

ANNEXURES

ORDINARY COUNCIL **MEETING** **(PART 4)**

27 FEBRUARY 2024

SWELLENHAM MUNICIPALITY



**Performance Agreement
for the financial year 01 July 2023 – 30 June 2024**

**MUNICIPAL MANAGER
Ms Anneleen Vorster**

Performance agreement made and entered into by and between

The Swellendam Municipality and represented by **Francois du Rand** the Executive Mayor
(*herein and after referred as Employer*)

and

Anneleen Vorster the Municipal Manager (*herein and after referred as Employee*) for the
period **01 July 2023 to 30 June 2024**

Where as

- a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and
- d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

- 1.1 In this Agreement the followings terms will have the meaning ascribed thereto:
 - 1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;
 - 1.1.3 "the Employee" means the Municipal Manager appointed in terms of Section 54A of the Systems Act;
 - 1.1.4 "the Employer" means the Municipality; and
 - 1.1.5 "the Parties" means the Employer and Employee.

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Executive Mayor: _____ MM: _____

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;
- 3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and
- 3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

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Executive Mayor: _____ MM: _____

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The timeframes within which those performance objectives and targets must be met; and
 - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that an indicator has been achieved by the employee;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

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Executive Mayor: _____ MM: _____

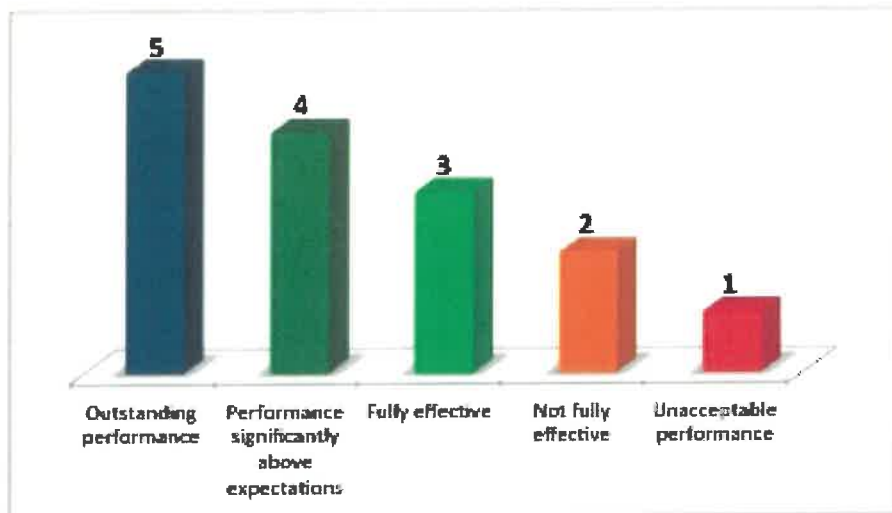
- 5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;
- 5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies that drive strategic intent and direction and core competencies, which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –
 - 6.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 During the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;
- 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:

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Executive Mayor: _____ MM: _____



Terminology	Description
Outstanding 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 PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	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.
Fully effective	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 PA and Performance Plan.
Not fully effective	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 PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.

6.10 The assessment of the competencies will be based on the following rating scale:

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Executive Mayor: _____ MM: _____

Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For the purpose of evaluating the annual performance of the employee, the Mayor will constitute an evaluation panel consisting of the following persons:

6.11.1 Executive Mayor;

6.11.2 Mayor or Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee;

6.11.4 A Member of the Mayoral Committee; and

6.11.5 A member of the community.

6.12 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

- 6.13 The Executive Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Months
1	July - September
2	October - December
3	January - March
4	April - June

- 7.2 The Employer shall keep a record of the year-end assessment meetings;
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

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Executive Mayor: _____ MM: _____

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

- 10.1.1 A direct effect on the performance of any of the Employee's functions;
- 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
- 10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;
- 11.3 The performance bonus will be awarded pro-rata according to the period of this agreement based on the following scheme:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –

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Executive Mayor: _____ MM: _____

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement,

- (a) must be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee,
- (b) or any other person designated by the MEC whose decision shall be final and binding on both parties

13.3 Any disputes about the outcome of the employee's performance evaluation,
(a) must be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee,

- (b) or any other person designated by the MEC whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Performance Plan

Municipal Manager

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MM: _____ EM: _____

The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	T a r g e t s			Weight
					Q1	Q2	Q3	
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%	1
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%	1
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%	1
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%	1
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%	1

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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%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Effective management and supervision of Committee and Administrative Services	90% of the KPI's of the Division have been met	N/A	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Effective management and supervision of Town Planning and Building Control Services	90% of the KPI's of the Division have been met	N/A	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Effective management and supervision of Human Resources	90% of the KPI's of the Division have been met	N/A	90%	90%	90%	1
SDBIP Graph	Municipal Transformation and Institutional Development	Effective management and supervision of Records Services	90% of the KPI's of the Division have been met	N/A	90%	90%	90%	1

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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)									
	Good Governance and Public Participation	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June	RBAP submitted to the Audit Committee by 30 June 2024	1	0	0	0	1	1
	Good Governance and Public Participation	90% of the RBAP for 2023/24 implemented by 30 June {(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 2024	90,00%	15	40	60	90	1
TBA	Good Governance and Public Participation	Conduct annual customer care survey by 30 June 2024	Customer care survey conducted by 30 June 2024	1	0	0	0	1	1
	Good Governance and Public Participation	Compile and submit the 2 nd review of the final draft IDP for the 2024/25 financial year to Council by 31 March 2024	Draft IDP compiled and submitted to Council	1	0	0	1	0	1

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
	Good Governance and Public Participation	Compile and Submit the draft Annual Report for 2022/23 in terms of the MFMA to Council by 31 January 2024	Draft report submitted to Council by 31 January 2024	0,00%	0	0	1	0	12
	Good Governance and Public Participation	Approve the Annual Report in terms of the MFMA within two months after submission of the draft	Annual Report approval within 2 months of the draft submission	1	0	0	1	0	1
	Municipal Transformation and Institutional Development	Complete the annual risk assessment and submit to the Audit Committee by 30 June	Completed risk assessment submitted to the Audit Committee	1	0	0	04	10	1
	Municipal Transformation and Institutional Development	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan by 30 June	Number of people employed	1	0	0	0	1	1
	Municipal Transformation and Institutional Development	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June ((Actual amount spent on training/total personnel budget) x100)	% of the personnel budget spent on implementing the workplace skills plan	0,50%	0	0	0	0.50	1

	Municipal Transformation and Institutional Development	Limit quarterly vacancy rate to less than 10% of funded posts {(Number of funded posts vacant / number of funded posts) x100}	% Quarterly vacancy rate	10,00%	10	10	10	10	24
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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
	Local Economic Development	Create temporary work opportunities in terms of EPWP by 30 June 2024	Number of temporary work opportunities created	353	45	55	55	55	1
	Basic Service Delivery	Spend 90% of the municipality's approved capital budget for the Municipality by 30 June (Amount actually spent on capital projects/ Amount budgeted for capital projects)x100	% of approved capital budget for Municipality spent by 30 June	95%	15%	40%	60%	90%	44
	Good Governance and Public Participation	Review the Spatial Development Framework and submit to Council for consideration by 31 May 2024	SDF review and submitted to Council for consideration	1	0	0	1	0	1
MANAGERIAL PERFORMANCE									
TBA D4	Good Governance and Public Participation	Oversee the submission of the Top Level SDBIP to the Mayor for approval by 14 June	Top Layer SDBIP submitted to the Mayor for approval	1	0	0	0	1	1
TBAD 2	Good Governance and Public Participation	Approve the Departmental SDBIP for implementation by all Directorates, 28 days after the approval of the Budget	Departmental SDBIP approved	1	0	0	0	1	1
TBAD 3	Good Governance and Public Participation	Oversee and submit the progress report on the implementation of council resolutions to Council on a quarterly basis	Number of progress reports submitted to Council	4	1	1	1	1	12

