



DEPARTMENT CORPORATE SERVICES

MEMORANDUM

| | | | |
|----------|---|------------|--------------|
| | | Reference: | S/P |
| To: | Municipal Manager | Date: | 30 July 2020 |
| Copies: | | Office: | George |
| From: | Executive Manager: Corporate Services | | |
| Subject: | PERFORMANCE AGREEMENT: B HOLTZHAUSEN: 2020/2021 | | |

Mr Stratu

Please find attached the following documents for your approval:

1. Performance Agreement – 1 July 2020 – 30 June 2021 – Executive Manager: Corporate Services
2. Annexure A – Corporate Services Top Level and Departmental KPI's
3. Annexure B
4. Annexure C

Regards

TRIX HOLTZHAUSEN
EXECUTIVE MANAGER: CORPORATE SERVICES

DATE: 30/7/2020

GARDEN ROUTE DISTRICT MUNICIPALITY

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GARDEN ROUTE DISTRICT MUNICIPALITY

**Performance Agreement
for the financial year 1 July 2020 – 30 June 2021**

**EXECUTIVE MANAGER:
CORPORATE SERVICES**

Performance agreement made and entered into by and between

The Garden Route District Municipality and represented by the Municipal Manager
(*herein and after referred as Employer*)

and

T. Holtzhausen, Executive Manager: Corporate Services (*herein and after referred as Employee*) for the period 1 July 2020 to 30 June 2021

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 1 July 2020 and will remain in force until 30 June 2021.
- 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

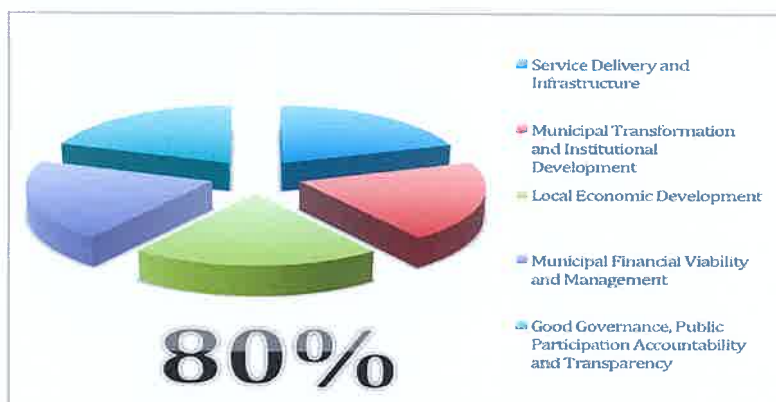
- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The timeframes within which those performance objectives and targets must be met; and
 - 4.1.3 The competencies (Annexure B – definitions in terms of Regulation 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

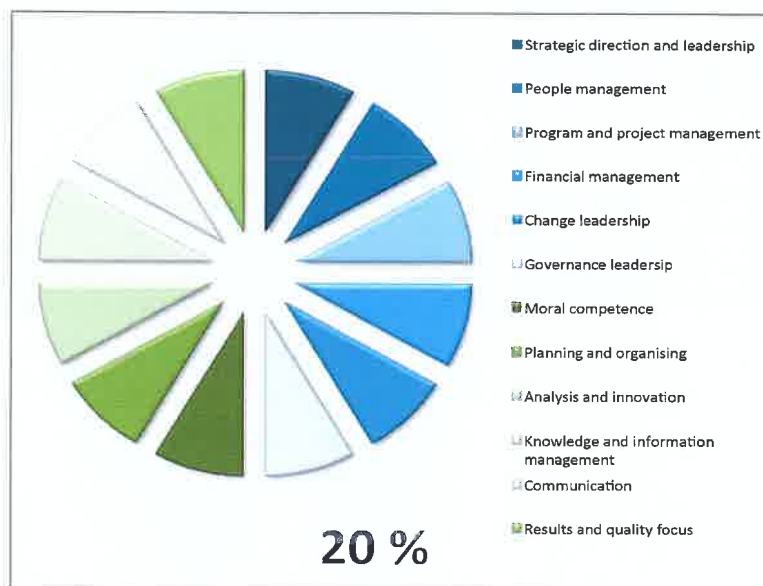
- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific

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:



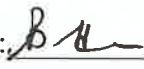

- 5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which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

