



TSWELLOPELE
LOCAL MUNICIPALITY
A MUNICIPALITY IN PROGRESS

PERFORMANCE PLAN
DIRECTOR CORPORATE SERVICES
TSWELLOPELE LOCAL MUNICIPALITY
2023 - 2024

1. Purpose

The performance plan defines the Council's expectations of the Director Corporate Service performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key Responsibilities

The following objects of local government will inform the Director Corporate Service performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPAs) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery and Infrastructure Development
- 3.3 Local Economic Development
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

Director Corporate Services

| Core Managerial and Occupational Competencies | | Weighting | Description/Definition | Comments/Observations | Rating | | | |
|---|----|--|------------------------|-----------------------|--------|-----|-----|-----|
| Compulsory Core Competency Requirements | | | | | | | | |
| Financial Management | | | | | 1 Q | 2 Q | 3 Q | 4 Q |
| | 10 | <p>Complees and manages budgets, controls cash flow, institutes risk management and administers supply chain management processes in accordance with legal prescripts and generally recognised accounting practices in order to ensure the achievement of the Municipality's strategic objectives.</p> | | | | | | |
| <p>People Management and Empowerment</p> | 20 | <p>Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve the Municipality's Strategic Objectives</p> | | | | | | |
| <p>Client Orientation and Customer Focus</p> | 20 | <p>Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.</p> | | | | | | |

Director Corporate Services

| Core Managerial and Occupational Competencies | Weighting | Description/Definition | Comments/Observations | Rating | | | |
|---|-----------|--|-----------------------|--------|-----|-----|-----|
| Selected Core Competency Requirements | | | | 1 Q | 2 Q | 3 Q | 4 Q |
| Strategic Capability and Leadership | 10 | Provides a vision, sets the direction for the administration and inspires others to deliver on the municipality's mandate | | | | | |
| Problem Solving and Analysis | 10 | Systematically identifies, analyses and resolves existing and anticipated problems in order to reach optimum solutions in a timely manner. | | | | | |
| Programme and Project Management | 10 | Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes. | | | | | |
| Honesty and Integrity | 10 | Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Municipality. | | | | | |
| Policy conceptualization and implementation | 10 | Ability to conceptualize policies and ensure policy implementation | | | | | |

Signed and accepted by (Director Corporate Service):



Date: 28 June 2023

Signed and accepted by (Municipal Manager) on behalf of the Council:



Date: 26 June 2023



Director Corporate Services

Key Performance Area

| Key Performance Area | Weighting | Possible Rating | Rating Achieved | | | |
|---|------------|-----------------|-----------------|-------------|-------------|-------------|
| | | | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| 1 Municipal Transformation and Organisational Development | 30 | 30 | 0 | 0 | 0 | 0 |
| 2 Basic Service Delivery | 20 | 20 | 0 | 0 | 0 | 0 |
| 3 Municipal Financial Viability and Management | 10 | 10 | 0 | 0 | 0 | 0 |
| 4 Good Governance and Public Participation | 10 | 10 | 0 | 0 | 0 | 0 |
| 5 Local Economic Development | 30 | 30 | 0 | 0 | 0 | 0 |
| Total Achieved | 100 | 100 | 0 | 0 | 0 | 0 |

| | | | | | |
|-----------------------|-------------|--------------|--------------|--------------|--------------|
| Weighted Score | 100% | 0,00% | 0,00% | 0,00% | 0,00% |
|-----------------------|-------------|--------------|--------------|--------------|--------------|

Core Competency Requirements

| Core Competency Requirements | Weighting | Possible Rating | Rating Achieved | | | |
|---|------------|-----------------|-----------------|-------------|-------------|-------------|
| | | | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| 1 Financial Management | 10 | 10 | 0 | 0 | 0 | 0 |
| 2 People Management and Empowerment | 20 | 20 | 0 | 0 | 0 | 0 |
| 3 Client Orientation and Customer Focus | 20 | 20 | 0 | 0 | 0 | 0 |
| 4 Policy conceptualization & implementation | 10 | 10 | 0 | 0 | 0 | 0 |
| Total Achieved | 100 | 100 | 0 | 0 | 0 | 0 |

| | | | | | |
|-----------------------|-------------|--------------|--------------|--------------|--------------|
| Weighted Score | 100% | 0,00% | 0,00% | 0,00% | 0,00% |
|-----------------------|-------------|--------------|--------------|--------------|--------------|

| | | | | | |
|-----------------------|------------|--------------|--------------|--------------|--------------|
| Weighted Score | 20% | 0,00% | 0,00% | 0,00% | 0,00% |
|-----------------------|------------|--------------|--------------|--------------|--------------|

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Director Corporate Services

| | | | | |
|-------|--------------------------------------|-------|-------|-------|
| 0,00% | Final Weighted Score Achieved | 0,00% | 0,00% | 0,00% |
| 0,00% | Final Score Achieved | 0,00% | 0,00% | 0,00% |