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D4	Good Governance and Public Participation	Liaison with senior leadership team and management on a	Number of meetings with senior leadership	36	10	10	10	6	12
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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
IBAD 5	Good Governance and Public Participation	Approve and publish the performance agreements of all s57 employees within 14 days after the approval of the SDBIP	Number of performance agreements signed	5	0	0	0	5	12
SDBIP A	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	6	0	6	12
IBAD 7	Good Governance and Public Participation	Conduct quarterly performance evaluations of Departments and staff	Number of evaluations conducted	4	1	1	1	1	12
IBAD 8	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	12
IBAD 9	Good Governance and Public Participation	Hold quarterly Fraud and Risk Management Committee Meetings	Number of meetings held	4	1	1	1	1	12
IBAD 40	Good Governance and Public Participation	Conclude Performance Management system to lowest level by 14 August 2023	Conclude Performance agreements with all staff members	100%	100%	0	0	0	2

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TBAD 42	Good Governance and Public Participation	Intervene when critical issues arising within the various Directorates	Number of interventions made into various directorates	0	0	1	0	1	12
TBAD 43	Good Governance and Public Participation	Assist with the facilitation of the finalization and approval of Property Development and Investment Proposals	Number of development proposals completed facilitated	2	0	1	0	1	2
TBAD 44	Good Governance and Public Participation	Oversee the submission of the new 5-year Integrated Development Plan (IDP) by 30 May	IDP approved by 30 May	1	0	0	0	1	2
TBAD 45	Good Governance and Public Participation	Oversee the submission of the Annual Budget to Council for approval by 30 May	Annual Budget submitted to Council for approval	1	0	0	0	1	12
TBAD 46	Good Governance and Public Participation	Oversee the submission of the Annual Report to Council for approval by 31 March	Annual Report submitted to Council for approval	1	0	0	1	0	12
TBA 047	Good Governance and Public Participation	Oversee the submission of the Annual Financial Statements to the Auditor-General by 30 August	Annual Financial Statements submitted to the Auditor-General	1	1	0	0	0	12

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
TBAD 48	Good Governance and Public Participation	Train ward committee members	Number of trainings facilitated	2	0	1	0	1	2
TBAD 20	Good Governance and Public Participation	Attend the quarterly Overberg District Coordination Forum (DCF) Meetings	Number of meetings attended	2	1	1	1	1	1
TBA	Good Governance and Public Participation	Ensure that a ward committee system is operational by providing administrative support to enable the meetings being held	Number of ward committee meetings held	New	6	6	6	6	1
TBA	Local Economic Development	Review LED strategy for submission to Council by 30 November 2023	Reviewed LED strategy	1	0	1	0	0	2
DTBA	Municipal Transformation and Institutional Development	Reduce average duration of vacancies to no longer than three months	Average duration of vacancies after decision was taken by management to fill the post	100%	100%	100%	100%	100%	1
TBA	Municipal Transformation and Institutional Development	Reduce the number of sick leave days by 4% per annum by 30 June 2024	4% per annum reduction based on official leave records	4%	4%	4%	4%	4%	1
TBA	Municipal Transformation and Institutional Development	Facilitate positive labour relations by arranging quarterly meetings with the union chairpersons	Number of meetings held	New	1	1	1	1	1

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TBA	Municipal Transformation and Institutional Development	Complete the review of the organogram by 30 October 2023	Signed off organogram	New	0	1	0	0	2
TBA	Local Economic Development	Develop a tourism destination marketing model by 30 June 2024	One destination marketing model signed off by the Executive Mayor	New	0	0	0	1	2
TBA	Municipal Transformation and Institutional Development	Raise integrity of staff by providing ethical training by 30 June 2024	One training session on ethical conducts	New	0	1	0	0	1
TBA	Good Governance and Public Participation	Launch two operations in Matjoks with Department of Home Affairs to address illegal immigrants' issue by 30 June 2024	2 operations with Home Affairs	2	0	1	0	1	1
TBA	Municipal Financial Viability and Management	Ensure that all grant funding in Departments is spent in accordance with the approved budget by 30 June 2024	% of grant funding allocated to Financial Department spent by 30 June 2024	95%	0	0	0	95%	1
TBA	Municipal Financial Viability and Management	Identify and implement at least one cost cutting measure by 30 June 2024	Number of cost-cutting measures identified and implemented	1	0	0	0	1	1
TBA	Financial Viability and management	Compile a fixed asset brochure of even for sale to be used as marketing material	Fixed asset brochure	New	0	0	1	0	1
TBA	Municipal Financial Viability and Management	Action disciplinary hearings within 7 days and finalise within 45 days	% of disciplinary hearings actioned within 7 days and finalized within 45 days	95%	95%	95%	95%	95%	2

Annexure A 2023/24

TBA	Good Governance and Public Participation	Facilitate awareness initiatives on Gender Based Violence and community safety by 30 June 2024	Number of initiatives launched by 30 June 2024	New	1	1	0	1	1
TBA	Good Governance and Public Participation	Review Public Participation Policy	Reviewed Public Participation Plan	New	0	1	0	0	1
TBA	Good Governance and Public Participation	Send electronic newflash communication to registered community members to keep community members updated on municipal matters	Number of electronic newflashes send	New	2	3	4	6	2
TBA	Local Economic Development	Facilitate the Renewable Energy Project Application (Containerized PV)	Number of engagements held to steer process	New	3	3	3	3	3
TBA	Good Governance and Public Participation	Respond to all Collaborator documents within 7 working days as per Collaborator audit report	Respond to all documents within 7 working days as per Collaborator audit report	95%	95%	95%	95%	95%	1
TBA	Municipal Financial Viability and Management	Identify and implement at least one cost cutting measure by 30 June 2024	Number of cost-cutting measures identified and implemented	1	0	0	0	1	2
TBA	Municipal Financial Viability and Management	Submit an application for external funding	Number of applications submitted	0	0	0	0	1	2
TBA	Good Governance and Public Participation	Process land use applications within 7 working days after the public participation process concluded for submission to Authorised Official	% of land use applications processed within 7 working days for submission to AO	New	90%	90%	90%	90%	2
									80

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		

Competency	Definition	Weight
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	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: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67
Governance leadership	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: • Policy formulation	1.67

Competency	Definition	Weight
	- Risk and compliance management - Cooperative governance	
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

Competency Framework

- 1 -

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
- Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate - Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy - Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole - Demonstrate basic understanding of key decision makers	- Give direction to a team in realising the institution's strategic mandate and set objectives - Has a positive impact and influence on the morale, engagement and participation of team members - Develop action plans to execute and guide strategy - Assist in defining performance measures to monitor the progress and effectiveness of the institution - Displays an awareness of institutional structures and political factors - Effectively communicate barriers to execution to relevant parties - Provide guidance to all stakeholders in the achievement of the strategic mandate - Understand the aim and objectives of the institution and relate it to own work	- Evaluate all activities to determine value and alignment to strategic intent - Display in-depth knowledge and understanding of strategic planning - Align strategy and goals across all functional areas - Actively define performance measures to monitor the progress and effectiveness of the institution - Consistently challenge strategic plans to ensure relevance - Understand institutional structures and political factors, and the consequences of actions - Empower others to follow the strategic direction and deal with complex situations - Guide the institution through complex and ambiguous concern - Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	- Structure and position the institution to local government priorities - Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework - Hold self-accountable for strategy execution and results - Provide impact and influence through building and maintaining strategic relationships - Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions - Integrate various systems into a collective whole to optimise institutional performance management - Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
- Participate in team goalsetting and problem solving - Interact and collaborate with people of diverse backgrounds - Aware of guidelines for employee development, but requires support in implementing development initiatives	- Seek opportunities to increase team contribution and responsibility - Respect and support the diverse nature of others and be aware of the benefits of a diverse approach - Effectively delegate tasks and empower others to increase contribution and execute functions optimally - Apply relevant employee legislation fairly and consistently - Effectively identify capacity requirements to fulfill the strategic mandate	- Identify ineffective team and work processes and recommend remedial interventions - Recognise and reward effective and desired behavior - Provide mentoring and guidance to others in order to increase personal effectiveness - Identify development and learning needs within the team - Inspire a culture of performance excellence by giving positive and constructive feedback to the team - Achieve agreement or consensus in adversarial environments - Lead and unite diverse teams across divisions to achieve institutional objectives	- Develop and incorporate best practice people management processes, approaches and tools across the institution - Foster a culture of discipline, responsibility and accountability - Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution - Develop comprehensive integrated strategies and approaches to human capital development and management - Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Initiate projects after approval from higher authorities - Understand procedures of program and project management methodology, implications and stakeholder involvement - Understand the rational of projects in relation to the institution's strategic objectives - Document and communicate factors and risk associated with own work - Use results and approaches of successful project implementation as guide	- Establish broad stakeholder involvement and communicate the project status and key milestones - Define the roles and responsibilities of the project team and create clarity around expectations - Find a balance between project deadline and the quality of deliverables - Identify appropriate project resources to facilitate the effective completion of the deliverables - Comply with statutory requirements and apply policies in a consistent manner - Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	- Manage multiple programs and balance priorities and conflicts according to institutional goals - Apply effective risk management strategies through impact assessment and resource requirements - Modify project scope and budget when required without compromising the quality and objectives of the project - Involve top-level authorities and relevant stakeholders in seeking project buy-in - Identify and apply contemporary project management methodology - Influence and motivate project team to deliver exceptional results - Monitor policy implementation and apply procedures to manage risks	- Understand and conceptualise the long-term implications of desired project outcomes - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives - Influence people in positions of authority to implement outcomes of projects - Lead and direct translation of policy into workable action plans - Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand basic financial concepts and methods as they relate to institutional processes and activities - Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems - Understand the importance of financial accountability - Understand the importance of asset control	- Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate - Assess, identify and manage financial risks - Assume a cost-saving approach to financial management - Prepare financial reports based on specified formats - Consider and understand the financial implications of decisions and suggestions - Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated - Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	- Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management concerns - Put systems and processes in place to enhance the quality and integrity of financial management practices - Advise on policies and procedures regarding asset control - Promote National Treasury's regulatory framework for Financial Management	- Develop planning tools to assist in evaluating and monitoring future expenditure trends - Set budget frameworks for the institution - Set strategic direction for the institution on expenditure and other financial processes - Build and nurture partnerships to improve financial management and achieve financial savings - Actively identify and implement new methods to improve asset control - Display professionalism in dealing with financial data and processes	