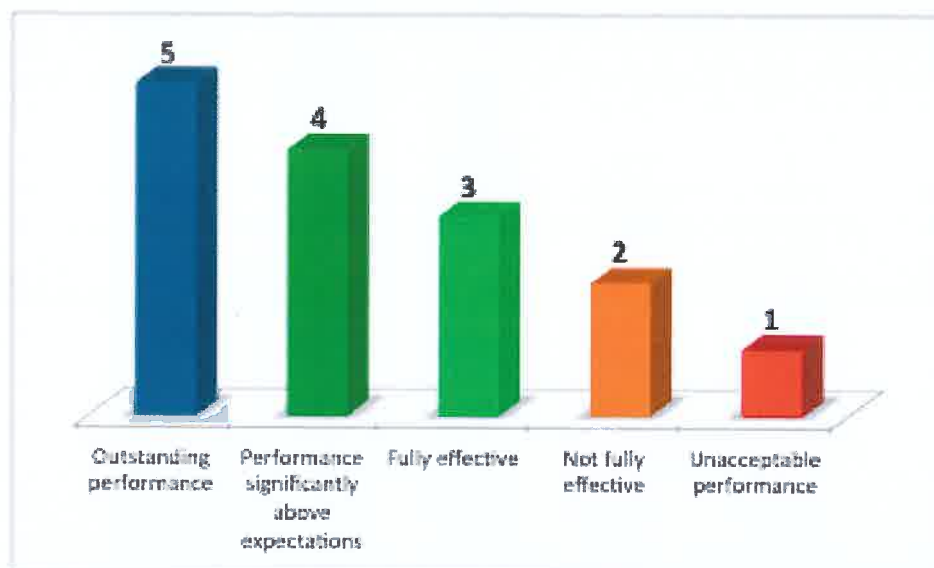


6. PERFORMANCE ASSESSMENT

- 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 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 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) on a 360 degree basis during the mid-year and year-end reviews and will inform the final score awarded by the evaluation committee. 360 degree means that the employee's peers and managers reporting to him will assess his/her Competencies;
 - 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:

7
Executive Manager:  MM: 

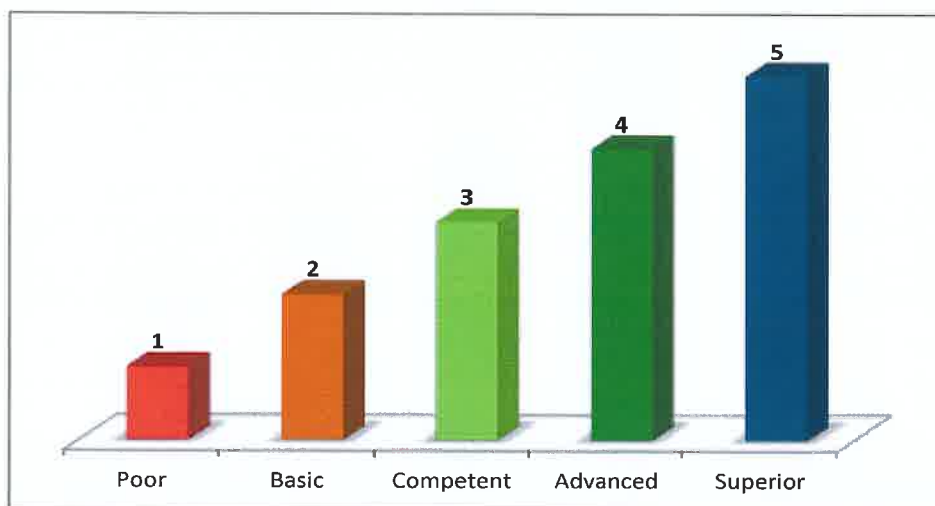


| Terminology | Description |
|---|--|
| Outstanding performance | Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and 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:

8

Executive Manager:  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 purposes of evaluating the performance of the Employee for the mid-year and year-end reviews, 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 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 meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

| Quarter | Months |
|---------|--------------------------------|
| 1 | July - September (Verbal) |
| 2 | October – December (Mid –Year) |
| 3 | January – March (Verbal) |
| 4 | April – June (Annual) |

- 7.2 The Employer shall keep a record of the mid-year and 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 the 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 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 –
- 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, must be mediated by the Executive Mayor or Mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.
- 13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee 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.

Thus done and signed at George on the 29 day of July of 2020

AS WITNESSES:

1. [Signature]
2. _____

[Signature]
EXECUTIVE MANAGER

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Executive Manager: [Signature] MM: [Signature]

Thus done and signed at George on the 29 day of July of 2020

AS WITNESSES:

- 1. _____
- 2. _____


MUNICIPAL MANAGER

SDBIP 2020/2021: Draft Top Layer SDBIP

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 | Dec-20 | Mar-21 | Jun-21 |
|-----|---------------------------------|---------------------|---|--|-----------------------|-----------------------|-----------------------|----------------------|--------|--------|--------|--------|
| | | | | | | | Target | Target | Target | Target | Target | Target |
| TL1 | Office of the Municipal Manager | Good Governance | Submit an OPCAR progress report to the MANCOM on a quarterly basis | Number of progress reports submitted to MANCOM quarterly | Strategic Manager | 4 | 4 | Carry Over | 1 | 1 | 1 | 1 |
| TL2 | Office of the Municipal Manager | Good Governance | Submit the Top layer SDBIP for 2020/21 for approval by the Mayor within 14 days after the budget has been approved | Top Layer SDBIP for 2020/21 submitted to the Mayor within 14 days after the budget has been approved | Performance Manager | 1 | 1 | Carry Over | 0 | 0 | 0 | 1 |
| TL3 | Office of the Municipal Manager | Good Governance | Draft the annual performance report for 2019/20 and submit to the Auditor General by 31 August 2020 | Annual performance report for 2019/20 drafted and submitted to the Auditor General by 31 August 2020 | Performance Manager | 1 | 1 | Carry Over | 1 | 0 | 0 | 0 |
| TL4 | Office of the Municipal Manager | Good Governance | Develop Individual Performance Management Score cards for the three levels of the Employment Equity Categories by June 2021 | Number of Individual Performance Management Scorecards developed by June 2021 | Performance Manager | New KPI for 2020/2021 | New KPI for 2020/2021 | Accumulative | 0 | 120 | 0 | 117 |
| TL5 | Office of the Municipal Manager | Good Governance | Review the organizational strategic risk register (top 10) and submit to Council by 31 May 2021 | Reviewed organizational strategic risk register submitted to Council by 31 May 2021 | Risk Officer | New KPI for 2020/2021 | New KPI for 2020/2021 | Carry Over | 0 | 0 | 0 | 1 |
| TL6 | Office of the Municipal Manager | Good Governance | Review the Risk based audit plan (RBAP) for 2021/22 and submit to the Audit Committee for consideration by 30 June 2021 | RBAP for 2021/22 reviewed and submitted to the Audit Committee by 30 June 2021 | Chief Audit Executive | 1 | 1 | Carry Over | 0 | 0 | 0 | 1 |

