

Revised  
2025/26  
Director:  
Corporate  
Services

Annexure A

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**Performance Plan**

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### **Director: Corporate Services**

**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	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Section: Council Administrative services	90% of the KPI's of the section have been met as per Ignite Dashboard report	93%	Updated SDBIP and report	90%	90%	90%	90%	33
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Division: Human Resources Management	90% of the KPI's of the division have been met as per Ignite Dashboard report	89%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Section: Employee Relations	90% of the KPI's of the section have been met as per Ignite Dashboard report	64%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Division: Information & Communication Technology (ICT)	90% of the KPI's of the division have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	90%	90%	90%	90%	3

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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	
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Division: Business Architecture & CRM	90% of the KPI's of the division have been met as per Ignite Dashboard report	78%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Division: Risk Management	90% of the KPI's of the division have been met as per Ignite Dashboard report	85%	Updated SDBIP and report	90%	90%	90%	90%	3
SDBIP Graphs	Municipal Transformation and Institutional Development	Effective Management and supervision of the SDBIP on the KPIs of Section: Municipal Court	90% of the KPI's of the section have been met as per Ignite Dashboard report	New kpi	Updated SDBIP and report	90%	90%	90%	90%	3
TL17	Municipal Transformation and Institutional Development	The percentage of a municipality's budget (training budget) actually spent on implementing its workplace skills plan (Actual expenditure divided by the budget allocated) (MPPMR Reg. 10 (f))	% of the training budget spent on implementation of the WSP	99.99%	Expenditure reports from SAMRAS system	20%	40%	60%	100%	3
TL18	Municipal Transformation and Institutional Development	92% of the approved and funded organogram filled {(actual number of posts filled divided by the funded posts budgeted) x100}	% filled	90.50%	HR statistics on filled and vacant posts	92%	92%	92%	92%	3

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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 19	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 a municipality's approved employment equity plan (MPPMR Reg. 10 (e))	The number of people from EE target groups employed based on staff mobility	67	Monthly report to respective Directors. Extract from Payday	75	75	75	75	3
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 2026 (Final Directorate inputs for the draft DMP)	1	SCM records – Draft DMP	0	0	1	0	3
Dept. SDBIP	Municipal Transformation and Institutional Development	Director: Corporate Services compile and approve all direct staff's performance agreements by 30 July 2025 (2025/26 financial year)	% of staff agreements approved	100%	IPMS System report	100%	0	0	0	3
Dept. SDBIP	Municipal Transformation and Institutional Development	Director: Corporate Services conduct mid-year reviews of all direct staff by 30 January 2026 (current financial year)	% of mid-year reviews conducted	100%	IPMS System report	0	0	100%	0	3
Dept. SDBIP	Municipal Transformation and Institutional Development	Director: Corporate Services conduct annual reviews of all direct staff by 30 August 2025 (for previous financial year – 2024/25)	% of annual reviews conducted	100%	IPMS System report	0	100%	0	0	3

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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	Not more than 5 matters for the Directorate referred to Legal Services to obtain legal advice and input on administrative action of a nature which exceeds the level of skills required to exercise powers and perform duties in terms of the system of delegations	Number of matters referred	New kpi	Monthly email submission to the Municipal Manager of Schedule matters referred to Legal Services for the Directorate	5	5	5	5	3
Dept. SDBIP	Good Governance and Public Participation	Departmental Annual Report prepared and submitted by the end of July 2025	Report submitted by July		Copy of annual report inputs submitted	1	0	0	0	3
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	85%	Feedback submitted to Manager: Internal Audit	85%	85%	85%	85%	3
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	99.17%	Template- Council resolution POE sheet	95%	95%	95%	95%	4
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	3

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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	Verify correctness of the quarterly report on the performance of all contracts for service providers in terms of the Municipal Systems Act and submit it to SCM	Number of reports verified	4	Copies of reports verified	1	1	1	1	3
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	96,75%	Collaborator report	90%	90%	90%	90%	3
Dept. SDBIP	Good Governance and Public Participation	100% compliance with the deliverables as per Compliance Assist	% compliance	92%	Compliance assist report	100%	100%	100%	100%	4
Dept. SDBIP	Basic Service Delivery	95% of the total approved capital budget of the Directorate: Corporate Services spent (Actual expenditure divided by the total approved capital budget)	% of the capital budget spent	99,42%	Expenditure report from SAMRAS	5%	20%	55%	95%	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	Basic Service Delivery	95% of the total approved operational budget of the Directorate: Corporate Services spent (Actual expenditure divided by the total approved operational budget)	% of the operational budget spent	92, 12%	Expenditure report from SAMRAS	20%	40%	60%	95%	11
Dept. SDBIP	Basic Service Delivery	Monthly comply with 80% the anticipated timeframes for procurement processes of the Directorate: Corporate Services as per the approved Demand Management Plan (DMP) (BSC, BEC, and BAC).	% compliance with anticipated timeframes	New kpi	Monthly DMP report issued by Supply Chain Management	80%	80%	80%	80%	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> <li>• Program and project monitoring and evaluation</li> </ul>	1.67
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer</p>	1.67

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Competency	Definition	Weight
	<p>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>	
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 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	1.67

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Competency	Definition	Weight
	audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	
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: 4/3/2026

Signed by the Municipal Manager on behalf of the Municipality



Date: 04/03/2026