CLUSTER :		LEADING COMPETENCIES	
COMPETENCY NAME :		Change Leadership	
COMPETENCY DEFINITION :		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	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Realise the impact of acting with integrity, but requires guidance and development in implementing principles - Follow basic rules and regulations of the institution - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	- Conduct self in alignment with the values of local government and the institution - Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver - Actively report fraudulent activity and corruption with local government - Understand and honor the confidential nature of matters without seeking personal gain - Able to deal with situations of conflict of interest promptly and in the best interest of local government	- Identify, develop and apply measures of self-correction - Able to gain trust and respect through aligning actions with commitments - Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders - Present values, beliefs and ideas that are congruent with the institution's rules and regulations - Takes an active stance against corruption and dishonesty when noted - Actively promote the value of the institution to internal and external stakeholders - Able to work in unity with a team and not seek personal gain - Apply universal moral principles consistently to achieve moral decisions	- Create an environment conducive of moral practices - Actively develop and implement measures to combat fraud and corruption - Set integrity standards and shared accountability measures across the institution to support the objectives of local government - Take responsibility for own actions and decisions, even if the consequences are unfavorable	

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand the basic operation of analysis, but lack detail and thoroughness - Able to balance independent analysis with requesting assistance from others - Recommend new ways to perform tasks within own function - Propose simple remedial interventions that marginally challenges the status quo - Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	- Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations - Demonstrate objectivity, insight and thoroughness when analysing problems - Able to break down complex problems into manageable parts and identify solutions - Consult internal and external stakeholders on opportunities to improve processes and service delivery - Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders - Continuously identify opportunities to enhance internal processes - Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	- Coaches team members on analytical and innovative approaches and techniques - Engage with appropriate individuals in analysing and resolving complex problems - Identify solutions on various areas in the institution - Formulate and implement new ideas throughout the institution - Able to gain approval and buy-in for proposed interventions from relevant stakeholders - Identify trends and best practices in process and service delivery and propose institutional application - Continuously engage in research to identify client needs	- Demonstrate complex analytical and problem solving approaches and techniques - Create an environment conducive to analytical and fact-based problem solving - Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence - Create an environment that fosters innovative thinking and follows a learning organisation approach - Be a thought leader on innovative customer service delivery and process optimisation - Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences	

CLUSTER :		CORE COMPETENCIES	
COMPETENCY NAME :		Knowledge and Information Management	
COMPETENCY DEFINITION :		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	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
- Collect, categorise and track relevant information required for specific tasks and projects - Analyse and interpret information to draw conclusions - Seek new sources of information to increase the knowledge base - Regularly share information and knowledge with internal stakeholders and team members	- Use appropriate information systems and technology to manage institutional knowledge and information sharing - Evaluate data from various sources and use information effectively to influence decisions and provide solutions - Actively create mechanisms and structures for sharing information - Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	- Effectively predict future information and knowledge management requirements and systems - Develop standards and processes to meet future knowledge management needs - Share and promote best-practice knowledge management across various institutions - Establish accurate measures and monitoring systems for knowledge and information management - Create a culture conducive of learning and knowledge sharing - Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	- Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information - Establish partnerships across local government to facilitate knowledge management - Demonstrate a mature approach - Recognise and exploit knowledge points in interactions with internal and external stakeholders

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand quality of work but requires guidance in attending to important matters - Show a basic commitment to achieving the correct results - Produce the minimum level of results required in the role - Produce outcomes that is of a good standard - Focus on the quantity of output but requires development in incorporating the quality of work - Produce quality work in general circumstances, but fails to meet expectation when under pressure	- Focus on high-priority actions and does not become distracted by lower-priority activities - Display firm commitment and pride in achieving the correct results - Set quality standards and design processes and tasks around achieving set standards - Produce output of high quality - Able to balance the quantity and quality and quality of results in order to achieve objectives - Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	- Consistently verify own standards and outcomes to ensure quality output - Focus on the end result and avoids being distracted - Demonstrate a determined and committed approach to achieving results and quality standards - Follow task and projects through to completion - Set challenging goals and objectives to self and team and display commitment to achieving expectations - Maintain a focus on quality outputs when placed under pressure - Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	- Coach and guide others to exceed quality standards and results - Develop challenging, client-focused goals and sets high standards for personal performance - Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required - Work with team to set ambitious and challenging team goals, communicating long- and short term expectations - Take appropriate risks to accomplish goals - Overcome setbacks and adjust action plans to realise goals - Focus people on critical activities that yield a high impact	

Personal Development Plan

- 1 -

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Skills Performance Gap	Outcomes Expected	Suggested training and/or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: _____

Signed by the Municipal Manager on behalf of the Municipality

Date: _____



SWELLENDAM MUNICIPALITY

**Performance Agreement
for the financial year 01 July 2023 – 30 June 2024**

ELMARI WASSERMANN

DIRECTOR: FINANCIAL SERVICES

Performance agreement made and entered into by and between

The Swellendam Municipality and represented by **Anneleen Vorster** in his capacity as the acting Municipal Manager (*herein and after referred as Employer*)

and

Elmari Wassermann, the **Director: Financial Services** and **Chief Financial officer** (*herein and after referred as Employee*) for the period **01 July 2023 to 30 June 2024**

Where as

- a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and
- d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

- 1.1 In this Agreement the followings terms will have the meaning ascribed thereto:
 - 1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;
 - 1.1.3 "the Employee" means the Director appointed in terms of Section 82 of the Structures Act;
 - 1.1.4 "the Employer" means the Municipality; and
 - 1.1.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;

- 2.5 To establish a transparent and accountable working relationship;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2023** and will remain in force until **30 June 2024** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;
- 3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and
- 3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

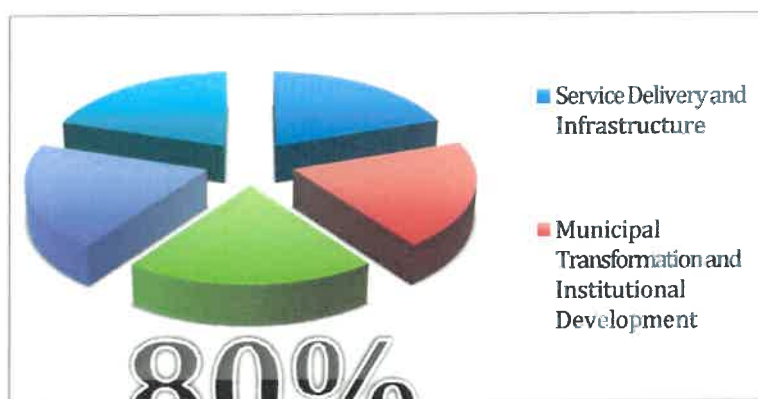
4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (**Annexure A**) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The timeframes within which those performance objectives and targets must be met; and
 - 4.1.3 The competencies (**Annexure B** – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.
- 4.2 The performance objectives and targets reflected in **Annexure A** are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved;
 - 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
 - 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (**Annexure C**) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