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 Target | Dec-20 Target | Mar-21 Target | Jun-21 Target |
|------|---------------------------------|-------------------------------------|--|---|---------------------------------------|-----------------------|----------------|----------------------|---------------|---------------|---------------|---------------|
| TL7 | Office of the Municipal Manager | Financial Viability | The percentage of the municipal capital budget spent on capital projects by 30 June 2021 (Actual amount spent on capital projects / Total amount budgeted for capital projects) | % of capital budget spent by 30 June 2021 | Municipal Manager | 95% | 95% | Reverse Last Value | | | | 95% |
| TL8 | Corporate Services | Good Governance | Report quarterly to Council on the revision of the Human Resource Policies of the Organisation | Number of reports submitted to Council | Executive Manager: Corporate Services | New KPI for 2020/2021 | | Accumulative | 1 | 1 | 1 | 1 |
| TL9 | Corporate Services | A Skilled workforce and Communities | Number of people from employment equity target groups that will be appointed in the three highest levels of management during the 2020/21 financial year in compliance with the municipality's approved employment equity plan (senior officials & managers, professionals, technicians and associate professionals) | Number of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan (senior officials & managers, professionals, technicians and associate professionals) | Executive Manager: Corporate Services | 1 | 1 | Carry Over | 0 | 0 | 0 | 1 |
| TL10 | Corporate Services | A Skilled workforce and Communities | Spent 0.5% of personnel budget on training by 30 June 2021 (Actual total training expenditure divided by total personnel budget) | % of the personnel budget spent on training by June 2021 | Executive Manager: Corporate Services | 0.5% | 0.5% | Reverse Last Value | 0 | 0.5% | 0 | 0.5% |
| TL11 | Corporate Services | A Skilled workforce and Communities | Limit vacancy rate to 10% of budgeted post by 30 June 2021 (Number of funded posts vacant divided by number of budgeted funded posts) | % vacancy rate | Executive Manager: Corporate Services | 10% | 10% | Reverse Last Value | 0 | 10% | 0 | 10% |

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 | | Dec-20 | | Mar-21 | | Jun-21 | |
|------|--------------------|-------------------------------------|---|--|---------------------------------------|-----------------------|----------------|----------------------|--------|--|--------|--|--------|--|--------|--|
| | | | | | | | | | Target | | Target | | Target | | Target | |
| TL12 | Corporate Services | A Skilled workforce and Communities | Review the organisational structure and submit to Council by 30 June 2021 | Organisational structure reviewed and submitted to Council by 30 June 2021 | Executive Manager: Corporate Services | 1 | 1 | Carry Over | 0 | | 0 | | 0 | | 1 | |
| TL13 | Corporate Services | Good Governance | Compile a Fleet Management Policy for the Organisation and submit to Council for approval by March 2021 | Fleet Management Policy developed and submitted to Council by March 2021 | Executive Manager: Corporate Services | New KPI for 2020/2021 | | Carry Over | 0 | | 0 | | 1 | | 0 | |
| TL14 | Corporate Services | A Skilled workforce and Communities | Award 16 external bursaries to qualifying candidates by 31 March 2021 | Number of external bursaries awarded by March 2021 | Executive Manager: Corporate Services | 16 | 16 | Carry Over | 0 | | 0 | | 16 | | 0 | |
| TL15 | Corporate Services | A Skilled workforce and Communities | Create training opportunities for EPWP employees (hard labour) by June 2021 | Number of training opportunities created for EPWP appointees by June 2021 | Executive Manager: Corporate Services | New KPI for 2020/2021 | | Carry Over | 0 | | 0 | | 0 | | 50 | |
| TL16 | Corporate Services | Good Governance | Develop a security policy for the municipality and submit to Council for adoption by 30 March 2021 | Developed security policy submitted to Council by 30 March 2021 | Executive Manager: Corporate Services | New KPI for 2020/2021 | | Carry Over | 0 | | 0 | | 1 | | 0 | |