- (a) a score of 130% to 135% is awarded a performance bonus of 6%; and
- (b) a score of 136% to 140% is awarded a performance bonus of 8%; and
- (c) a score of 141% to 145% is awarded a performance bonus of 10%; and
- (d) a score of 146% to 150% is awarded a performance bonus of 12%; and
- (e) a score of 151% and above is awarded a performance bonus of 14%

Signature: Director Corporate Service:  _____

26 Date: June 2023

Signature: Municipal Manager:  _____

Date: 26 June 2023

DEPARTMENT: CORPORATE SERVICES

KEY PERFORMANCE AREA 1 - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASUREMENT | SUPPORTING EVIDENCE | ANNUAL TARGETS 2024/2023 | COMPARISON WITH 2022/2023 TARGETS | TARGET | | | | WEIGHT |
|---|---|---|--|---|--|---------------------------------------|---|---|---|--------|
| | | | | | | QUARTER 1 | QUARTER 2 | QUARTER 3 | QUARTER 4 | |
| To promote equal job opportunities, inclusion and redress. | Employ people inline with the employment equity targets. | Number of people employed inline with the EE targets. | Appointment letters/ contracts of employment. | 2 People from employment equity (large employed, newly appointed) by 30 June 2024 in compliance with the municipality's approved employment equity plan | 2 people appointed. | | | | | 2.0% |
| | Conduct the departmental meetings | Number of departmental meetings conducted. | Attendance registers and minutes of the departmental meeting. | 4 departmental meetings | None | 1 meeting held | 1 meeting held | 1 meeting held | 1 meeting held | 2% |
| | Sign and conclude Performance Agreements (PA) of all departmental staff members | Number of performance agreements signed and concluded. | Signed performance agreements | 100% of signed performance agreements for all departmental staff members by 31 December 2023. | None | | 100% of signed performance agreements for all departmental staff members by 31 December 2023. | | | 2% |
| | Conduct Mid-Year Performance Evaluations for all departmental staff members | Number of quarterly performance evaluations of all departmental staff members | Signed Mid-year performance evaluations | 1 signed mid-year performance evaluations of all departmental staff members | None | | | Second quarter Mid-Year evaluations of all departmental staff members | | 2% |
| | Conduct OHS&A awareness campaigns to ensure protection of employees. | Number of OHS&A awareness campaigns. | attendance registers and signed reports of awareness campaigns. | 4 Quarterly OHS&A awareness campaigns concluded | 4 Campaign Reports concluded | 1 OHS&A awareness campaign concluded. | 1 OHS&A awareness campaign concluded. | 1 OHS&A awareness campaign concluded. | 1 OHS&A awareness campaign concluded. | 4% |
| To enhance responsiveness to citizen's priorities and capabilities of delivery of quality services, quality management and administrative practices | Conduct health and safety meetings. | Number of health and safety meetings conducted. | Attendance registers and signed reports of health and safety meetings. | 4 Quarterly health and safety meetings held. | 4 quarterly health and safety meetings | 1 health and safety meetings held. | 1 health and safety meetings held. | 1 health and safety meetings held. | 1 health and safety meetings held. | 5% |
| | Develop the work skills plans and submit to the LLF for approval. | Number of work skills plans developed and approved | Approved work skills plan. | 1 WSP developed and approved (April 2024) | Approved WSP | | | | 1 WSP developed and approved (April 2024) | 5% |

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|---|---|---|--|----------------------------------|--|--|--|--|--|-----|
| Capacitate employees in line with the approved skills programmes by LSGETA and Municipal Training Budget. | Number of employees capacitated in terms of the approved skills programmes by LSGETA and Municipal Training Budget. | Signed report on capacitation of employees. | 20 employees capacitated as per the approved skills programmes by LSGETA and Municipal Training Budget by 30 June 2024. | 20 Employees trained | | | | | 20 employees capacitated as per the approved skills programmes by LSGETA and Municipal Training Budget by 30 June 2024. | 4% |
| Capacitate councillors in line with the approved skills programmes by LSGETA and Municipal Training Budget. | Number of councillors Capacitated in terms of the approved skills programmes by LSGETA and Municipal Training Budget. | Signed report on capacitation of councillors. | 4 Councillors capacitated as per the approved skills programmes by LSGETA and Municipal Training Budget by 30 June 2024. | 4 identified councillors trained | | | | | 4 Councillors capacitated as per the approved skills programmes by LSGETA and Municipal Training Budget by 30 June 2024. | 4% |
| | | | | | | | | | | 30% |

