

**Performance Plan
for the financial year 01 July 2022 – 30 June 2023
Adjusted Annexure A**

Director: Economic Development and Planning


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The Performance Plan sets out:

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

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;
- c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

Dir.:  MM: 

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	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Deputy Director: Planning	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Property Management	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Town Planning	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: Human Settlements	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graph	Municipal Transformation and Institutional Development		Manage and achieve 90% of the KPI's of the sub-directorate: LED	90% of the KPI's of the sub-directorate have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	90%	90%	90%	90%	3
TL9	Basic Service Delivery	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Construct top structures for Grabouw Rooiakkke by 30 June 2023	Number of top structures constructed	68	Completion certificate	0	0	0	35	4

Adjusted Annexure A 2022/23

Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL10	Basic Service Delivery	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Service 35 sites for Grabouw Rooidakke by 30 June 2023	Number of sites serviced	68	Completion certificate	0	0	0	35	4
TL12	Basic Service Delivery	Upgrading of informal Settlements and Prioritising the most needy in housing allocation	Complete foundations for Riviersoenderend housing project by 30 June 2023	Number of foundations constructed	23	Signed inspection certificate by Human Settlements	0	0	0	23	4
TL13	Basic Service Delivery	To ensure continuous and sustainable maintenance, replacements and upgrades of municipal infrastructure	Spend 95% of the approved housing grant funds by 30 June 2023 $\{(Total actual expenditure / Total budgeted) \times 100\}$	% budget spent	0	Expenditure Report	0	20	60	95	3
TL14	Local Economic Development	Promote the second and township economy (SMME Development)	Create temporary work opportunities in terms of EPWP by 30 June 2023	Number of temporary work opportunities created	333	Verified Report	50	100	100	71	4
TL20	Basic Service Delivery	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Service 180 sites for Villiersdorp Berg en Dal by 30 June 2023	Number of sites serviced	New KPI for 2022/23	Practical Completion certificate	0	0	0	180	3

Adjusted Annexure A 2022/23

Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL21	Good Governance and Public Participation	To provide democratic, responsive and accountable government for the local communities	Review the draft SDF and submit to Council by 30 June 2023	Draft SDF submitted to Council	1	Proof of submission	0	0	0	1	4
TL22	Good Governance and Public Participation	Promote the second and township economy (SMME Development)	Review terms of reference for at least one informal settlement committee and submit to management by 31 March 2023	Terms of Reference submitted to management	1	Proof of submission	0	0	1	0	4
TL23	Good Governance and Public Participation	Promote the second and township economy (SMME Development)	Complete the Site Development Plans for Greyton erf 595 by 31 December 2022	Site plan completed	0	Signed Site Development Plan	0	1	0	0	5
TL82	Local Economic Development	To provide democratic, responsive and accountable government for the local communities	Conduct quarterly awareness on Tourism support initiatives	Number of awareness initiative conducted	New KPI	Media advertisements/and/or editorials and/or attendance registers/social media posts and/or workshops conducted	1	1	1	1	4
TL83	Basic Service Delivery	Ensure provision of sustainable and integrated Human Settlements through accelerating affordable Housing Projects	Complete design of Hillside phase 2	Completion of design	New KPI	Design plans approved by engineer	0	0	0	1	4
D286	Good Governance and Public Participation	Work towards obtaining a clean audit	Attend to all internal audit queries within the timeframes stipulated in the Internal Audit SOP	% of Internal Audit queries attended to in accordance with approved SOP	90	Report from Internal Audit	90	90	90	90	3

Dir.:  MM: 


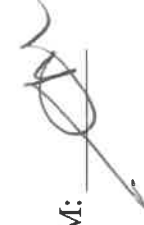
Adjusted Annexure A

2022/23

Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
D287	Good Governance and Public Participation	Work towards obtaining a clean audit	Respond to all COMAF's received as per agreed timelines with the AG	% of COMAF's responded to	100	Proof of submission	0	100	0	0	2
D288	Municipal Financial Viability and Management	Optimum optimizing of PMS to ensure continuous performance improvement working towards a clean performance audit	Compile a report on the performance of service providers applicable to the directorate and submit to Council quarterly	Number of reports submitted	4	Proof of submission	1	1	1	1	3
D289	Good Governance and Public Participation	Work towards obtaining a clean audit	Submit reports to Management on the progress made with regards to the implementation of Audit Action Plan	Number of reports submitted	3	Proof of submission	0	0	2	3	3
D290	Good Governance and Public Participation	Work towards obtaining a clean audit	Achieve an unqualified audit opinion for the financial year	Unqualified audit opinion achieved	1	Signed Audit Report	0	0	1	0	3
D291	Basic Service Delivery	Improve Day to Day Service Delivery	Spend 95% of the capital budget for the directorate spent by 30 June {(Total actual expenditure / Total amount budgeted)x100}	% of capital budget spent by 30 June	95	CAPEX Report from finance	10	40	60	95	3
D292	Municipal Financial Viability and Management	Optimum optimizing of PMS to ensure continuous performance improvement working towards a	Submit the departmental procurement plan (Demand Management Plan) inputs to the SCM unit by 28 February	Procurement Plan inputs submitted	0	Proof of submission	0	0	1	0	1

Adjusted Annexure A 2022/23

Ref No	National KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
D293	Municipal Financial Viability and Management	clean performance audit Optimum optimizing of PMS to ensure continuous performance improvement working towards a clean performance audit	Report quarterly to the MM on the performance of appointed service providers for the Directorate	Number of reports submitted	4	Proof of submission	1	1	1	1	3
TOTAL											80

Dir.:  MM: 

COMPETENCIES

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

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

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	<p>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67
Change leadership	<p>Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes:</p> <ul style="list-style-type: none"> • Change vision and strategy 	1.67

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

Thus done and signed at Caledon on the 11 day of May of 2023.

AS WITNESSES:

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MUNICIPAL MANAGER

Thus done and signed at Caledon on the 11 day of May of 2023.

AS WITNESSES:

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DIRECTOR

Dir.:  MM: 