

Performance Plan

Municipal Manager



The Performance Plan sets out:

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

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KEY PERFORMANCE INDICATORS

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

Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Q1	Q2	Q3	Q4	Weight
TL1	Local Economic Development	Spatial Transformation	Create 552 FTEs through EPWP initiatives of the SPM by 30 June 2023	Number of FTEs created	437	Register and reports of FTEs created through EPWP	180	160	140	552	
TL2	Institutional Development and Capacity Building	Governance	Annual Review of the Integrated Performance Management Policy by 30 June 2023	Adopted Integrated Performance Management Policy	1	Council resolution	0	0	0	1	
TL3	Institutional Development and Capacity Building	Governance	Submit quarterly organisational performance reports to the Executive Mayor by the 20th of the month following the end of each Quarter for 2022/23	Number of reports	4	Acknowledgement of receipt	1	1	1	1	
TL4	Institutional Development and Capacity Building	Governance	Submit the Final IDP document for adoption to Council by 31 May annually	Adopted IDP	1	Resolution of council approving Final IDP	0	0	0	1	
TL5	Institutional Development and Capacity Building	Governance	Submit the Final SDBIP document to the Executive Mayor for approval by 28 June 2023	SDBIP approved by Executive Mayor	1	Approved SDBIP by Executive Mayor	0	0	0	1	
TL6	Governance and Public Participation	Governance	Number of internal audits per the Internal Audit Plan by 30 June 2023	Number of internal audits conducted	10	Internal Audit reports	3	2	7	8	
TL7	Institutional Development and Capacity Building	Governance	Approved ICT Governance framework by 30 June 2023	Approved ICT Governance Framework	0	Council resolution	0	1	0	1	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL9	Good Governance and Public Participation	Governance	% Implementation of a municipal Cyber security Strategy by 30 June 2023 as per the Annual Implementation Plan	% Implementation as per the Annual Implementation Plan	0%	<ul style="list-style-type: none"> •Microsoft M365 E5 License Agreement with accompanying purchase order, invoice and payment remittance. •Purchase order, invoice and payment remittance for switches procured through tender FIN/ICT03/2022 and exported list of installed switches from "The Dude" monitoring software. 	0%	0%	50%	100%	
TL10	Local Economic Development	Spatial Transformation	To improve the SCM turnaround time to 12 weeks for annual contracts from closing date to date of award by 30 June 2023 (Number of tenders received divided by number of weeks to award)	Average time in weeks to award tender	10	Register of annual contracts awarded	12	12	12	12	
TL11	Local Economic Development	Spatial Transformation	To improve the SCM turnaround time to 6 weeks for annual contracts from closing date to date of award by June 2023 (Number of tenders received divided (by number of weeks to award)	Average time in weeks to award tender	6	Register of once off contracts awarded	6	6	6	6	
TL13	Access to Basic Services and Infrastructure	Service Provision	15 000 indigent households to receive free basic services (water, electricity, sanitation)	No of indigents as per the Indigent Register	12 264	Indigents Register	0	0	0	15 000	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Q1	Q2	Q3	Q4	Weight
			and waste removal according to national guidelines) by 30 June 2023								
TL14	Sound Financial Management	Governance	Improve revenue enhancement by ensuring a collection rate of 85% after debt write off by 30 June 2023 as per the MFMA, Circular 71 (Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off) /Billed Revenue x 100)	Percentage collection rate after debt write off	89.31%	Financial and Audit reports	85%	85%	85%	85%	
TL15	Sound Financial Management	Governance	To spend 85% of the Capital Budget (including VAT) on capital projects identified in terms of the IDP by 30 June 2023 (Total actual capital project expenditure, including VAT / total capital project budget x 100)	Percentage capital spending	82.16%	Financial and Audit reports	20%	40%	60%	85%	
TL16	Sound Financial Management	Governance	To spend 90% of the Operational Budget annually by 30 June 2023 (Actual Operating Expenditure / Budgeted Operating Expenditure x 100)	Percentage operational spending	95.17%	Financial and Audit reports	20%	40%	60%	90%	
TL18	Sound Financial Management	Governance	Reduce net debtor days to 300 days by 30 June 2023 ((Gross Debtors - Bad debt Provision) / Actual Billed Revenue)) x 365)	Net debtor days	366	Financial and Audit reports	300	300	300	300	
TL19	Sound Financial Management	Governance	Achieve the cost coverage ratio of 1 month annually by 30 June 2023 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed	Cost coverage ratio	0.91	Financial and Audit reports	1	1	1	1	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
			Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets))								
			Ensure that the actual spending on employee related costs does not exceed 33% of the total expenditure by 30 June 2023 (Employee Related Costs and Councilor's Remuneration) /Total Operating Expenditure x100)	Employee cost as a percentage of total operating cost	39.45%	Financial and Audit reports	0%	0%	0%	33%	
