1	0	0	0	1	3
D2	Good Governance and Public Participation	Approve the departmental SDBIP for implementation by all Directors 28 days after the approval of the IDP and Budget	Departmental SDBIP approved	1	0	0	0	1	2
D3	Good Governance and Public Participation	Oversee and Submit progress report on the implementation of council resolutions to Council	Number of progress reports submitted to Council	4	1	1	1	1	2
D4	Good Governance and Public Participation	Liaison with senior leadership team and management on a monthly basis (except December and January)	Number of meetings with senior leadership	34	3	2	2	3	2
D5	Good Governance and Public Participation	Approve and publish the Performance Agreements of all section 57 employees within 14 days after the approval of the SDBIP	Number of performance agreements signed and published	5	0	0	0	5	2
D6	Good Governance and Public Participation	Finalise the formal evaluation of the performance of Directors in terms of their signed agreements for mid-year and year end	Number of formal evaluations completed	2	0	4	4	0	2
D7	Good Governance and Public Participation	Submit Risk Action report quarterly to the CRO on corrective measures implemented to reduce risk areas after the finalisation of the annual risk assessment	Number of risk management reports submitted	4	1	1	1	1	2

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
D8	Good Governance and Public Participation	Hold quarterly Fraud and Risk Management Committee Meetings	Number of meetings held	4	1	1	1	1	3
D9	Good Governance and Public Participation	Attend the Municipal Manager Forum (MMF) Meetings	Number of MMF Meetings attended	New	0	1	0	1	3
D10	Good Governance and Public Participation	Attend the Provincial Coordination Forum (PCF) Meetings	Number of PCF Meetings attended	New	0	1	0	1	3
D11	Good Governance and Public Participation	Attend the Ministers and Mayors (Min-May) Meetings	Number of Min-May Meetings attended	New	0	1	0	1	3
D12	Good Governance and Public Participation	Attend the Overberg District Coordination Forum (DCF) Meetings	Number of DCF Meetings attended	New	0	1	0	1	3
D13	Good Governance and Public Participation	Attend quarterly Audit- and Performance Audit (APAC) meetings	Number of APAC Meetings attended	New	1	1	1	1	3
D14	Good Governance and Public Participation	Intervene when critical issues arise within the various Directorates	Number of interventions made into various directorates	New	0	1	0	1	3

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
D15	Good Governance and Public Participation	Assist with the facilitation of the finalization and approval of Development Proposals	Number of development proposals completed facilitated	New	0	1	0	1	2
D16	Good Governance and Public Participation	Completion of Swellendam Mountain Bike Trails by 30 June 2021	Number of trails completed	New	0	2	0	1	2
D17	Good Governance and Public Participation	Oversee the submission of the reviewed Integrated Development Plan (IDP) by 31 May 2021	IDP approved by 31 May 2021	1	0	0	0	1	3
D18	Good Governance and Public Participation	Oversee the submission of the Annual Budget to Council for approval by 31 May 2021	Annual Budget submitted to Council for approval	1	0	0	0	1	2
D19	Good Governance and Public Participation	Oversee the submission of the Annual Report to Council for approval by 31 May 2021	Annual Report submitted to Council for approval	1	0	0	0	1	2
D20	Good Governance and Public Participation	Oversee the submission of the Annual Financial Statements to the Auditor-General by 31 October 2020	Annual Financial Statements submitted to the Auditor-General	1	0	1	0	0	2
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INNOVATION

Competency	Definition
Innovation	The employee will also be assessed on innovative measure implemented during the course of the financial year to address and improve service delivery matters

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67

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Competency	Definition	Weight
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery 	1.67
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation 	1.67
Governance leadership	<p>Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes:</p> <ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20




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