

Performance Plan 2023/2024

Position : Director : Infrastructure Services

The Performance Plan sets out:

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

Performance should be evaluated:

- a) Quarterly of which the annual evaluation must be done by the performance panel as constituted in paragraph 7.11 of the agreement;
- b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 7.9 – 7.10 of the agreement;
- c) In the instance where an indicator does not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;
- d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.



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Key Performance Areas (KPA's)	Weight	Competency Framework	Weight
See next page	1	Strategic Capability and Leadership (Strategic Direction and Leadership)	2
	2	People and Diversity/Empowerment Management Compulsory	2.5
	3	Programme and Project Management	1
	4	Financial Management	3
	5	Change Management/Leadership	1.5
	6	Governance Leadership	2
	7	Moral Competencies	1.5
	8	Planning and Organising (Service Delivery Innovation)	1
	9	Analysis and Innovation	1.5
	10	Knowledge Management and Information management	2
	11	Communication	1
	12	Honesty and Integrity (Results and Quality Focus)	1
	80%	Total	20 %

Competency	5	4	3	2	1
KPI's Extremely Well Met / 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 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.	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.	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.	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.
KPI's Well Met / Performance significantly above expectations					
KPI's Met (Achieved) Fully effective					
KPI's Almost Met / Below Target / Not fully effective					
KPI's Not Met / Unacceptable performance					

KEY PERFORMANCE INDICATORS

The key performance areas are indicated but where it is combined the individual KPI will inform the KPA, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below.

The assessment of these performance indicators will account for eighty percent of the total employee assessment score.

Rating	National KPA	Key Performance Indicators (KPI)	Unit of Measurement	Portfolio of Evidence	Targets				Weight %
					Q1	Q2	Q3	Q4	
SDBIP Graph		Manage and achieve 90% of the KPI's of the sub-division reporting to the Director : Infrastructure services <i>(List all subdivisions who have KPI's reporting to Director: Infrastructure services)</i>	90% of the KPI's of the sub directorate have been met.	Updated SDBIP and report	90%	90%	90%	90%	10
Top Layer SDBIP KPI's		Achieve all the KPI's as set out for Director: Infrastructure Services in the Top Layer SDBIP for the 2023/2024 by 30 June 2024	As set out in Top Layer SDBIP 2023/2024 See attached	Updated SDBIP and Report	1	1	1	1	55
	Good Governance and Public Participation	Update own SDBIP and review SDBIP Updates quarterly of Managers and staff reporting to you, on the System by the 15th of the following month	Number of quarterly updates completed and reviewed	Signed Performance Report	1	1	1	1	5

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Good Governance and Public Participation	Conduct quarterly meetings with Line Managers & Supervisors (Directorate : Infrastructure)	Number of meetings conducted with line managers	Minutes of meetings	1	1	1	1	5
Municipal Transformation and Institutional Development	<p>Report bi-annually to the MM in terms of 2023/2024 UIF&W identified and proposed remedial actions where applicable for implementation or recommendation to MPAC</p> <p>(In terms of section 78(1) of the MFMA, each senior manager of a municipality and each official of municipality exercising financial management responsibility must take all reasonable steps within their respective areas of responsibility to ensure that any unauthorised, irregular, fruitless and wasteful expenditure and any other losses are prevented.)</p>	<p>Number of Bi-annual reports to the MM</p>	<p>Evidence of Report submitted to MM</p>	0	1	0	1	5
Total								80



 W.K.M.

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COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for twenty percent of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Subcategory	Definition	Weight
LEADING COMPETENCIES		
Strategic direction and leadership	<p>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes:</p> <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	
People management	<p>Effectively manage, inspire, and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes:</p> <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	
Programme and project management	<p>Able to understand program and project management methodology; plan, manage, monitor, and evaluate specific activities in order to deliver on set objectives. It includes:</p> <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	
Financial management	<p>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes:</p> <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	

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

TOP LAYER SDBIP 2023/2024 (EXTRACT OF KPI'S FOR DIRECTOR: INFRASTRUCTURE SERVICES)


(Account for 55% in total as shown above - each KPI has an even weight)