TL20	Sound Financial Management	Governance	Implementation of Supply Chain Management System by ensuring that successful appeals is not more than 5% of tenders awarded by 30 June 2023	Percentage successful appeals	2.50%	Actual appeals lodged	5%	5%	5%	5%	
TL21	Good Governance and Public Participation	Governance	Submit an Audit Action Plan to the Municipal Manager to address issues raised by the Auditor General within (30) days after the end of the audit annually	Audit Action Plan	1	Audit Action Plan	0	0	1	0	
TL22	Good Governance and Public Participation	Governance	An approved GVR signed by the Municipal Manager for the billing of rates and taxes by 30 June 2023	Approved GVR	0	Approved and signed GVR by Municipal Manager	0	0	0	1	
TL23	Sound Financial Management	Governance	To resolve debt owed to the Municipality by achieving an 85% collection rate by 30 June 2023 (Receipts / billing x 100)								
TL24	Sound Financial Management	Governance		% of debt collection	0%	AD Monthly report	85%	85%	85%	85%	
TL26	Sound Financial Management	Governance	Perform an annual cost analysis for each trading services for the new budget by 31 March	Cost Analysis Report	0	Reports submitted to CFO and EMT	0	0	4	0	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL27	Sound Financial Management	Governance	100% Elimination of Unauthorized expenditure by 30 June 2023	% of Unauthorized expenditure after condonement against total operational expenditure x100	0%	UJFW Register and Statement of Financial Performance	0%	0%	0%	0%	
TL28	Sound Financial Management	Governance	% Submission of financial and non-financial mSCOA reports on the GoMUNI web based application by the set deadlines provided by National Treasury. (All reports to be uploaded within 10 working days after the month-end)	% of reports uploaded on the GoMuni application	0%	GoMuni uploaded status report	100%	100%	100%	100%	
TL29	Sound Financial Management	Governance	Council Approval of a practical and implementable Financial Recovery Plan that will assist in reducing trade creditors and liquidity of the municipality by 30 June 2023	Approved Financial Recovery Plan	0	Approved Financial Recovery Plan	0	1	0	1	
TL65	Sound Financial Management	Governance	100% Elimination of Fruitless & wasteful expenditure by 30 June 2023	% of Fruitless and wasteful expenditure after condonement against total operational expenditure x100	0%	UJFW Register and Statement of Financial Performance	0%	0%	0%	0%	
TL98	Sound Financial Management	Governance	75% Reduction of Irregular expenditure by 30 June 2023	((Prior year + current year - condonement) / (prior year))	0%	UJFW Register and UJFW note to the Annual Financial Statements	0%	0%	0%	25%	
TL30	Institutional Development and Capacity Building	Governance	Number of skills development programs implemented by 30 June 2023	Number of development programs	3	Skills Development Programs implemented	0	1	0	1	
TL31	Institutional Development and Capacity	Governance	Review the municipal organizational structure annually by 30 June 2023	Review of the municipal organizational	100%	Reviewed municipal organizational	0	0	0	1	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight	
							Q1	Q2	Q3	Q4		
	Building			structure		structure						
TL32	Institutional Development and Capacity Building	Governance	Review the Human Resource Management Plan annually by 30 June 2023	Review of the Human Resource Management Plan	1	Reviewed Human Resource Management Plan	0	0	0	1		
TL33	Institutional Development and Capacity Building	Governance	Achieve 72% compliance with the EAP plan of the municipality by ensuring representation of the racial profile of the local authority on municipal level by 30 June 2023	% compliance to the EAP	72%	Equity register	0%	0%	0%	72%		
TL34	Institutional Development and Capacity Building	Governance	Number of quarterly communications to the Executive Directors of the funded vacant positions	Number of communications	4	Memo's or e-mails to Executive Directors	1	1	1	1		
TL35	Institutional Development and Capacity Building	Governance	Co-ordinate bi-annual performance assessments of the municipal manager and managers reporting directly to the municipal manager by 30 June 2023	Number of assessments conducted	2	Number of assessments conducted	1	0	1	0		
TL36	Good Governance and Public Participation	Governance	To report quarterly on the progress of risk mitigation to the Accounting Officer and Executive Management Team (EMT)	Quarterly reports on strategic risk register	4	Quarterly reports	1	1	1	1		
TL38	Good Governance and Public Participation	Governance	To respond to all media enquiries and issue media releases and issue statements on occurrence	Response times	24h	Response times	24h	24h	24h	24h		
TL39	Access to Basic Services and Infrastructure	Service Provision	To achieve 70% compliance with the National Disaster Management Tool by 30 June 2023	% Compliance with the National Disaster Management Tool	50%	Annual evidence report of compliance	0%	0%	0%	70%		
TL40	Local Economic Development	Spatial Transformation	Ensuring a response time of 11 weeks for building plan submissions received in the	Average response time in weeks to process building	6.75	Register indicating the steps for	11	11	11	11		