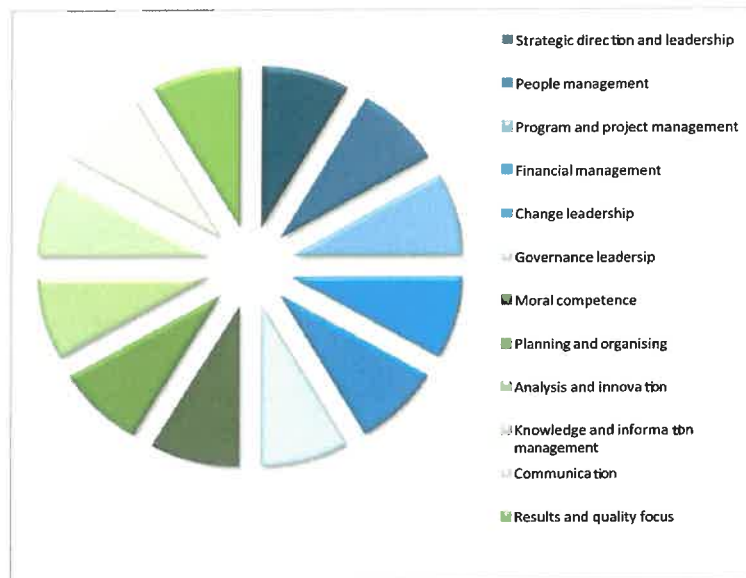
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:



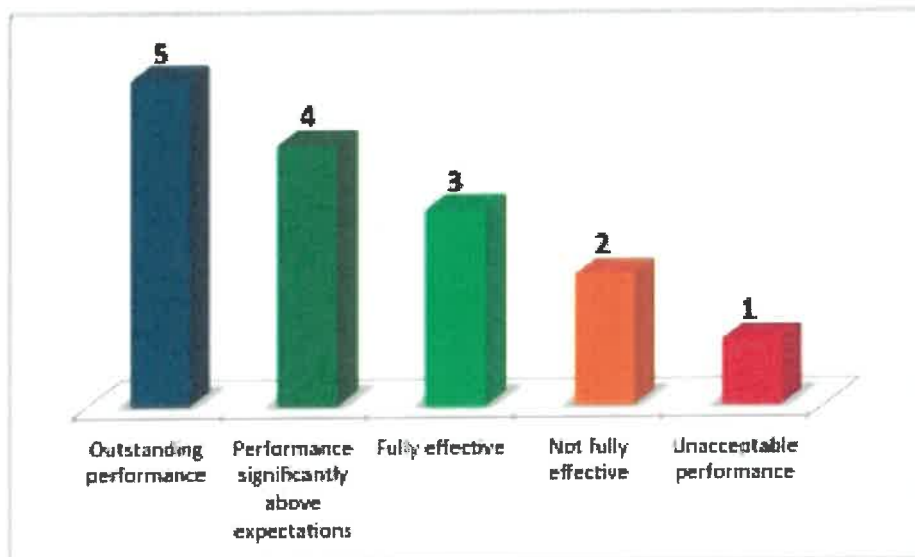
- 5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are split into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.



6. PERFORMANCE ASSESSMENT

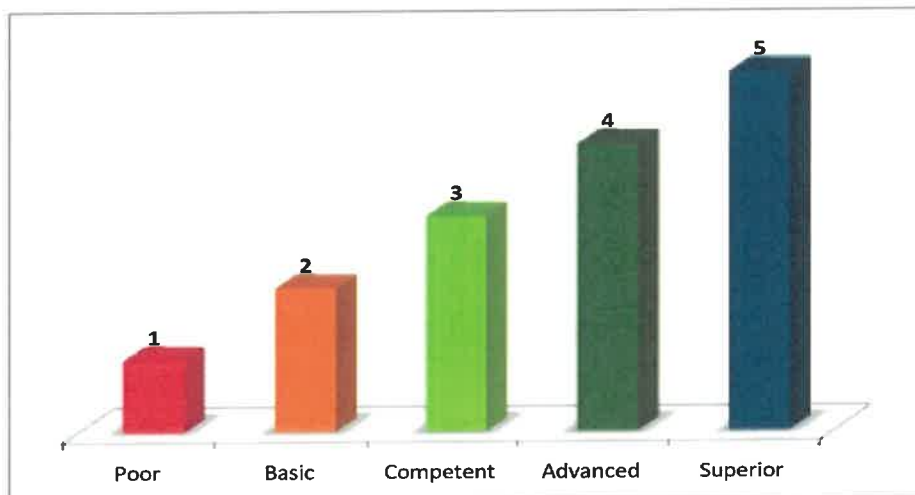
- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;
- 6.5 The Employee will submit bi-annual performance reports (SDBIP) and a comprehensive annual performance report to the Municipal Manager. The annual performance report (SDBIP) will be submitted at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes by the performance management assistant;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year assessment and year-end evaluation and will inform the final score awarded by the evaluation committee;
- 6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.
- 6.8 Overall rating
- 6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and
- 6.8.2 Such overall rating represents the outcome of the performance appraisal.
- 6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding 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 PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	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.
Fully effective	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 PA and Performance Plan.
Not fully effective	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 PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they 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.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.

Achievement Level	Description
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

- 6.11 For purposes of evaluating the performance of the Employee for the end year evaluation, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

- 6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, 2nd and 3rd quarters; and

- 6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed as indicated in the table below, except for the end year evaluation that will be done by the panel as described in clause 6.11, the quarterly performance reviews will be done by the Municipal Manager and the employee on a one to one basis. However, if the performance is below satisfactorily, the Executive Mayor may form part of the quarterly assessments.

Quarter	Months
1	July - September
2	October - December
3	January - March
4	April - June

- 7.2 The Employer shall keep a record of the mid-year assessment and year-end evaluation meetings;

- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 The performance bonus will be awarded based on the following scheme:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days;
- 13.3 In the instance where the matters referred to in 13.2 were not successfully resolved, the matter shall be referred to the Executive Mayor to mediate the issues within 30 (thirty) business days of receipt of a formal dispute from the Employee.
- 13.4 The decision of the Executive Mayor shall be final and binding on both parties; and
- 13.5 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Thus, done and signed at _____ on the _____ day June of 2023.

AS WITNESSES:

1. _____ **MUNICIPAL MANAGER**
2. _____

Thus, done and signed at _____ on the _____ day June of 2023.

AS WITNESSES:

1. _____ **DIRECTOR**
2. _____

Performance Plan

Director: Financial Services

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Dir.: _____ MM: _____

The Performance Plan sets out:

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

KEY PERFORMANCE INDICATORS

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

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	Municipal Financial Viability and Management	Effective management and supervision of the Budget Reporting & Expenditure section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	1
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of the Income section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	1
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of ICT section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	1
SDBIP Graph	Municipal Financial Viability and Management	Effective management and supervision of the SCM section	90% of the KPI's of the Sub-directorate have been met	N/A	90%	90%	90%	90%	1
STRATEGIC (TOP LAYER) PERFORMANCE									
	Basic Service Delivery	Number of residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June	Number of residential properties which are billed for water or have pre paid meters as at 30 June	6-6966 711	0	6-696 6 629	0	7046 6 629	2
	Basic Service Delivery	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical	Number of residential properties which are billed for electricity or have pre paid meters (Excluding Eskom	6-975.48	0	6-948 6 598	0	7046 6 598	2