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| DEPARTMENT: CORPORATE SERVICES | | | | | | | | | | |
|--|--|--|---|--|-----------------------------------|------------------------------|---|---|------------------------------|--------|
| KEY PERFORMANCE AREA 2 - INFRASTRUCTURE DEVELOPMENT AND SERVICE DELIVERY | | | | | | | | | | |
| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASUREMENT | SUPPORTING EVIDENCE | ANNUAL TARGETS 2023/2024 | COMPARISON WITH 2022/2023 TARGETS | TARGET | | | | WEIGHT |
| | | | | | | QUARTER 1 | QUARTER 2 | QUARTER 3 | QUARTER 4 | |
| Expansion, modernisation, access and affordability of our information and communications infrastructure ensured. | Procure licensed zoom for virtual meetings by March 2024 Install licensed anti virus to active municipal computers and IT infrastructure by December 2023 | Number of procured licensed zoom Percentage installation of licensed anti virus to all municipal computers. | Proof of procurement of licensed zoom. Proof of installation of licensed anti virus. | Procured licensed zoom for virtual meetings by 31 March 2024. 100% installation of licensed anti virus to all active (105) municipal computers. | None None | Not reported for the quarter | Not reported for the quarter | Procured licensed zoom for virtual meetings by 31 March 2024. | Not reported for the quarter | 10% |
| | | | | | | Not reported for the quarter | 100% installation of licensed anti virus to all active (105) municipal computers. | Not reported for the quarter | Not reported for the quarter | 10% |
| | | | | | TOTAL | | | | | 20% |

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| DEPARTMENT - CORPORATE SERVICES | | | | | | | | | | |
|--|--|---|---|---|------------------------------------|-----------|-----------|-----------|-----------|------------|
| KEY PERFORMANCE AREA 3 - LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | |
| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASUREMENT | SUPPORTING EVIDENCE | ANNUAL TARGETS 2023/2024 | COMPARISON WITH 2022/2023 TARGETS | TARGET | | | | WEIGHT |
| | | | | | | QUARTER 1 | QUARTER 2 | QUARTER 3 | QUARTER 4 | |
| Create an environment that promotes development of the local economy and facilitate job creation | Employ locally based unskilled labour in all the capital projects of the Municipality. Create Full Time Equivalent (FTE) through government expenditure with EPWP grant by 30 June 2024 | % local unskilled labour appointments is local based. Number of FTE created. | Signed report for unskilled labours in capital projects. Signed report for FTEs created. | 100% of unskilled labour on all the capital projects from the local municipal area 48 Full Time Equivalent created by 30 June 2024 | 100% of unskilled labour (ongoing) | 100% | 100% | 100% | 100% | 5% |
| | | | | | | 6 FTEs | 18 FTEs | 30 FTEs | 48 FTEs | 5% |
| | | | | | TOTAL | | | | | 10% |


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DEPARTMENT: CORPORATE SERVICES

KEY PERFORMANCE AREA 4 - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASUREMENT | SUPPORTING EVIDENCE | ANNUAL TARGETS 2023/2024 | COMPARISON WITH 2022/2023 TARGETS | TARGET | | | | WEIGHT |
|-----------|--|---|---|--|---|---|---|---|---|--------|
| | | | | | | QUARTER 1 | QUARTER 2 | QUARTER 3 | QUARTER 4 | |
| | Review of the departmental funding plan and submit to the municipal manager. | Number of reviewed funding plans. | Reviewed funding plan acknowledged by the municipal manager. | 1 reviewed departmental funding plan and acknowledged by the Municipal Manager by 30 June 2024 | None | | | | | 1% |
| | Develop departmental procurement plans and submit to the Municipal Manager for approval. | Number of developed departmental procurement plan acknowledged by the Municipal manager. | Signed procurement plan acknowledged by the municipal manager | 1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2023 | None | 1 developed departmental procurement plan acknowledged by the municipal manager by 30 July 2023 | | | | 0.5% |
| | Reduce the departmental overtime by 10% by 30 June 2024 (2024/2023 overtime - 2023/2022 overtime) / 2022/2021 overtime x 100 | 10% % reduction of the departmental overtime | Signed detailed report on percentage overtime reduction with comparisons. | Reduce the departmental overtime by 10% by 30 June 2024 (2024/2023 overtime - 2023/2022 overtime) / 2023/2022 overtime x 100 | None | | | | | 1.0% |
| | Compliance with section 75 of MFMA (documents to be placed on the website) | 1. The annual and adjustment budgets and all budget related documents. 2. All budget related policies. 3. All performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act. 4. All service delivery agreements. 5. All long term-borrowing contracts. 6. All supply chain management contracts above a prescribed value. 7. All annual report. | List of documents updated on the municipal website | The recent approved documents as per section 75 of the MFMA | Documents have been placed in the municipal website | 100% | 100% | 100% | 30% of the 2023/2024 capital budget appropriated to local service providers | 1% |
| | Perform assets counts on municipal movable assets and submit to CFO | Number of Signed Assets count sheet | Signed assets counts sheets. | 12 assets counts performed on municipal movable assets and submitted to CFO | 12 counts | 3 count performed on (June - September) | 3 count performed on (October - December) | 3 count performed by (January to March) | 3 counts performed monthly (April - June) | 1.0% |