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
			current financial year for buildings or architectural buildings greater than 500 m ² annually (Number of plans received divided by number of weeks to process)	plans		processing and dates when each step was signed off					
TL41	Local Economic Development	Spatial Transformation	Ensuring a response time of 11 weeks for building plan submissions received in the current financial year for buildings or architectural buildings less than 500 m ² annually (Number of plans received divided by number of weeks to process)	Average time in weeks to process building plans	12	Register indicating the steps for processing and dates when each step was signed off	11	11	11	11	
TL42	Local Economic Development	Spatial Transformation	To process 80% category 1 land use applications received until 30 April of the current financial year through MPT (Municipal Planning Tribunal) by 30 June 2023 in terms of the SPLUMA by-law (2015)	Percentage of Category 1 land use applications processed	78%	Register of processed Category 1 land use applications	0%	0%	0%	80%	
TL43	Local Economic Development	Spatial Transformation	Number of processed building plans received before 1 July 2022 by the end of the current financial year (30 June 2023)	Number of building plans processed	209	Register indicating the number of building plans processed which were received before 1 July 2022, numbers and dates when plans were addressed	0	0	0	200	
TL44	Access to Basic Services and Infrastructure	Service Provision	Number of even planned and surveyed within Sol Plaatje Municipal area by 30 June 2023 as per the project implementation list	Number of even planned and surveyed	0	Layout Plan and Draft SG diagram	0	0	0	1 400	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL45	Local Economic Development	Spatial Transformation	Number of SMME's supported through the implementation of the business incubation developmental program annually	Number of SMME's supported	581	Proof of attendance registers and close-out reports	3	2	2	3	
TL46	Local Economic Development	Spatial Transformation	% Implementation of Business Expansion Attraction and Retention (BEAR) program as per the annual approved Implementation Plan by 30 June 2023	% Implementation	100%	Customer Satisfaction Survey, Project Evaluation Report, Project Close-out Report	0%	0%	0%	100%	
TL47	Local Economic Development	Spatial Transformation	% Implementation of the training programme for the development of 100 Artisans from the unemployed youth aged between 18 and 35 years as part of developing skillful economies by 30 June 2023	Percentage Implementation	0%	Project plan and progress reports	0%	0%	0%	100%	
TL49	Local Economic Development	Spatial Transformation	% Progress on the construction of Craven Street Centre using Pre-owned shipping containers for business development by 30 June 2023	Percentage Progress on construction	10%	Appointment Letter of service provider, project plan, progress report and practical completion certificate.	0%	50%	0%	100%	
TL50	Access to Basic Services and Infrastructure	Service Provision	Number of km of residential roads upgraded from gravel to a paved surface within the Sol Plaatje municipal area by 30 June 2023 as per the project plan	Number of km paved	3 km	Project progress reports and practical completion certificate	1 km	1 km	1 km	1 km	
TL51	Access to Basic Services and Infrastructure	Service Provision	Number of square metres of roads to be ressealed within Sol Plaatje Municipal area by 30 June 2023 as per the Project Plan	Square metres of roads ressealed	93 000	Project progress reports and practical completion certificate	25 000	25 000	25 000	25 000	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL52	Access to Basic Services and Infrastructure	Service Provision	100% Procurement of identified fleet by 30 June 2023 as per the Fleet Replacement Plan	% of Identified fleet items delivered (Number of vehicles delivered out of the number of vehicles identified for purchase x 100)	95%	Delivery inspection report	0%	0%	0%	100%	
TL53	Access to Basic Services and Infrastructure	Service Provision	Number of street lights heads replaced within Sol Plaatje municipal area by 30 June 2023 (Replacing 250 W HPS with 100 W LED)	Number of street light heads replaced	0	Project progress reports and practical completion certificate	125	125	125	125	
TL54	Access to Basic Services and Infrastructure	Service Provision	Number of street lights heads replaced within Sol Plaatje municipal area by 30 June 2023 (Replacing 125 W HPS with 36 W LED)	Number of street light heads replaced	0	Project progress reports and practical completion certificate	250	250	250	286	
TL55	Access to Basic Services and Infrastructure	Service Provision	% Progress on the upgrading of the Carers Glen sub station to de-load the Galeshewe sub station (Phase 3) by 30 June 2023	Percentage completion as per project progress report	0%	Project progress reports and practical completion certificate	25%	50%	75%	100%	
TL56	Access to Basic Services and Infrastructure	Service Provision	Number of households in Letaba Park connected to the electricity network by 30 June 2023 (Phase 7)	Number of houses connected to electricity network	0	Approved layout plans, signed off completion certificates of the various project engineers, project managers (COC), annexure detailing even connected	0	0	450	650	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL57	Access to Basic Services and Infrastructure	Service Provision	Decrease electricity losses to 16% by 30 June 2023	Percentage electricity loss	29.39%	Calculation on electricity losses as per the actual records system	0%	0%	0%	16%	
TL58	Access to Basic Services and Infrastructure	Service Provision	% Completion for the installation of electrical and mechanical components in Lerato Park Sewer pump Station as per the project plan by 30 June 2023	Percentage completion as per project plan	16%	Project progress reports and practical completion certificate	25%	50%	75%	100%	
TL59	Access to Basic Services and Infrastructure	Service Provision	% Progress on the construction phase for the Carlers Ridge sewer pump station building with all electrical and mechanical equipment as per the Project Plan by 30 June 2023	Percentage progress on construction as per project plan	10%	Project progress reports and practical completion certificate	15%	30%	45%	80%	
TL60	Access to Basic Services and Infrastructure	Service Provision	% Completion for the reconstruction work of 320 aged sink toilets in Kagisho, Kuitwanong and Phomolong by 30 June 2023 as per the project plan	% Completion as per the project plan	95%	Project progress reports and practical completion certificate	100%	0%	0%	0%	
TL61	Access to Basic Services and Infrastructure	Service Provision	Reduce water losses to 50% by 30 June 2023 (Total purchase less water sales / by total purchases x 100)	% Reduction of water losses	64.63%	Financial report	0%	0%	0%	50%	
TL62	Local Economic Development	Spatial Transformation	% Progress on the construction of the foundations for 2 elevated water tanks by 30 June 2023 as per the project plan	% Progress on the construction of the foundations as per the project plan	0%	Project progress reports and practical completion certificate	25%	50%	75%	100%	