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 | | Dec-20 | | Mar-21 | | Jun-21 | |
|-------|-----------------------------------|-------------------------------------|--|--|--|---|----------------|----------------------|--------|--|--------|--|--------|--|--------|--|
| | | | | | | | | | Target | | Target | | Target | | Target | |
| TL17 | Corporate Services | Good Governance | Report to Council on the execution of Council resolutions quarterly | Number of reports submitted to Council on a quarterly basis | Executive Manager: Corporate Services | New KPI for 2020/2021 | | Accumulative | 1 | | 1 | | 1 | | 1 | |
| TL18 | Corporate Services | A Skilled workforce and Communities | Develop a implementation plan for the Skills Mecca concept and submit to Mancom by 30 June | Implementation Plan Developed and submitted to Mancom by 30 June 2020 | Executive Manager: Corporate Services | New KPI for 2020/2021 | | Carry Over | 0 | | 0 | | 0 | | 1 | |
| TL19 | Planning and Economic Development | Local Economic Development | Development of a Growth and Development Strategy and submit to Council by September 2020 | Growth and Development Strategy developed and submitted to Council by September 2020 | Executive Manager: Planning and Economic Development | New KPI for 2020/2021 | | Carry Over | 1 | | 0 | | 0 | | 0 | |
| TL20 | Planning and Economic Development | Grow an Inclusive District Economy | Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2021 | Number of Job opportunities created through the Expanded Public Works Programme (EPWP) by 30 June 2021 | Executive Manager: Planning and Economic Development | Determined after the final actual for 2019/2020 | | Carry Over | 0 | | 0 | | 0 | | 247 | |
| TL 21 | Planning and Economic Development | Grow an Inclusive District Economy | Development of an Investment Prospectus and submit to Council by December 2020 | An Investment Prospectus developed and submitted to Council by December 2020 | Executive Manager: Planning and Economic Development | New KPI for 2020/2021 | | Carry Over | 0 | | 1 | | 0 | | 0 | |
| TL22 | Planning and Economic Development | Good Governance | Compile and submit the final annual report and oversight report for 2019/2020 to Council by 31 December 2020 | Final annual report and oversight report for 2019/2020 submitted to Council by 31 December 2020 | Executive Manager: Planning and Economic Development | 1 | 1 | | 0 | | 1 | | 0 | | 0 | |

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 | | Dec-20 | | Mar-21 | |
|------|---------------------------------|--|--|--|--|---|----------------|----------------------|--------|--------|--------|--------|--------|--------|
| | | | | | | | | | Target | Target | Target | Target | Target | Target |
| TL23 | Community Services | A Skilled workforce and Community | Job creation through the construction and operation of the Regional Landfill facility | Number of Jobs created by 30 June 2021 | Executive Manager: Community Service | Determined after the final actual for 2019/2020 | | Accumulative | 0 | 50 | 0 | 50 | 0 | 50 |
| TL24 | Community Services | Promote sustainable environmental management and public safety | Compile a strategy to address the inadequate emergency equipment and submit to MANCOM by March 2021 | Strategy submitted to MANCOM by March 2021 | Executive Manager: Community Service | New KPI for 2020/2021 | | Stand Alone | 0 | 0 | 0 | 1 | 0 | 0 |
| TL25 | Community Services | Healthy and socially stable communities | Raise Public Health Covid 19 awareness through 8 sessions with the communities by 30 June 2021 | Number of sessions held by 30 June 2021 | Executive Manager: Community Service | 8 | 8 | Accumulative | 2 | 2 | 2 | 2 | 2 | 2 |
| TL26 | Roads and Transport Development | A Skilled workforce and Community | Job creation through the Roads Services by June 2021 | Number of Jobs created by 30 June 2021 | Executive Manager: Roads and Transport Development | New KPI for 2020/2021 | | Carry Over | 0 | 0 | 0 | 0 | 0 | 60 |
| TL27 | Roads and Transport Development | Financial Viability | Spent 95% of the roads budget allocation by 30 June 2021(Actual expenditure divided by approved allocation received) | % of the roads spent by 30 June 2021 | Executive Manager: Roads and Transport Development | 95% | 95% | Last Value | 0 | 0 | 0 | 0 | 0 | 95% |
| TL28 | Roads and Transport Development | Bulk Infrastructure and Co-ordination | Reseal 31.24 km of roads by 30 June 2021 | Number of km's of roads resealed | Executive Manager: Roads and Transport Development | New KPI for 2020/2021 | | Cary Over | 0 | 0 | 0 | 0 | 0 | 31.24 |

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 | | Dec-20 | | Mar-21 | |
|------|---------------------------------|---------------------------------------|--|---|--|-----------------------|----------------|-------------------------|--------|--------|--------|--------|--------|--------|
| | | | | | | | | | Target | Target | Target | Target | Target | Target |
| TL29 | Roads and Transport Development | Bulk Infrastructure and Co-ordination | Regravel 32.73 km of roads by 30 June 2021 | Number of km's of roads regavelled by 30 June 2021 | Executive Manager: Roads and Transport Development | New KPI for 2020/2021 | | Carry Over | 0 | 0 | 0 | 0 | 0 | 32.73 |
| TL30 | Financial Services | Financial Viability | Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2021 ((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))(Phoenix trial balance) | Number of months that available cash is sufficient to cover the monthly operating expenditure (Phoenix trial balance) | Chief Financial Officer | 5.2 | 3 | Last Value | 0 | 3 | 0 | 0 | 0 | 3 |
| TL31 | Financial Services | Financial Viability | Submit the review of the Long Term Financial Plan to Council to address the financial sustainability of Garden Route District Municipality by December 2020 | Long Term Financial Plan submitted to Council by December 2020 | Chief Financial Officer | New KPI for 2020/2021 | | Carry Over | 0 | 1 | 0 | 0 | 0 | 0 |
| TL32 | Financial Services | Financial Viability | Achieve a current ratio of 1 (Current assets : Current liabilities) | Number of times the municipality can pay back its short term-liabilities with its short-term assets | Chief Financial Officer | 1 | 1 | Carry Over | 0 | 1 | 0 | 0 | 0 | 0 |
| TL33 | Financial Services | Good Governance | Develop a Strategic Plan to address the minimization of the use of Consultants within the Department and submit to MANCOM by December 2020 | Strategic Plan submitted to MANCOM by December 2020 | Chief Financial Officer | New KPI for 2019/2020 | Carry Over | Chief Financial Officer | 0 | 1 | 0 | 0 | 0 | 0 |