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
		metering and excluding Eskom areas) as at 30 June	areas) as at 30 June						
	Basic Service Delivery	Number of residential properties connected which have access to a sewerage network or septic tank irrespective of the number of water closets (toilets) as at 30 June	Number of residential properties which are billed for sewerage as at 30 June	6 394 560	0	6 560	0	7046 6 560	2
	Basic Service Delivery	Number of residential properties for which refuse is removed once per week as at 30 June	Number of residential properties which are billed for refuse removal as at 30 June	6 200	0	6 200	0	7046 6 200	2
	Basic Service Delivery	Provide access of 6kl free basic water to indigent and poor households in terms of the approved indigent policy	Number of registered indigent and poor households receiving or that have access to free basic water	2 291	0	2 291	0	2-267 2 291	2
	Basic Service Delivery	Provision of free basic electricity, refuse removal, sanitation and water in terms of the equitable share requirements Provide access of 50kwh free basic electricity to indigent households in terms of the approved indigent policy	Number of registered indigent households Number of registered indigent households receiving electricity	1 967	0	1 967	0	2-267 1 967	2
	Basic Service Delivery	Provision of subsidized basic services to poor households in terms of the approved indigent policy Provide access of 20kwh free basic electricity to poor households in terms of the approved indigent policy	Number of registered poor households Number of registered poor households receiving or that have access to free basic electricity	316	0	3 2416	0	3 2416	2

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	<u>Basic Service Delivery</u>	<u>Provide free basic sanitation to indigent households in terms of the approved indigent policy</u>	<u>Number of registered indigent households receiving free basic sanitation</u>	<u>2 023</u>	<u>0</u>	<u>1 967</u>	<u>0</u>	<u>1 967</u>	<u>2</u>
	<u>Basic Service Delivery</u>	<u>Provide discounted basic sanitation to poor households in terms of the approved indigent policy (50% discount)</u>	<u>Number of registered poor households receiving discounted basic sanitation</u>	<u>316</u>	<u>0</u>	<u>324</u>	<u>0</u>	<u>324</u>	<u>2</u>
	<u>Basic Service Delivery</u>	<u>Provide free basic refuse removal to indigent households in terms of the approved indigent policy</u>	<u>Number of registered indigent households receiving free basic refuse removal</u>	<u>2 023</u>	<u>0</u>	<u>1 967</u>	<u>0</u>	<u>1 967</u>	<u>2</u>
	<u>Basic Service Delivery</u>	<u>Provide discounted basic refuse removal to poor households in terms of the approved indigent policy (50% discount)</u>	<u>Number of registered poor households receiving free basic refuse removal</u>	<u>316</u>	<u>0</u>	<u>324</u>	<u>0</u>	<u>324</u>	<u>2</u>

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
	Municipal Financial Viability and Management	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June ((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100	Debt to revenue as at 30 June 2024	925,150 0%	0	0	0	25.30	2
	Municipal Financial Viability and Management	Financial viability measured in terms of the outstanding service debtors as at 30 June ((Total outstanding service debtors/ revenue received for services) x 100)	Service debtors to revenue as at 30 June	18,3100 %	0	0	0	18	2

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
	Municipal Financial Viability and Management	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June	3,665.18 %	0	0	0	1.8	2
	Municipal Financial Viability and Management	Achieve a debtors payment percentage of 98% by 30 June ((Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) x 100)	Debtors payment percentage as at 30 June	95,00%	95%	95%	95% 98	95% 98	2

Annexure A 2023/24

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Targets				Weight
					Q1	Q2	Q3	Q4	
	Municipal Financial Viability and Management	Approve an action plan to address all the issues raised in the management letter of the Auditor-General by 31 March December 2023	Action plan approved by the MM by 31 March December 2023	1	0	0	1	0	<u>2</u>
	Municipal Transformation and Institutional Development	Achieve an Unqualified Audit Opinion for the 2022/23 financial year	Unqualified Audit Opinion Achieved	1	0	<u>0</u>	<u>0</u>	0	<u>2</u>
NEW	Municipal Financial Viability and Management	Compile annual financial budget by 31 May 2024 and submit to Council five working days before Council meeting	Submission of annual financial budget to Council by 31 May 2024	1	0	0	0	1	<u>2</u>
MANAGERIAL PERFORMANCE									
TBA	Good Governance and Public Participation	Hold quarterly meetings with division heads (except December and January) and keep an official record (minutes and attendance register) of the meetings	Number of meetings held and minutes submitted	4	1	1	1	1	<u>1</u>
TBA	Good Governance and Public Participation	Hold bi-annual meetings with all staff and keep an official record (minutes and attendance register) of the meetings	Number of meetings held and minutes submitted	2	0	1	1	1	<u>1</u>
TBA	Good Governance and Public Participation	Implement Council resolutions within the required Council item target date (Actual resolutions implemented divided by resolutions assigned to the directorate)	% of Council resolutions implemented	New	95%	95%	95%	95%	<u>2</u>
					Targets				Weight

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Dir.: MM:

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Q1	Q2	Q3	Q4	
TBA	Good Governance and Public Participation	Submit a report quarterly to 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	1
TBA	Municipal Transformation and Institutional Development	Develop and sign performance agreements and performance development plans for all identified staff by 14 August 2023	Number of agreements and plans signed	3	4	0	0	0	1
TBA	Municipal Transformation and Institutional Development	Evaluate all identified personnel in terms of the individual performance management system for mid year and year end	Number of formal evaluations completed	2	4	0	4	0	1
TBA	Municipal Financial Viability and Management	Submit inputs on the Demand Management Plan to SCM by 30 May	Plan and schedule completed	New KPI	0	0	0	1	1
TBA	Municipal Financial Viability and Management	Report quarterly to the MM on the progress made in terms of the Demand Management Plan (procurement plan)	Number of reports submitted	New KPI	1	1	1	1	1
	Municipal Financial Viability and Management	Submit an application for external funding	Number of applications submitted	New KPI	0	0	0	1	
Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Q1	Q2	Q3	Q4	
TBA	Municipal Financial Viability and Management	Spent 95% of the approved capital budget for the directorate Finance by June	(Actual expenditure/ Approved budget)x100	90%	0%	0%	0%	95%	2
TBA	Good Governance and Public Participation	Implement internal audit queries applicable to the directorate and agreed upon (Number of queries implemented divided by queries received)	% Queries addressed	New	90%	90%	90%	90%	2

Annexure A 2023/24

TBA	Municipal Financial Viability and Management	Submit the adjustments budget to Council for approval by 28 February	Adjustment budget submitted to Council by 28 February	1	0	0	1	0	<u>2</u>
TBA	Municipal Transformation and Institutional Development	Address all reported OCHSA matters within 30 days of it being reported	OCHSA report addressed within 30 days of reporting	100%	100%	100%	100%	100%	<u>1</u>
TBA	Good governance and Public Participation	Ensure ICT security by maintaining effective cyber security system	0% successful cyber breaches to ICT system	New	0%	0%	0%	0%	<u>1</u>
TBA	Good Governance and Public Participation	Respond to all audit queries received from the AG within 3 days to ensure an effective external audit process	% of external audit queries responded to within 3 days	New	100%	100%	0%	0%	<u>2</u>
TBA	Good Governance and Public Participation	Limit misstatements in the AFS	Less than three material misstatements as per AG report	New	0	3	0	0	<u>3</u>
TBA	Municipal Financial Viability and Management	Complete an annual loose assets count in conjunction with Internal Audit to ensure that all loose assets are accounted for	% of loose assets found by end of June 2024	New	0	0	0	95%	<u>2</u>
TBA	Municipal Financial Viability and Management	Reviewing of Financial policies and submission to Council for approval by 30 June 2024	Number of policies submitted to Council	New	0	0	0	8	<u>2</u>
TBA	Municipal Financial Viability and Management	Sound financial management by maintaining an acceptable liquidity ratio	Liquidity Ratio: Calculated as Monetary assets (Current assets - inventory)/Current Liabilities	New	0	0	0	1.5	<u>2</u>
TBA	Municipal Financial Viability and Management	Ensure that all grant funding in Financial Department is spent in accordance with the approved budget by 30 June 2024	% of grant funding allocated to Financial Department spent by 30 June 2024	New	0	0	0	95%	<u>2</u>