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| Spending of the training budget on the implementation of the approved work skills plan and other identified trainings. | % training budget spent by 30 June 2024 | Signed financial systems print out for the sub-vote. | 100% training budget spent by 30 June 2024 | 100% | 25% | 50% | 75% | 100% | 1.0% |
|--|--|--|--|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|------|
| Complete monthly leave report | Number of monthly leave reports compiled | Signed monthly leave reports | 12 monthly leave reports compiled | 12 monthly reports | 3 monthly leave reports | 3 monthly leave reports | 3 monthly leave reports | 3 monthly leave reports | 0.5% |

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| OBJECTIVE | KEY PERFORMANCE INDICATOR (KPI) | UNIT OF MEASUREMENT | SUPPORTING EVIDENCE | ANNUAL TARGETS 2023/2024 | COMPARISON WITH 2021/2022 TARGETS | QUARTER 1 | QUARTER 2 | QUARTERS3 | QUARTER 4 | WEIGHT |
|--|--|--|--|--|------------------------------------|-----------|-----------|-----------|--|--------|
| To promote and improve effective linkage between the community, stakeholders and the municipality to ensure accountability and | Prepare directorate's budget for 2024/25 based on the approved IDP | Departmental budget submitted to finance department. | Acknowledgement by the Finance department. | Departmental budget approved as part of the annual budget by 31 May 2024 | Budget inputs submitted to Finance | | | | Departmental budget approved as part of the annual budget by 31 May 2024 | 1.0% |
| | Prepare directorate's adjustment budget for 2023/24 financial year based on the approved mid-year budget and performance assessment. | Departmental adjustment budget submitted to finance department. | Acknowledgement by the Finance department. | Submit the departmental adjustment budget inputs to Finance | None | | | | Submit the departmental adjustment budget inputs to Finance | 1.0% |
| | Attend to issues raised and proposed corrective measures by the AGSA. | Percentage of issues raised and proposed corrective measures by the AGSA attended to. | Signed updated audit recovery plan/ report | 95% of issues raised and proposed corrective measures by the AGSA attended to | 90% of issues attended to. | 95% | 95% | 95% | 95% | 1.0% |
| | Attend to issues raised and proposed corrective measures by the Internal auditors. | Percentage of issues raised and proposed corrective measures by the Internal auditors attended to. | Signed updated audit recovery plan/ report | 95% of issues raised and proposed corrective measures by the Internal auditors attended to | 90% of issues attended to. | 95% | 95% | 95% | 95% | 1.0% |
| DEPARTMENT - CORPORATE SERVICES | | | | | | | | | | |
| KEY PERFORMANCE AREA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | | | | | | | | |
| TARGET | | | | | | | | | | |
| | | | | | | | | | | 10.0% |
| | | | | | | | | | | |

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| responsive governance structures | | | | | | | | | |
|---|---|---|--|-------------------------------------|--|--|--|--|------------|
| Prepare consolidated wards committee reports. | Number of quarterly wards consolidated reports | Signed quarterly consolidated reports. | 4 quarterly consolidated ward committee reports. | Monthly reports have been submitted | 1 consolidated ward committee report | 1 consolidated ward committee report | 1 consolidated ward committee report | 1 consolidated ward committee report | 3% |
| Distribute the council resolutions to all the relevant officials for implementation | % distribution of the council resolutions to all relevant officials | Acknowledgement of receipts by relevant officials | 100% council resolutions distributed | 100% | 100% | 100% | 100% | 100% | 5% |
| Implement the council resolutions within the prescribed timeframes. | Percentage of council resolution implemented within the required time frame | Updated council resolution registers. | 100% of the council resolutions implemented within the required timeframes | 90% | 100% | 100% | 100% | 100% | 3% |
| Prepare reports on implementation of the risk management action plans | Number reports on the implementation of the risk management action plans | Signed reports on the implementation of risk management action plans. | 12 reports on the implementation of the risk management action plans | 12 reports | 3 monthly reports on the implementation of the risk management action plans. | 3 monthly reports on the implementation of the risk management action plans. | 3 monthly reports on the implementation of the risk management action plans. | 3 monthly reports on the implementation of the risk management action plans. | 4% |
| TOTAL | | | | | | | | | 30% |

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Director Corporate Services

| Development need | Activity | When | Learning Outcome | Impact |
|------------------|----------|------|------------------|--------|
| | | | | |
| | | | | |

Signature: Director Corporate Service: _____



Date: June 2023



Signature: Municipal Manager: _____



Date: June 2023