| Ref | Directorate. | Strategic Objective | KPI | Unit of Measurement | KPI Owner | Baseline | Revised Target | KPI Calculation Type | Sep-20 Target | Dec-20 Target | Mar-21 Target | Jun-21 Target |
|------|--------------------|-------------------------------------|--|---|-------------------------|----------|----------------|----------------------|---------------|---------------|---------------|---------------|
| TL34 | Financial Services | Financial Viability | Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2021((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) | % of debt coverage | Chief Financial Officer | 30% | 30% | Reverse Last Value | 0 | 0 | 0 | 30% |
| TL35 | Financial Services | Financial Viability/Good Governance | Compilation of bi-annual(first six months of the financial year)Financial Statements(AFS) for the 2020/2021 financial year and submit to Council by 31 January 2021 | Compilation and submission of the AFS by 31 January 2021 | Chief Financial Officer | 1 | 1 | Carry Over | 0 | 1 | 0 | 0 |
| TL35 | Financial Services | Financial Viability/Good Governance | Compilation of the Annual Financial Statements(AFS) for the 2019/2020 financial year and submit to the Auditor General(AG) by 31 August 2020 | Compilation and submission of the AFS to the AG by 31 August 2020 | Chief Financial Officer | 1 | 1 | Carry Over | 1 | 0 | 0 | 0 |

B Holtzhausen: Departmental KPI's

Garden Route District Municipality
Departmental SDBIP 2019/2020

Department of Corporate Services

| Ref | Directorate | Sub-Directorate | Strategic Objective | Pre-determined Objectives | KPI | Unit of Measurement | Source of Evidence | KPI Owner |
|------|--------------------|---------------------------------------|---------------------|---------------------------|---|---|--|---------------------------------------|
| D77 | Corporate Services | Executive Manager: Corporate Services | Good Governance | Good Governance | Submit quarterly risk progress reports that includes the top 10 risk to the risk officer on the management of risks identified for the Directorate on a format prescribed by risk management Hold monthly meetings (except April, July, December and January) with line managers | Number of risk progress reports submitted | Proof of submission on collab | Executive Manager: Corporate Services |
| D78 | Corporate Services | Executive Manager: Corporate Services | Good Governance | Good Governance | 100% compliance with all the legislative deliverables as measured per Eunomia iComply system | Number of meetings held with line managers | Minutes of meetings | Executive Manager: Corporate Services |
| D79 | Corporate Services | Executive Manager: Corporate Services | Good Governance | Good Governance | 90% capital budget spent for Corporate Services by 30 June 2020 (Actual amount spent on capital projects for Corporate Services / Total amount budgeted for capital projects for Corporate Services) | % compliance | Reports drawn from the iComply system | Executive Manager: Corporate Services |
| D80 | Corporate Services | Executive Manager: Corporate Services | Financial Viability | Financial Viability | Develop a Corporate Plan for the Eden District Municipality and submit to Council by 30 June 2020 | % capital budget spent for Corporate Services | Financial report from the Phoenix system | Executive Manager: Corporate Services |
| D132 | Corporate Services | Executive Manager: Corporate Services | Good Governance | Good Governance | | Number of plans submitted to Council | Proof of submission (Agenda) | Executive Manager: Corporate Services |

Please delete D 132 - Develop a Corporate Plan for Eden DM and submit to Council by 30 June 2020 - The KPI has been achieved. Also note that the updating of the Risk KPI must be moved to the last month of each quarter not the first month.