Annexure A 2023/24

TBA	Municipal Transformation and Institutional Development	Identify and implement at least one cost cutting measure by 30 June 2024	Number of cost cutting measures identified and implemented	New	0	0	0	1	<u>2</u>
TBA	Municipal Transformation and Institutional Development	Fill all vacant budgeted posts within 6 months of it becoming vacant	% of vacant positions filled within 6 months	New	95%	95%	95%	95%	<u>2</u>
TBA	Municipal Transformation and Institutional Development	Action disciplinary hearings within 7 days and finalise within 45 days	% of disciplinary hearings actioned within 7 days and finalized within 45 days	New	95%	95%	95%	95%	<u>1</u>
TBA	Financial Viability and Management	Host a tender specification training session for staff	Number of training sessions held	New	0	2	0	0	<u>1</u>
TBA	Financial Viability and Management	Host a open day for emerging contractors on bid submission	Number of open days	New	0	1	0	0	<u>1</u>
TBA	Financial Viability and Management	Reduce the number of deviations by 5% in relation to previous FY	Percentage reduction on previous year	New	0	0	0	5%	<u>2</u>
TBA	Good Governance and Public Participation	Respond to all Collaborator documents within 7 working days of being allocated for attention	% of outstanding not exceeding 7 working days after allocation on Collaborator						<u>1</u>
									80

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	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	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: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67

Competency	Definition	Weight
Change leadership	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: - Change vision and strategy - Process design and improvement - Change impact monitoring and evaluation	1.67
Governance leadership	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: - 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

Competency Framework

1431

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Strategic Direction and Leadership			
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate - Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy - Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole - Demonstrate basic understanding of key decision makers	- Give direction to a team in realising the institution's strategic mandate and set objectives - Has a positive impact and influence on the morale, engagement and participation of team members - Develop action plans to execute and guide strategy - Assist in defining performance measures to monitor the progress and effectiveness of the institution - Displays an awareness of institutional structures and political factors - Effectively communicate barriers to execution to relevant parties - Provide guidance to all stakeholders in the achievement of the strategic mandate - Understand the aim and objectives of the institution and relate it to own work	- Evaluate all activities to determine value and alignment to strategic intent - Display in-depth knowledge and understanding of strategic planning - Align strategy and goals across all functional areas - Actively define performance measures to monitor the progress and effectiveness of the institution - Consistently challenge strategic plans to ensure relevance - Understand institutional structures and political factors, and the consequences of actions - Empower others to follow the strategic direction and deal with complex situations - Guide the institution through complex and ambiguous concern - Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	- Structure and position the institution to local government priorities - Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework - Hold self-accountable for strategy execution and results - Provide impact and influence through building and maintaining strategic relationships - Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions - Integrate various systems into a collective whole to optimise institutional performance management - Uses understanding of competing interests to maneuver successfully to a win/win outcome	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Participate in team goalsetting and problem solving - Interact and collaborate with people of diverse backgrounds - Aware of guidelines for employee development, but requires support in implementing development initiatives	- Seek opportunities to increase team contribution and responsibility - Respect and support the diverse nature of others and be aware of the benefits of a diverse approach - Effectively delegate tasks and empower others to increase contribution and execute functions optimally - Apply relevant employee legislation fairly and consistently - Effectively identify capacity requirements to fulfill the strategic mandate	- Identify ineffective team and work processes and recommend remedial interventions - Recognise and reward effective and desired behavior - Provide mentoring and guidance to others in order to increase personal effectiveness - Identify development and learning needs within the team - Inspire a culture of performance excellence by giving positive and constructive feedback to the team - Achieve agreement or consensus in adversarial environments - Lead and unite diverse teams across divisions to achieve institutional objectives	- Develop and incorporate best practice people management processes, approaches and tools across the institution - Foster a culture of discipline, responsibility and accountability - Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution - Develop comprehensive integrated strategies and approaches to human capital development and management - Actively identify trends and predict capacity requirements to facilitate unified transition and performance management	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Initiate projects after approval from higher authorities - Understand procedures of program and project management methodology, implications and stakeholder involvement - Understand the rational of projects in relation to the institution's strategic objectives - Document and communicate factors and risk associated with own work - Use results and approaches of successful project implementation as guide	- Establish broad stakeholder involvement and communicate the project status and key milestones - Define the roles and responsibilities of the project team and create clarity around expectations - Find a balance between project deadline and the quality of deliverables - Identify appropriate project resources to facilitate the effective completion of the deliverables - Comply with statutory requirements and apply policies in a consistent manner - Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	- Manage multiple programs and balance priorities and conflicts according to institutional goals - Apply effective risk management strategies through impact assessment and resource requirements - Modify project scope and budget when required without compromising the quality and objectives of the project - Involve top-level authorities and relevant stakeholders in seeking project buy-in - Identify and apply contemporary project management methodology - Influence and motivate project team to deliver exceptional results - Monitor policy implementation and apply procedures to manage risks	- Understand and conceptualise the long-term implications of desired project outcomes - Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives - Influence people in positions of authority to implement outcomes of projects - Lead and direct translation of policy into workable action plans - Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand basic financial concepts and methods as they relate to institutional processes and activities - Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems - Understand the importance of financial accountability - Understand the importance of asset control	- Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate - Assess, identify and manage financial risks - Assume a cost-saving approach to financial management - Prepare financial reports based on specified formats - Consider and understand the financial implications of decisions and suggestions - Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated - Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	- Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility - Prepare budgets that are aligned to the strategic objectives of the institution - Address complex budgeting and financial management concerns - Put systems and processes in place to enhance the quality and integrity of financial management practices - Advise on policies and procedures regarding asset control - Promote National Treasury's regulatory framework for Financial Management	- Develop planning tools to assist in evaluating and monitoring future expenditure trends - Set budget frameworks for the institution - Set strategic direction for the institution on expenditure and other financial processes - Build and nurture partnerships to improve financial management and achieve financial savings - Actively identify and implement new methods to improve asset control - Display professionalism in dealing with financial data and processes	

CLUSTER :		LEADING COMPETENCIES	
COMPETENCY NAME :		Change Leadership	
COMPETENCY DEFINITION :		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	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Realise the impact of acting with integrity, but requires guidance and development in implementing principles - Follow basic rules and regulations of the institution - Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	- Conduct self in alignment with the values of local government and the institution - Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver - Actively report fraudulent activity and corruption with local government - Understand and honor the confidential nature of matters without seeking personal gain - Able to deal with situations of conflict of interest promptly and in the best interest of local government	- Identify, develop and apply measures of self-correction - Able to gain trust and respect through aligning actions with commitments - Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders - Present values, beliefs and ideas that are congruent with the institution's rules and regulations - Takes an active stance against corruption and dishonesty when noted - Actively promote the value of the institution to internal and external stakeholders - Able to work in unity with a team and not seek personal gain - Apply universal moral principles consistently to achieve moral decisions	- Create an environment conducive of moral practices - Actively develop and implement measures to combat fraud and corruption - Set integrity standards and shared accountability measures across the institution to support the objectives of local government - Take responsibility for own actions and decisions, even if the consequences are unfavorable	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Planning and Organising			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives	

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	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		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
- Understand the basic operation of analysis, but lack detail and thoroughness - Able to balance independent analysis with requesting assistance from others - Recommend new ways to perform tasks within own function - Propose simple remedial interventions that marginally challenges the status quo - Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	- Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations - Demonstrate objectivity, insight and thoroughness when analysing problems - Able to break down complex problems into manageable parts and identify solutions - Consult internal and external stakeholders on opportunities to improve processes and service delivery - Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders - Continuously identify opportunities to enhance internal processes - Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	- Coaches team members on analytical and innovative approaches and techniques - Engage with appropriate individuals in analysing and resolving complex problems - Identify solutions on various areas in the institution - Formulate and implement new ideas throughout the institution - Able to gain approval and buy-in for proposed interventions from relevant stakeholders - Identify trends and best practices in process and service delivery and propose institutional application - Continuously engage in research to identify client needs	- Demonstrate complex analytical and problem solving approaches and techniques - Create an environment conducive to analytical and fact-based problem solving - Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence - Create an environment that fosters innovative thinking and follows a learning organisation approach - Be a thought leader on innovative customer service delivery and process optimisation - Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :		CORE COMPETENCIES	
COMPETENCY NAME :		Knowledge and Information Management	
COMPETENCY DEFINITION :		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	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	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			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
- Understand quality of work but requires guidance in attending to important matters - Show a basic commitment to achieving the correct results - Produce the minimum level of results required in the role - Produce outcomes that is of a good standard - Focus on the quantity of output but requires development in incorporating the quality of work - Produce quality work in general circumstances, but fails to meet expectation when under pressure	- Focus on high-priority actions and does not become distracted by lower-priority activities - Display firm commitment and pride in achieving the correct results - Set quality standards and design processes and tasks around achieving set standards - Produce output of high quality - Able to balance the quantity and quality of results in order to achieve objectives - Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	- Consistently verify own standards and outcomes to ensure quality output - Focus on the end result and avoids being distracted - Demonstrate a determined and committed approach to achieving results and quality standards - Follow task and projects through to completion - Set challenging goals and objectives to self and team and display commitment to achieving expectations - Maintain a focus on quality outputs when placed under pressure - Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	- Coach and guide others to exceed quality standards and results - Develop challenging, client-focused goals and sets high standards for personal performance - Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required - Work with team to set ambitious and challenging team goals, communicating long- and short term expectations - Take appropriate risks to accomplish goals - Overcome setbacks and adjust action plans to realise goals - Focus people on critical activities that yield a high impact	

