

Adjustment Performance Plan

Date: 07/03/2025

Municipal Manager

EM: Kankam MM: 6/16/25

The Performance Plan sets out:

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

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KEY PERFORMANCE INDICATORS

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

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weigh
						Q1	Q2	Q3	Q4	
DIVISION PERFORMANCE										
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPI's of the Directorate: Financial Services are achieved	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	80%	N/A	N/A	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPI's of the Directorate: Corporate Services are achieved	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	80%	N/A	N/A	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPI's of the Directorate: Engineering Services are achieved	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	80%	N/A	N/A	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPI's of the Directorate: Community Services are achieved	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	80%	N/A	N/A	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Oversee and monitor that 80% of the KPI's of the Directorate: Economic Development and Planning are achieved	80% of the KPI's of the directorate have been met as per Ignite Dashboard report	80%	80%	N/A	N/A	80%	80%	3
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate: Governance and Compliance	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	N/A	N/A	90%	90%	3

EM: HankamMM: 6/6/26

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
SDBIP Graph	Municipal Transformation and Institutional Development	Manage and achieve 90% of the KPI's of the sub-directorate Internal Audit	90% of the KPI's of the sub directorate have been met as per Ignite Dashboard report	90%	90%	N/A	N/A	90%	90%	3
STRATEGIC (TOP LAYER) PERFORMANCE										
TL1	Good Governance and Public Participation	Submit the Risk Based Audit Plan (RBAP) for the 2025/26 financial year to the Audit Committee by 30 June 2025	Risk Based Audit Plan compiled and submitted to the Audit Committee	1	1	N/A	N/A	0	1	4
TL2	Good Governance and Public Participation	Complete 90% of audits as scheduled in the RBAP applicable for 2024/25 by 30 June 2025 (Actual audits completed divided by the audits scheduled for the year) x100	% of audits completed	99%	90%	N/A	N/A	45%	90%	4
TL3	Good Governance and Public Participation	Complete the annual risk assessment for 2025/26 and submit to the RMC by 31 March 2025	Risk assessment submitted to the Audit Committee	1	1	N/A	N/A	0	1	4
TL4	Good Governance and Public Participation	Review and submit the 5th generation IDP for the 2025/26 financial year to Council by 31 May 2025	Draft IDP compiled and submitted to Council	1	1	N/A	N/A	0	1	4
TL5	Good Governance and Public Participation	Conduct the Mid-year Performance Evaluations of the section 57's employees by 28 February 2025	Number of evaluations completed bi-annually	1	1	N/A	N/A	1	0	4
TL6	Good Governance and Public Participation	Conduct the Final Performance Evaluation of the section 57's employees for the 2023/24 by 30 December 2024	Number of evaluations completed bi-annually	1	1	N/A	N/A	0	0	4
TL7	Municipal Financial Viability and Management	Spend 95% of the municipal capital budget on capital projects by 30 June 2025 {(Actual amount spent on projects /Total amount	% budget spent	81%	95%	N/A	N/A	60%	95%	4

EM: KamkamMM: 6/10/25

Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
		budgeted for capital projects)X100}								
TL8	Municipal Transformation and Institutional Development	Review the Organisational Structure by 30 May 2025	Organisational Structure reviewed by 30 May 2025	1	1	N/A	N/A	0	1	4
MANAGERIAL PERFORMANCE										
D1	Good Governance and Public Participation	Hold monthly meetings with the Executive Management team (excluding December and January)	Number of meetings held	0	6	N/A	1	2	3	4
D2	Good Governance and Public Participation	Submit a quarterly report on the corrective measures implemented to reduce the top 10 risk areas within the department to the official responsible for risk management	Number of risk management reports submitted	2	3	N/A	1	1	1	3,5
D3	Good Governance and Public Participation	Oversee the submission of the new 5-year Integrated Development Plan (IDP) by 31 May	IDP approved by 31 May	0	1	N/A	0	0	1	3,5
D4	Good Governance and Public Participation	Oversee the submission of the Annual Budget to Council for approval by 31 May	Annual Budget submitted to Council for approval	0	1	N/A	0	0	1	4
D5	Good Governance and Public Participation	Oversee the submission of the Annual Report to Council for approval by 31 March	Annual Report submitted to Council for approval	0	1	N/A	0	1	0	4

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Ref No	National Key Performance Area	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Annual Target	Targets				Weight
						Q1	Q2	Q3	Q4	
D6	Good Governance and Public Participation	Oversee the submission of the Annual Financial Statements to the Auditor-General by 31 August	Annual Financial Statements submitted to the Auditor-General	0	1	N/A	0	1	0	4
D7	Good Governance and Public Participation	Appoint a chairperson within 7 working days after disciplinary action has been logged	% chairpersons appointed within 7 working days after disciplinary actions have been logged	0	100%	N/A	100%	100%	100%	4
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COMPETENCIES

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

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

Competency	Definition	Weight
LEADING COMPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: <ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness 	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: <ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management 	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: <ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation 	1.67
Financial management	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: <ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery 	1.67

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Competency	Definition	Weight
Change leadership	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: <ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation 	1.67
Governance leadership	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. <ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance 	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
TOTAL		20

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