ICT : KPI'S

Department of Corporate Services

| Ref | Directorate | Sub-Directorate | Top layer KPI Ref | Strategic Objective | Pre-determined Objectives | KPI | Unit of Measurement | Source of Evidence | Baseline | KPI Owner |
|-----|--------------------|-----------------|-------------------|---------------------|---------------------------|---|--|-----------------------------|-----------------------|-----------------------|
| D81 | Corporate Services | ICT Services | | Good Governance | Good Governance | Limit downtime to less than 5% | Downtime limited to less than 5% | System report | | Manager: ICT Services |
| D82 | Corporate Services | ICT Services | | Good Governance | Good Governance | Respond to helpdesk request within 7 working days | % of helpdesk request responded to within 7 working days | Helpdesk report | | Manager: ICT Services |
| D83 | Corporate Services | ICT Services | | Good Governance | Good Governance | Conduct a bi-annual (2 per year) IT security tests | Number of IT security tests conducted | System report | | Manager: ICT Services |
| D84 | Corporate Services | ICT Services | | Good Governance | Good Governance | Complete the annual software audit report and submit to the ICT Steering Committee by 30 June | Number of audits submitted | Proof of submission | | Manager: ICT Services |
| D85 | Corporate Services | ICT Services | | Good Governance | Good Governance | Daily backups of all systems and data to ensure data is secure in accordance with the Backup Policy | % of daily backups completed | Backup system status report | | Manager: ICT Services |
| D86 | Corporate Services | ICT Services | | Good Governance | Good Governance | Monitor firewall changes and submit a report to ICT Steering Committee bi-annually | Number of Firewall Reports submitted | Proof of submission | | Manager: ICT Services |
| D87 | Corporate Services | ICT Services | | Good Governance | Good Governance | Arrange quarterly meetings to manage the collaborator shared services system within the GRDM Region | Number of meetings held | Agenda and minutes | Correct on IGNITE | Manager: ICT Services |
| D88 | Corporate Services | ICT Services | | Good Governance | Good Governance | Arrange quarterly GIS Regional forum meetings | Number of meetings held | Agenda and minutes | Correct on IGNITE | Manager: ICT Services |
| D90 | Corporate Services | ICT Services | | Good Governance | Good Governance | Facilitate bi-annual GIS need-analysts sessions with departments within GRDM | Number of sessions facilitated | Attendance register | | Manager: ICT Services |
| | Corporate Services | ICT Services | | Good Governance | Good Governance | Procurement Capital ICT infrastructure (PCS / Laptops) before 31st of December 2020 | Number of Phoenix expenditure report | Phoenix expenditure report | New KPI for 2019/2020 | Manager: ICT Services |
| | Corporate Services | ICT Services | | Good Governance | Good Governance | Develop GIS strategy and implementation plan before September 2019 | PLEASE DELETE THIS KPI NOT RELEVANT ANYMORE | Proof of submission to HOD | PLEASE DELETE | Manager: ICT Services |

| Ref | Directorate | Sub-Directorate | Strategic Objective | Pre-determined Objectives | KPI | Unit of Measurement | Source of Evidence | Baseline | KPI Owner |
|------|--------------------|---------------------|-------------------------------------|-------------------------------------|--|--|---|-----------------------|-------------------------|
| D76 | Corporate Services | Human Resources | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Conduct 2 quarterly inspections at the workplace | Number of inspections conducted | Inspection reports | | Manager: Human Resource |
| D101 | Corporate Services | Human Resources | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Quarterly facilitate Occupational Health & Safety Committee meetings | Number of Occupational Health & Safety Committee meetings facilitated | Minutes of OH&S committee meetings | | Manager: Human Resource |
| D102 | Corporate Services | Human Resources | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Report quarterly on disciplinary procedures and submit to the Executive Manager | Number of reports submitted to the Executive Manager | Proof of submission | | Manager: Human Resource |
| D103 | Corporate Services | Human Resources | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Compile the Workplace Skills Plan and submit to the Training Committee by 30 April | Workplace Skills Plan compiled and submitted | Proof of submission | | Manager: Human Resource |
| D104 | Corporate Services | Human Resources | Good Governance | Good Governance | Conduct medical surveillance tests for employees | Number of employees for which medical surveillance tests were conducted | Medical reports received from Occupational Medical Practitioner | | Manager: Human Resource |
| D105 | Corporate Services | Human Resources | Good Governance | Good Governance | Create employment opportunities for undergraduate youth | Number of employment opportunities created for undergraduate youth | Signed appointment report | | Manager: Human Resource |
| D106 | Corporate Services | Human Resources | Good Governance | Good Governance | Update the Employment Equity statistics quarterly and submit to the Employment Equity Committee | Number of updates of EE statistics | Proof of submission | | Manager: Human Resource |
| D107 | Corporate Services | Human Resources | Good Governance | Good Governance | Conduct quarterly job evaluation sessions | Number of sessions conducted | Agenda/Minutes | | Manager: Human Resource |
| D108 | Corporate Services | Human Resources | Good Governance | Good Governance | Submit quarterly results of evaluation session to the Provincial Audit Committee | Number of results submitted | Proof of submission | | Manager: Human Resource |
| D109 | Corporate Services | Human Resources | Good Governance | Good Governance | Submit the Final Outcomes Report (audited results) to participating municipalities within 7 working days after approval of the MM Executive Manager: Corporate Services | Within 7 working days after receiving the results from the MM Executive Manager: Corporate Services | Proof of submission | | Manager: Human Resource |
| D110 | Corporate Services | Human Resources | Good Governance | Good Governance | Conduct the annual workforce planning session by 28 February | Workforce planning session conducted | Attendance register | | Manager: Human Resource |
| D111 | Corporate Services | Human Resources | Good Governance | Good Governance | Compile a HR Policy register and submit to the Executive Manager by 30 September | Number of policies submitted | Proof of submission | | Manager: Human Resource |
| D112 | Corporate Services | Human Resources | Good Governance | Good Governance | Compile a HR Master Plan and submit to the Executive Manager by 30 November | Number of master plans submitted | Proof of submission | | Manager: Human Resource |
| | Corporate Services | Human Resources | Good Governance | Good Governance | Compile a sender mainstream Policy and submit to MANCOM by 30 November. KPI achieved - Propose that KPI be removed. | Number of sender mainstream Policy submitted to MANCOM | Proof of submission to MANCOM | New KPI for 2019/2020 | Manager: Human Resource |
| | Corporate Services | Human Resources | Good Governance | Good Governance | Organize a District Workshop for Gender mainstream time frames by June 2020 | Number of Organized district workshop for Gender mainstream | Agenda and Attendance Register | New KPI for 2019/2020 | Manager: Human Resource |
| | Corporate Services | Human Resources | Good Governance | Good Governance | Compile a process plan for the implementation of the Personal Development Plan (PDP) by 31 December | Number of compiled process plan | Proof of submission to Training Committee | New KPI for 2019/2020 | Manager: Human Resource |
| | Corporate Services | Human Resources | Good Governance | Good Governance | Compile a process plan for the implementation of the workplace skills plan and submit to the training Council by 30 April 2020 | Number of compiled process plan for the workplace skills plan | Proof of submission to Training Committee | New KPI for 2019/2020 | Manager: Human Resource |
| D113 | Corporate Services | Employee Relations | Good Governance | Good Governance | Conduct bi-annual annual information sessions with all departments of the Municipality on grievances- labour related matters | Number of sessions conducted | Attendance register | | Manager: Human Resource |
| D114 | Corporate Services | Employee Relations | Good Governance | Good Governance | Conduct bi-annual awareness sessions on labour relations matters within the municipality and submit a report to the Executive Manager | Number of reports submitted | Proof of submission | | Manager: Human Resource |
| D115 | Corporate Services | Employee Relations | Good Governance | Good Governance | Facilitate the quarterly LfF consultation meetings of the municipality | Number of meetings facilitated | Agenda of meetings | | Manager: Human Resource |
| D116 | Corporate Services | Employee Assistance | Good Governance | Good Governance | Conduct bi-annual Employee Wellness events | Number of Employee Wellness events | Attendance register | | Manager: Human Resource |