Personal Development Plan

- 1 -

HHH

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: _____

Signed by the Municipal Manager on behalf of the Municipality

Date: _____

REVISED TOP LAYER SDBIP

2023/24

SWELLENDAM MUNICIPALITY





2023/24

SWELLENDAM MUNICIPALITY

Top Layer Service Delivery Budget Implementation Plan





Swellendam Municipality Top Layer Service Delivery and Budget Implementation Plan 2023/24



Ref	Directorate	KPI Name [K]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target type	Annual Target	Q1	Q2	Q3	Q4
TL1	Office of the Municipal Manager	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2024	RBAP submitted to the Audit Committee by 30 June 2024	To promote good governance and community participation	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	0	1
TL2	Office of the Municipal Manager	90% of the RBAP for 2023/24 implemented by 30 June 2024 ((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 2024	To promote good governance and community participation	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	90,00%	Percentage	90	15	40	60	90
TL3	Office of the Municipal Manager	Compile and submit the 2nd review of the final draft IDP for the 2024/25 financial year to Council by 31 May 2024	Final IDP compiled and submitted to Council	To promote good governance and community participation	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	1	0
TL4	Office of the Municipal Manager	Compile and submit the final IDP for 2023/24 financial year to Council by 31 May 2024	Council item on final IDP for 2023/24 tabled to Council by 31 May 2024	To promote good governance and community participation	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	1	0
TL5	Office of the Municipal Manager	Submit the draft Annual Report for 2022/23 in terms of the MFMA to Council by 31 January 2024	Draft report submitted to Council by 31 January 2024	To promote good governance and community participation	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	1	0



Swellendam Municipality Top Layer Service Delivery and Budget Implementation Plan 2023/24



Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL6	Office of the Municipal Manager	Approve the Annual Report in terms of MFMA within two months after submission of draft	Annual Report approval within 2 months of draft submission	To promote good governance and community participation	Good Governance and Public Participation	Good Governance and Public Participation	Whole Municipal Area: All	1	Number	1	0	0	1	0
TL7	Office of the Municipal Manager	Complete the annual risk assessment and submit to the Audit Committee by 30 June 2024	Completed risk assessment submitted to the Audit Committee	To create a capacitated, people-centred institution	Municipal Transformation and Institutional Development	Institutional development and transformation	Whole Municipal Area: All	1	Number	1	0	0	0	1
TL8	Infrastructure Services	Number of residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June 2024	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	6 711 6 696	Number	6 522 2 815	0	6 522 2 010	0	6 522 7 015
TL9	Infrastructure Services	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering and excluding Eskom areas) as at 30 June 2024	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	6 575 6 948	Number	6 595 2 943	0	6 595 6 955	0	6 595 6 960
TL10	Infrastructure Services	Number of residential properties connected which have access to a sewerage network or septic tank irrespective of the number of water closets (toilets) as at 30 June	Number of residential properties which are billed for sewerage as at 30 June	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	6 394 540	Number	6 560 4	0	6 560 4	0	6 560 4



Swellendam Municipality Top Layer Service Delivery and Budget Implementation Plan 2023/24



Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL11	Community Services	Number of residential properties for which refuse is removed once per week as at 30 June 2024	Number of residential properties which are billed for refuse removal as at 30 June	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	6 200	Number	6 200 453	0	6 200 453	0	6 200 453
TL12	Financial services	Provide access of 6kl free basic water to indigent and poor households in terms of the approved indigent policy	Number of registered indigent and poor households receiving or that have access to free basic water	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	2 291	Number	2 291 339	0	2 291 339	0	2 291 339
TL13	Financial Services	Provide access of 50kwh free basic electricity to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving electricity	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	1 967	Number	1 967 2015	0	1 967 2015	0	1 967 2015
TL14	Financial Services	Provide access of 20kwh free basic electricity to poor households in terms of the approved indigent policy	Number of registered poor households receiving or that have access to free basic electricity	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	316	Number	324	0	324	0	324
TL15	Financial Services	Provide free basic sanitation to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving free basic sanitation	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	2 023 1 967	Number	1 967 2015	0	1 967 2015	0	1 967 2015



Swellendam Municipality Top Layer Service Delivery and Budget Implementation Plan 2023/24



-Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL16	Financial Services	Provide discounted basic sanitation to poor households in terms of the approved indigent policy (50% discount)	Number of registered poor households receiving discounted basic sanitation	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	324	Number	324	0	324	0	324
TL17	Financial Services	Provide free basic refuse removal to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving free basic refuse removal	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	2 023 1 967	Number	1 967 2 015	0	1 967 2 015	0	1 967 2 015
TL18	Financial Services	Provide discounted basic refuse removal to poor households in terms of the approved indigent policy (50% discount)	Number of registered poor households receiving free basic refuse removal	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	316	Number	324	0	324	0	324
TL19	Financial Services	Spend 90% the percentage of the municipality's capital budget actually spent by 30 June 2024 {(Amount actually spent on capital projects/ Amount budgeted for capital projects)x100}	% of capital budget spent by 30 June	To improve financial viability and management	Municipal Financial Viability and Management	Financial management	Whole Municipal Area: All	90,00%	Percentage	90	0	20	40	90
TL20	Financial Services	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2024 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue}	Debt to revenue as at 30 June	To improve financial viability and management	Municipal Financial Viability and Management	Financial management	Whole Municipal Area: All	25,00%	Percentage	25,30	0	0	0	25,30



Swellendam Municipality Top Layer Service Delivery and Budget Implementation Plan 2023/24



-Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
		Operating Conditional Grant) x 100												
TL21	Financial Services	Financial viability measured in terms of the outstanding service debtors as at 30 June ((Total outstanding service debtors/ revenue received for services) x 100)	Service debtors to revenue as at 30 June 2024	To improve financial viability and management	Municipal Financial Viability and Management	Financial management	Whole Municipal Area: All	8,31%	Percentage	18	0	0	0	18
TL22	Financial Services	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June 2024	To improve financial viability and management	Municipal Financial Viability and Management	Financial management	Whole Municipal Area: All	5,18%	Percentage	1,8	0	0	0	1,8
TL23	Infrastructure Services	Limit unaccounted for water to less than 25% by 30 June 2024 ((Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold) / Number of Kiloliters Water Purchased or Purified x 100)	% unaccounted for water by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	25,00%	Percentage	25	0	25	0	25
TL24	Infrastructure Services	Limit unaccounted for electricity to less than 12% by 30 June 2024 ((Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity	% unaccounted for electricity by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	12,00%	Percentage	12	0	12	0	12



Swellendam Municipality Top Layer Service Delivery and Budget Implementation Plan 2023/24



-Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
		Units Purchased and/or Generated) x100)												
TL25	Financial Services	Achieve a debtors payment percentage of 95% by 30 June 2024 ((Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue) x 100)	Debtors' payment percentage as at 30 June 2024	To improve financial viability and management	Municipal Financial Viability and Management	financial management	Whole Municipal Area: All	95.00%	Percentage	95	95	95	95	95
T26	Financial Services	Approve an action plan to address all the issues raised in the management letter of the Auditor General by 31 March	Action plan approved by the MM by 31 March	To improve financial viability and management	Municipal Financial Viability and Management	financial management	Whole Municipal Area: All	1	Number	1	0	0	1	0
TL27	Financial Services	Achieve an Unqualified Audit Opinion for the 2022/23 financial year	Unqualified Audit Opinion Achieved	To improve financial viability and management	Municipal Financial Viability and Management	financial management	Whole Municipal Area: All	New KPI	Number	1	0	1	0	0
TL50	Financial Services	Submit annual financial budget by 31 May 2024 to Council	Submission of annual financial budget to Council by 31 May 2024	To improve financial viability and management	Municipal Financial Viability and Management	financial management	Whole Municipal Area: All	1	Number	1	0	0	0	1