Count KPI's	IDP / Ref No	Department (Vote)	National KPA	Strategic Objectives	Key Focus Area / IDP Programme	Key Performance Indicator (KPI)	Unit of Measure / Unit of Measurement	Ward	Baselines as at 30 June 2023 (2022/23)	Annual Target 2023/24	Annual Target 2023/25	Annual Target 2024/25	Annual Target 2025/26	Source of Evidence	Portfolio of Evidence	KPI Target Type	Q1	Q2	Q3	Q4	Annual Target 2023/24
DIS_00001	TL_0040	Infrastructure Services	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	SO1: Provide quality living human settlements with basic infrastructure for all residents	Electrification	Limit unaccounted for electricity to less than 15% by 30 June 2024 (Number of Electricity Units purchased - Number of Electricity Units sold) / Number of Electricity Units Purchased) * 100)	Percentage unaccounted for electricity by 30 June 2024	All	TBA	Loss than 15%	Loss than 15%	Loss than 15%	Less than 15%	Annual general report from EMS (Sebatea)	Annual calculation of electricity distribution losses	Percentage	n/a	n/a	n/a	15%	Less than 15%
DIS_00002	TL_0041	Infrastructure Services	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	SO1: Provide quality living human settlements with basic infrastructure for all residents	Project management	100% spent on the MIG grant allocation by 30 June 2024 ((Actual expenditure/total grant allocation received) * 100)	% of the allocation spend ((Actual expenditure/total grant allocation received) * 100)	All	TBA	100%	100%	100%	100%	Monthly MIGMIS Reporting	Annual MIGMIS Report indicating expenditure on MIG allocation, which agrees with EMS (Sebatea)	Percentage	n/a	n/a	n/a	100%	100%
DIS_00003	TL_0042	Infrastructure Services	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	SO1: Provide quality living human settlements with basic infrastructure for all residents	Project management	100% spend on the WISIG grant allocation by 30 June 2024 ((Actual expenditure/total grant allocation received) * 100)	% of the allocation spend ((Actual expenditure/total grant allocation received) * 100)	All	TBA	100%				Report from EMS (Sebatea)	Annual spending report of WISIG WISIG Monthly reporting	Percentage	n/a	n/a	n/a	100%	100%

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Count KPIs	IDP / Ref No	Department (Vote)	National KPA	Strategic Objectives	Key Focus Area / IDP Programme	Key Performance Indicator (KPI)	Unit of Measure / Unit of Measurement	Baseline as at 30 June 2023 (2022/23)	Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Source of Evidence	Portfolio of Evidence	KPI Target Type	Q1	Q2	Q3	Q4	Annual Target 2023/24
DIS_00004	TL_0043	Infrastructure Services	KPA 1: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	501: Provide quality living human settlements with basic infrastructure for all residents	Water and Sanitation	Limit unaccounted for water (Kw) Revenue Water) to less than 15% by 30 June 2024. (Number of Kiloliters Water at measure at Reservoir - Number of Kiloliters Water Sold) / (Number of Kiloliters Water at Measure at System Output of Reservoir) x 100	Percentage lost during distribution (Kw Revenue Water)	TBA	Less than 15%	Less than 15%	Less than 15%	Annual generated report from EMS (Sehata)	Annual calculation of water distribution losses	Percentage	n/a	n/a	n/a	15%	Less than 15%
DIS_00005	TL_0064	Executive and Council	KPA 2: LOCAL ECONOMIC DEVELOPMENT	502: Create economic centres that provide an enabling environment for business growth and job creation and SMME opportunities	EPWP	Create temporary job opportunities calculated in terms of FTE's by 30 June 2024	Nr of FTE's (nr of jobs x days / 230 = FTE's)	TBA	34			Signed agreements and reports from EMS (Sehata)	Signed agreements and payroll report from EMS (Sehata) quarterly reports showing the number of EPWP appointments and LHW workers employed per quarter	Number of FTE's	n/a	n/a	n/a	14 FTE	14
DIS_00006	TL_0075	Executive and Council	KPA 3: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	506: Ensure responsive and accountable governance	Good Governance	Percentage of formal residential properties with access to basic level of water, sanitation, electricity and solid waste removal as at June 2024	% of formal residential properties with access to basic level of water, sanitation, electricity and solid waste removal (number of formal residential properties with access to basic services/total formal residential properties with access to basic services) x 100	100%	100%	100%	100%	Report from EMS (Sehata)	Quarterly report to Council indicating the % of formal residential properties that have access to basic services, and resolution by Council. Yearly versus Portfolio Committee Meeting minutes	Percentage	100%	100%	100%	100%	100%

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Count KPI's	IOP / Rel No	Department (Vote)	National KPIs	Strategic Objectives	Key Focus Area / IOP Programme	Key Performance Indicator (KPI)	Unit of Measure / Unit of Measurement	Weight	Baseline as at 30 June 2023 (2022/23)	Annual Target 2023/24	Annual Target 2024/25	Annual Target 2025/26	Source of Evidence	Portfolio of Evidence	KPI Target Type	Q1	Q2	Q3	Q4	Annual Target 2023/24
DIS_00007	TL_0044	Infrastructure Services	IPA 1- BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	SO1: Provide quality living human settlements with basic infrastructure for all residents	Project management	Number of MIG Annual reports submitted to COGHSIA before 15 Aug 2023	1 or of MIG Annual Report submitted to COGHSIA before 15 August 2023	All	1	1	1	1		MIG Annual Report Proof of submission to COGHSIA/MIG	Number	1	n/a	n/a	n/a	1

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