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|------|--------------------|---|-------------------------------------|-------------------------------------|--|--|--|-------------------------|
| D117 | Corporate Services | Employee Assistance | Good Governance | Good Governance | Submit the events calendar to MANCOM by 30 November | Number of events calendars submitted | Proof of submission | Manager: Human Resource |
| D118 | Corporate Services | Employee Assistance | Good Governance | Good Governance | Conduct a questionnaire on employee wellness and submit a results report to MANCOM by 31 October | Number of reports submitted | Proof of submission | Manager: Human Resource |
| D119 | Corporate Services | Rewards-and-Recognition-Conditions of Service | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Update the Housing and Rental allowances and submit a report to Remuneration Section by 10 February. Request for annual Housing and Rental allowances proof from employees by 28 February | Number of reports submitted | Proof of submission | Manager: Human Resource |
| D120 | Corporate Services | Rewards-and-Recognition-Conditions of Service | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Update Private Work Register and submit to Financial Department by 10 February 31 March. | Number of reports submitted | Proof of submission | Manager: Human Resource |
| D121 | Corporate Services | Rewards-and-Recognition-Conditions of Service | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Conduct information sessions with staff and service providers during window period by 30 November | Number of Information sessions conducted | Attendance register Presentation Schedule | Manager: Human Resource |
| D122 | Corporate Services | Rewards-and-Recognition-Conditions of Service | Good Governance | Good Governance | Develop a Rewards-and-Recognition Conditions of Service Policy and submit to Council by 31 March | Rewards-and-Recognition Conditions of Service Policy submitted to Council | Proof of submission | Manager: Human Resource |
| D123 | Corporate Services | Leave and Claims Administration | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Submit a leave provision report to Financial department by 30 June | Number of reports submitted | Proof of submission | Manager: Human Resource |
| D124 | Corporate Services | Leave and Claims Administration | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Submit a report on the current leave balances and leave more than 48 days to Executive Managers on a quarterly basis | Number of reports submitted | Proof of submission | Manager: Human Resource |
| D125 | Corporate Services | Leave and Claims Administration | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Submit monthly sick leave report to all HOD's (excluding December and January) | Number of reports submitted | Proof of submission | Manager: Human Resource |
| D126 | Corporate Services | Recruitment and Selection | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Place an advert in the Eden District media to invite applicants to register on the database by 30 June. Instead of Advertising in the Newspapers annually, rather place the Advert on the Website where it can be accessible throughout the year and where applicants can register on the website throughout. It will save Council advertising cost. | Number of adverts placed | Advert placed on website | Manager: Human Resource |
| D127 | Corporate Services | Human Resources | Good Governance | Good Governance | The number of people from employment equity target groups appointed in the three highest levels of management during the 2019/2020 financial year in compliance with the municipality's approved Employment Equity Plan | Number of people appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan | Updated EE report of appointees in the three highest levels (MM, Managers reporting directly to the Municipal Manager and Section Heads reporting directly to these managers), Appointment letters | Manager: Human Resource |
| D128 | Corporate Services | Human Resources | A Skilled Workforce and Communities | A Skilled Workforce and Communities | Spend 0.5% of the personnel budget on training by 30 June 2020 (Actual total training expenditure divided by total personnel budget) | % of the personnel budget spent on training | Training (Eden and Roads) expenditure report from Phoenix. Approved training budget for Eden and Roads | Manager: Human Resource |
| D129 | Corporate Services | Human Resources | Good Governance | Good Governance | Limit the vacancy rate to 15% of budgeted posts by 30 June 2020 (Number of funded posts vacant divided by number of budgeted funded posts) | % vacancy rate | Approved organogram (include Eden and Roads personnel), exclude EPWP beneficiaries, students, interns on organogram. List of vacant unfunded posts. Annual report on Phoenix (vacancy/calculation recon) | Manager: Human Resource |
| D130 | Corporate Services | Human Resources | Good Governance | Good Governance | Review the Organisational Structure and submit to Council by 30 June 2020 | Organisational Structure reviewed and submitted to Council by 30 June 2019 | Proof of submission | Manager: Human Resource |
| D131 | Corporate Services | Human Resources | Good Governance | Good Governance | Award 2 external bursaries to qualifying candidates by 31 March 2020 | Number of external bursaries awarded | Signed memorandum | Manager: Human Resource |