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-Ref	Directorate	KPI Name [%]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL28	Municipal Manager	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan by 30 June 2024	Number of people employed from equity target groups in the three highest levels of management	To create a capacitated, people-centered institution	Municipal Transformation and Institutional Development	Institutional development and transformation	Whole Municipal Area: All	0	Number	1	0	0	0	1
TL29	Municipal Manager	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2023 ((Actual amount spent on training/total personnel budget)x100)	% of the personnel budget spent on implementing the workplace skills plan	To create a capacitated, people-centered institution	Municipal Transformation and Institutional Development	Institutional development and transformation	Whole Municipal Area: All	0,09%	Percentage	0.50	0	0	0	0.50
TL30	Municipal Manager	Limit quarterly vacancy rate to less than 10% of funded posts ((Number of funded posts vacant / number of funded posts) x100)	% quarterly vacancy rate	To create a capacitated, people-centered institution	Municipal Transformation and Institutional Development	Institutional development and transformation	Whole Municipal Area: All	10,00%	Percentage	10	10	10	10	10
TL31	Municipal Manager	Create temporary work opportunities in terms of EPWP by 30 June 2024	Number of temporary work opportunities created	To enhance economic development with focus on both first and second economies	Local Economic Development	Economic development	Whole Municipal Area: All	353	Number	210	45	55	55	55
TL32	Municipal Manager	Review the Spatial Development Framework and submit to Council for consideration by 31 May 2024	SDF review and submitted to Council for consideration	To create a safe and healthy living environment	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	0	1



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Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL33	Infrastructure Services	Spend 90% of the roads and stormwater maintenance (excluding general vehicles-streets) budget by 30 June ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the maintenance budget spent	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	90,00%	Percentage	90	10	30	60	90
TL34	Infrastructure Services	Spend 90% of the electricity maintenance (excluding general vehicles-electricity) budget by 30 June ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the maintenance budget spent on the electricity maintenance vote	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	88,00%	Percentage	90	10	30	60	90
TL35	Infrastructure Services	Spend 90% of the waste water maintenance (excluding general vehicles sewerage network & general vehicles sewerage administration) budget by 30 June 2024 ((Actual expenditure on maintenance divided by the total approved maintenance budget)x100)	% of the maintenance budget spent on the waste water maintenance vote	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	40,00%	Percentage	90	10	30	60	90
TL36	Infrastructure Services	Spend 90% of the water maintenance (excluding general vehicles water purification, general vehicles irrigation water & vehicle costs water dams) budget by 30 June ((Actual expenditure on maintenance divided	% of the maintenance budget spent on the water maintenance votes	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	70,00%	Percentage	90	10	30	60	90



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Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
		by the total approved maintenance budget												
TL37	Infrastructure Services	Spend 95% of the MIG funding allocated for completion of projects by 30 June {(Actual expenditure on MIG funding received divided by the total MIG funding received)x100}	% of MIG funding received spent	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	94.00%	Percentage	95	0	40	60	95
TL38	Infrastructure Services	Spend 95% of the capital budget allocated for the upgrade of the Raiton Bulk water Reticulation program by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent for the upgrade of the Raiton Bulk Water Reticulation program by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	New KPI	Percentage	95	0	10	40	95
TL39	Infrastructure Services	Spend 95% of the capital budget allocated for the Raiton Upgrading of Gravel Roads and Stormwater Phase 3 by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent for the Raiton Upgrading of Gravel Roads and Stormwater Phase 3 by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: 5:6	New KPI	Percentage	95	0	10	40	95
TL40	Infrastructure Services	Spend 95% of the capital budget allocated for the Rehabilitation of a section of Van Riebeeck street in Barrydale by 30 June {(Actual capital expenditure on the project divided by the	% of the capital budget spent from amount allocated for the Rehabilitation of Van Riebeeck Street in	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: 5:6	New KPI	Percentage	95	0	10	40	95



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Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
		total approved capital budget for the project] x100}	Barrydale by 30 June 2024											
TL41	Infrastructure Services	Spend 90% of the capital budget allocated for the upgrade of Bakenskop and Railton Pumpstation by 30 June 2024 [(Actual capital expenditure on the project divided by the total approved capital budget for the project]x100)	% of the budget spent in respect of the upgrade of Bakenskop and Railton pump station by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: 2	0,00%	Percentage	90	0	10	40	90
TL42	Infrastructure Services	Spend 95% of the capital budget allocated for the Electrification of housing project 1950 erven by 30 June 2024 [(Actual capital expenditure on the project divided by the total approved capital budget for the project] x100)	% of the capital budget spent, allocated for the electrification of housing project (950 units)	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: 5:6	New KPI	Percentage	95	0	10	40	95
TL43	Infrastructure Services	Spend 90% of the capital budget allocated for the construction of a new Silo at the wastewater Pump Station by 30 June 2024 [(Actual capital expenditure on the project divided by the total approved capital budget for the project]x100)	% of the capital budget spent allocated for the construction of a new Silo waste water Pump station by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	0,00%	Percentage	90	0	10	40	90



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-Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL44	Community Services	Spend 90% of the capital budget allocated for the fencing of the Bontebok Landfill site by 30 June ((Actual capital expenditure on the project divided by the total approved capital budget for the project)x100)	% of the capital budget spent for fencing of the Bontebok Landfill site	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: 5;6	0,00%	Percentage	90	0	10	40	90
TL45	Infrastructure Services	Spend 95% of the capital budget allocated for the Rehabilitation of roads in Industrial Area (RRAMS priority list) by 30 June ((Actual capital expenditure on the project divided by the total approved capital budget for the project) x100)	% of the capital budget spent for Rehabilitation of roads in Industrial area by 30 June 2024	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: 5;6	New KPI	Percentage	95	0	10	40	95
TL46	Infrastructure Services	95% microbiological quality level achieved for water as per SANS 241	% microbiological water quality level achieved as per SANS 241 criteria	To enhance access to basic services and address maintenance backlogs	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	95,90%	Percentage	95	95	95	95	95
TL47	Community Services	Review the Disaster Management Plan and submit to Council by 31 0 May/June 2024	Disaster Management Plan reviewed and submitted to Council	To create a safe and healthy living environment	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	01	10

Ref	Directorate	KPI Name [R]	Unit of Measurement	Strategic Objective	National KPA	Municipal KPA	Ward	Baseline	Target Type	Annual Target	Q1	Q2	Q3	Q4
TL48	Community Services	Review the Human Settlements Pipeline and submit to Council by 30 June 2024	Human Settlements Plan reviewed and submitted to Council	To develop integrated and sustainable settlements with the view to correct spatial imbalances	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	1	Number	1	0	0	1	0
TL49	Community Services	Develop Phase I of the draft Integrated Waste Management Plan and submit to Director by 30 June	Phase I of the draft Integrated Waste Management Plan developed and submitted to Director	To promote good governance and community participation	Good Governance and Public Participation	Good governance and public participation	Whole Municipal Area: All	0	Number	1	0	0	0	1
TL50	Infrastructure Services	Spend 90% of the capital budget allocated for installation of Chlorination system WTW by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project	% of the budget spent in respect of the installation of Chlorination system WTW by 30 June	To enhance access to basic services and address maintenance backlog	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	New KPI	Percentage	90%	0	10	40	90
TL51	Infrastructure services	Spend 95% of the capital budget allocated for the upgrading of Bantydale Bulk Water Supply Phase 2 by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project	% of the budget spent in respect of the installation of Chlorination system WTW by 30 June	To enhance access to basic services and address maintenance backlog	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	New KPI	Percentage	95%	0	10	40	95
TL52	Infrastructure Services	Spend 90% of the capital budget allocated for the Rietkui reservoir and supply link by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project	% of the budget spent in respect of the installation of Chlorination system WTW by 30 June	To enhance access to basic services and address maintenance backlog	Basic Service Delivery	Basic service delivery	Whole Municipal Area: All	New KPI	Percentage	90%	0	10	40	90