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Ref No	Municipal KPA	Strategic Objective	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
							Q1	Q2	Q3	Q4	
TL63	Access to Basic Services and Infrastructure	Service Provision	Achieve 98% compliance on drinking water quality by 30 June 2023 (In accordance to SANS 241:2015 - Blue Drop	% Compliance to SANS 241 quality standards	98.80%	IRIS report, Laboratory Analysis Report, Monitoring Report	0%	0%	0%	98%	
TL64	Access to Basic Services and Infrastructure	Service Provision	Achieve 70% Compliance on treated waste water effluent quality by 30 June 2023 (In accordance with effluent general standards) - Green Drop	% Compliance to the Effluent General Standards	43%	IRIS Report, Laboratory Analysis Report, Monitoring Report	0%	0%	0%	70%	
TL66	Access to Basic Services and Infrastructure	Service Provision	Number of households in Leinabo Park connected to the electricity network by 30 June 2023 (Phase 1)	Number of houses connected to electricity network	0	Approved layout plans, signed off completion certificates of the various engineers/project managers (COC), annexure detailing even connected	0	0	0	1 166	
TL67	Access to Basic Services and Infrastructure	Service Provision	Number of households in Lerato Park connected to the electricity network by 30 June 2023 (Phase 6)	Number of houses connected to electricity	0	Approved layout plans, signed off completion certificates of the various engineers/project managers (COC), annexure detailing even	0	0	0	411	
TL68	Access to Basic Services and Infrastructure	Service Provision	% Completion of the Homevale Fire Station by 30 June 2023	% Completion	97%	Project progress reports and practical completion certificate	0%	0%	0%	100%	

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 COMPETENCIES		
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 	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

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