Records | Archives | Auxiliary Services KPI's

Department of Corporate Services

| Ref | Sub-Directorate | Strategic Objective | Pre-determined Objectives | KPI | Unit of Measurement | Source of Evidence | Baseline | KPI Owner |
|------|--------------------|---------------------|---------------------------|---|---|--|-----------------------|-----------------------------|
| D100 | Auxiliary Services | Good Governance | Good Governance | Conduct Records Clean up programme and obtain approval from the WCARS to destroy or transfer financial and other records | Approval obtained from Western Cape Archives | Approval letter from Western Cape Archives | | Manager: Auxiliary Services |
| | Auxiliary Services | Good Governance | Good Governance | Develop a Security Policy for the municipality and submit to Council for adoption (TOP LAYER) | Compiled Security Policy submitted to Council, 1 Policy | Proof of submission of Policy document | New KPI for 2020/2021 | Manager: Auxiliary Services |
| | Auxiliary Services | Good Governance | Good Governance | Annual roadworthy inspections report submit to OHS Committee | Number of report submitted to the OHS Committee | Proof of submission of item through Collaborator | New KPI for 2020/2021 | Manager: Auxiliary Services |
| | Auxiliary Services | Good Governance | Good Governance | Conduct bi-annual information sessions with departments regarding Records Management Practices and submit to the WCARS for notification. | Number of information sessions conducted | Attendance register and programme | New KPI for 2020/2021 | |
| | Auxiliary Services | Good Governance | Good Governance | Conduct Quarterly hygiene inspections regarding the cleaning, disinfection and neatness in and outside the administrative building and report to Management Committee | Number of inspections conducted | Proof of submission | New KPI for 2020/2021 | |
| | Auxiliary Services | Good Governance | Good Governance | Procurement of a new fleet vehicle for the municipality | Number of vehicles | Letter of appointment of service provider and signed SLA | New KPI for 2020/2021 | |

Competency Framework

| 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 |
| <ul style="list-style-type: none">• 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 strategy• Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole• Demonstrate a basic understanding of key decision-makers | <ul style="list-style-type: none">• 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 actions plans to execute and guide strategy implementation• 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 | <ul style="list-style-type: none">• 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 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 | <ul style="list-style-type: none">• 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 manoeuvre successfully to a win/win outcome |

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| 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 | |
| <ul style="list-style-type: none">• Participate in team goal-setting and problem solving• Interact and collaborate with people of diverse backgrounds• Aware of guidelines for employee development, but requires support in implementing development initiatives | <ul style="list-style-type: none">• 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• Facilitate team goal-setting and problem-solving• Effectively identify capacity requirements to fulfill the strategic mandate | <ul style="list-style-type: none">• Identify ineffective team and work processes and recommend remedial interventions• Recognise and reward effective and desired behaviour• Provide mentoring and guidance to others in order to increase personal effectiveness• Identify development and learning needs within the team• Build a work environment conducive to sharing, innovation, ethical behaviour and professionalism• 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 | <ul style="list-style-type: none">• 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 | |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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• Consider and initiate projects that focus on achievement of the long-term objectives• Influence people in positions of authority to implement outcomes of projects• Lead and direct translation of policy into workable actions 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 |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Take active ownership of planning, budgeting, and forecast 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 | <ul style="list-style-type: none">• 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 | |
| <ul style="list-style-type: none">• 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. | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 strategies, 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 behaviour that reflects moral competence | | | |
| ACHIEVEMENT LEVELS | | | | |
| BASIC | COMPETENT | ADVANCED | SUPERIOR | |
| <ul style="list-style-type: none">• Realise the impact of acting with integrity, but requires guidance and development in implementing principles• Follow the 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 | <ul style="list-style-type: none">• 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 within local government• Understand and honour 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 unfavourable | |

| 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 | |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 and projects• 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 | <ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions• Able to project 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 |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 to stakeholders• Continuously identify opportunities to enhance internal processes• Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 of information• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 to knowledge and information sharing with an abundance and assistance 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 | |
| <ul style="list-style-type: none">• 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 needs of the audience into consideration• Disseminate and convey information and knowledge adequately | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 matters and arrive at a win-win situation that promotes Batho Pele principles• 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 | <ul style="list-style-type: none">• 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 and appreciative 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 | |
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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

| 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. Mentoring and | Assisting the municipality to | Life long | On-line | Short course | | |
| 2. Coaching | adapt to | training | | | | |
| 3. course | on-line training | activities | | | | |

Signed and accepted by the Employee



Date: 29/7/2020

Signed by the Municipal Manager on behalf of the Municipality



Date: 29/7/2020