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Performance Plan

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**Director: Economic Development, Social Development & Tourism**

**The Performance Plan sets out:**

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

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**KEY PERFORMANCE INDICATORS**

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

Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: LED	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	89%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Tourism	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	100%	Updated SDBIP and report	90%	90%	90%	90%	4
SDBIP Graphs	Basic Service Delivery	Effective Management and supervision of the SDBIP on the KPIs of Sub-Directorate: Social Development	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	50%	Updated SDBIP and report	90%	90%	90%	90%	4
TL 8	Local Economic Development	Submit three progress reports on LED, Social Development and Tourism initiatives to Portfolio Committee	Number of progress reports on LED, Social Development and Tourism initiatives submitted	4	Portfolio meeting minutes on the progress reports on LED, Social Development and Tourism	-	1	1	1	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
TL 9	Local Economic Development	Managers LED, Social Development and Tourism report on the hosting of at least two joint mobile Thusong outreach during the 2022/23 financial year to the Director Economic and Social Development & Tourism	Report on the mobile Thusong outreach programme	New kpi	Report on the mobile Thusong outreach programme	0	1	0	1	4
TL 10	Local Economic Development	Support 180 SMME's in terms of the SMME Development Programme by 30 June 2023	Number of SMME's supported	172	Internally verified list of SMME's supported	0	90	0	90	4
TL 11	Local Economic Development	Report on projects/ initiatives in collaboration with other stakeholders for local economic development, social development and tourism	Number of projects / initiatives collaborated on	13	Letter of intent/ memo/ emails/ Signed MOU's where applicable	7	7	8	6	4
TL 12	Local Economic Development	The number of job opportunities created through the EPWP programme and as per set targets (business plan as per grant agreement - FTE's, translates to 1300 work opportunities) (MPPMR Reg. 10 (d))	Number of temporary jobs created	1238	Internally verified list of beneficiaries appointed	0	520	300	480	4
TL 38	Local Economic Development	Support 70 SMME's in terms of the Emerging Contractor Development Programme by 30 June 2023	Number of Emerging Contractors supported	65	Internally verified list of small contractors supported/ Letters of engagement	0	35	0	35	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Dept. SDBIP	Municipal Financial Viability and Management	Apply proper procurement practices with the adherence to the approved SCM policy to promote good governance and to be effective in delivering services	Draft planning schedules for procuring timeframes for the financial year submitted by end February 2023	1	SCM records – Draft DMP	0	0	1	0	4
Dept. SDBIP	Municipal Transformation and Institutional Development	Director: Economic & Social Development & Tourism compile and approve all direct staff's performance agreements by 30 July 2022 (2022/23 financial year)	% of staff agreements approved	New kpi	IPMS System report	100%	0	0	0	4
Dept. SDBIP	Municipal Transformation and Institutional Development	Director: Economic & Social Development & Tourism conduct mid-year reviews of all direct staff by 30 January 2023 (2022/23 financial year)	% of mid-year reviews conducted	New kpi	IPMS System report	0	0	100%	0	4
Dept. SDBIP	Municipal Transformation and Institutional Development	Director: Economic & Social Development & Tourism conduct annual reviews of all direct staff by 30 August 2022 (for previous financial year - 2021/22)	% of annual reviews conducted	New kpi	IPMS System report	100%	0	0	0	4
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2022	Report submitted by July	1	Copy of annual report inputs submitted	1	0	0	0	4

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Dept. SDBIP	Good Governance and Public Participation	Implement internal audit queries, where applicable, within the agreed upon timeframe (Actual queries implemented divided by queries received)	% of queries rectified	86.25%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	4
Dept. SDBIP	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	95.83%	Template- Council resolution POE sheet	95%	95%	95%	95%	2
Dept. SDBIP	Good Governance and Public Participation	Quarterly review the report submitted by the Chief Risk Officer (CRO) on the corrective measures implemented to reduce risk areas	Number of risk action/risk management reports submitted	4	Quarterly Risk Action Report/Risk Management Report from the Chief Risk Officer (CRO)	1	1	1	1	4
Dept. SDBIP	Municipal Financial Viability and Management	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit to SCM	Number of reports verified	4	Copies of verified reports submitted	1	1	1	1	4
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	58.44%	Expenditure report from SAMRAS	5%	20%	55%	95%	2

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Ref No	National KPA	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets				Weight
						Q1	Q2	Q3	Q4	
Dept. SDBIP	Basic Service Delivery	95% of the total approved operational budget spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	73.46%	Expenditure report from SAMRAS	20%	40%	60%	95%	4
Dept. SDBIP	Good Governance and Public Participation	Respond to 90% of all standard (non-statutory) queries/complaints/requests and memorandums within 14 days from when the request is received via the Collaborator system (Generate collaborator report - POE- not on calendar month, but from 15th of previous month to 14th of the current reporting period)	% responded to within 14 days	New kpi	Collaborator report	90%	90%	90%	90%	4
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**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
<b>LEADING COMPETENCIES</b>		
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"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>	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"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>	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"> <li>• Program and project planning and implementation</li> <li>• Service delivery management</li> </ul>	1.67

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Competency	Definition	Weight
	<ul style="list-style-type: none"> <li>Program and project monitoring and evaluation</li> </ul>	
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"> <li>Budget planning and execution</li> <li>Financial strategy and delivery</li> <li>Financial reporting and delivery</li> </ul>	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"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>	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"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>	1.67
<b>CORE COMPETENCIES</b>		
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	Able to promote the generation and sharing of knowledge and information through various processes and media,	1.67

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Competency	Definition	Weight
management	in order to enhance the collective knowledge base of local government	
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

Signed and accepted by the Employee

Date: 07/02/2023

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Signed by the Municipal Manager on behalf of the Municipality



Date: 07/02/2023

