

SENQU LM PERFORMANCE AGREEMENT PART B - DIRECTOR DTPS CORE MANAGERIAL SCORECARD 2023/24

Name of Director / Incumbent: KENNETH SANDILE CHAPHI
 Title of Incumbent : Director DTPS

ID of Incumbent:

Period of Scorecard Coverage: 1st July, 2023 - 30th June 2024

WEIGHT OF PART B = 80% of ENTIRE 3 PART SCORECARDS OF THE PERFORMANCE AGREEMENT:

| KPA 1: BASIC SERVICES AND INFRASTRUCTURE (WEIGHTING IN 20%) | | | | | | | | | | | | | | | |
|---|-----------------------|---|---|--|---|---|---|-------------------------------|-------------------|---|---|---|--|--|-----------------------------|
| TL SDBIP KPI NUMBER and/ or IIM JOB PROFILE | Priority / Focus Area | OUTCOME | Individual Strategic Actions | Individual Key Performance Indicators (based on outcomes, strategic actions and outputs) | KPI Weighting in % | Individual KPI Baseline (as at June 2022) | Individual Annual Target | Additional Resources Required | QUARTERLY TARGETS | | | | AUDITED EVIDENCE | | Supporting Director |
| | | | | | | | | | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Evidence | Means of Evidence Verification | |
| DTPS Services Oversight | LED02-01 | Well planned service delivery provisions | Develop, review and revise and implement as per approved Strategies | % / Proportion development of the annual implementation plan of the 2023/2024 priorities emanating from the LED strategy | 0% | Draft LED Strategy 2022-2027 | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor | | N/A | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor | N/A | N/A | Approved Strategy | Council or SEM Approval | Manager IPED |
| | LED02-01 | | % of the implementation of LED Strategy by June 2024 | % Proportion development of the annual implementation plan of the 2023/2024 priorities emanating from the LED strategy | 10% | No. of priority projects implemented in line with LED strategy annual plan | 1 = 0 projects 2 = 1 project 3 = 2 projects 4 = 3 projects 5 = 4 projects | | N/A | N/A | 1 = 0 projects 2 = 1 project 3 = 2 projects 4 = 3 projects 5 = 4 projects | | Reports on Implementation/ Hand over reports | CFO | |
| | | | Champion well planned developmental infrastructure Driven investment partnerships | % of infrastructure plans that have been aligned to the SDF and precinct plans | 0% | new | 1 = 0 projects 2 = 1 project 3 = 2 projects 4 = 3 projects 5 = 4 projects | | N/A | N/A | N/A | 1 = 0 projects 2 = 1 project 3 = 2 projects 4 = 3 projects 5 = 4 projects | Adopted by Council | Council or SEM Approval | all directors as designated |
| | | Champion the review of the new 5 year IDP for 2024/25 to 2026/27 by June 2024 | % proportion of process plan developed | 5% | % proportion of process plan developed | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and | | N/A | N/A | N/A | N/A | Adopted by Council | Council resolution | All Directors | |
| | | | % proportion of reviewed IDP | 5% | Champion the review of the new 5 year IDP for 2023/24 to 2026/27 by June 2023 | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and | | N/A | N/A | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and | Adopted by Council | Council resolution | Manager IPED and Public Participation & Administration | |
| Sub-Total Weighting for this KPA | | | | | 20% | | | | | | | | | | |

| KPA 2: LOCAL ECONOMIC DEVELOPMENT (WEIGHTING = 10%) | | | | | | | | | | | | | | | |
|---|--|------------------------------|---|--|----------------|---|---|-----------------------------|--------------|--------------|--------------|---|--|---|--|
| TL SDBIP KPI NUMBER | Priority / Focus Area | OUTCOME | Individual Strategic Actions | Individual Key Performance Indicators (based on outcomes, strategic actions and outputs) | Weighting in % | Individual KPI Baseline (as at June 2022) | Individual Annual Target | Additional Resources Needed | TARGETS | | | | AUDITED EVIDENCE | | Supporting Director |
| | | | | | | | | | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Evidence | Means of Evidence Verification | |
| LEB01-01 | To promote and attract development in the local economy through implementation of the LED strategy | Municipality Economic Growth | Monitors continual business facilitation at top and encourage all municipal stakeholders to attract investors | Increase in employment rate as a result of new business start-ups , job creation programmes, SMME incubation programmes, etc | 5% | new | 1 = 0 2 = 1-5 3 = 6-10 4 = 11-15 5 = > 16 | | Not a target | Not a target | Not a target | 1 = 0 2 = 1-5 3 = 6-10 4 = 11-15 5 = > 16 | Audited LED Reports/ SLA's | Standing Committee reports/ LED reports | Directors Technical & Community Services, CFO and Manager - IPED |
| | | Empowered SMMEs | Ensure this policy is implemented fairly and justly | % of the municipal capital projects in excess of R6 million, allocated to SMMEs through sub-contracting at quarterly counts | 0% | new | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | | N/A | N/A | N/A | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | Report approved by the Director for the Technical Services/ Finance Standing Committee Consideration | Standing Committee | CFO and IPED Manager |
| | | Contribution to job creation | Improved socio economic conditions of the poor | % of the jobs created through LED initiatives including capital projects | 0% | 162 | % increase from baseline 1 = < 5% 2 = 6% - 15% 3 = 16% - 25% 4 = 26% - 40% 5 = 41%+ | | N/A | N/A | N/A | % increase from baseline 1 = < 5% 2 = 6% - 15% 3 = 16% - 25% 4 = 26% - 40% 5 = 41%+ | Report approved by the Director for the Technical Services/ Finance Standing Committee Consideration | Standing Committee | CFO and IPED Manager |
| LEB02-01 | To promote and attract development in the local economy through implementation of the LED strategy | Coordinated approach to LED | Oversee the revision of the annual LED implementation plan | Review of LED implemented plan for 24/25 fy | 5% | new | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be | | Not a target | Not a target | Not a target | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be | Adopted by Council or approved by SEM | Council or SEM Approval | all directors as designated |
| Sub-Total Weighting for this KPA | | | | | | | | | | | | | | | 10% |

| KPA 3: FINANCIAL VIABILITY & MANAGEMENT (WEIGHTING = 20%) | | | | | | | | | | | | | | | |
|---|-----------------------|---------|------------------------------|--|----------------|---|--------------------------|-------------------------------|-------------------|-------|-------|-------|------------------|--------------------------------|---------------------|
| TL SDBIP KPI NUMBER and / or IML JOB PROFILE | Priority / Focus Area | OUTCOME | Individual Strategic Actions | Individual Key Performance Indicators (based on outcomes, strategic actions and outputs) | Weighting in % | Individual KPI Baseline (as at June 2022) | Individual Annual Target | Additional Resources Required | QUARTERLY TARGETS | | | | AUDITED EVIDENCE | | Supporting Director |
| | | | | | | | | | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Evidence | Means of Evidence Verification | |

| KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION (WEIGHTING = 10%) | | | | | | | | | | | | | | | | |
|---|---|---|---|--|----------------|---|--|-------------------------------|--------------------------|------------------------------|------------------------------|------------------------------|------------------|--|--|--|
| TL SOBIP KPI NUMBER and / or MM JOB PROFILE | Priority / Focus Area | OUTCOME | Individual Strategic Actions | Individual Key Performance Indicators (based on outcomes, strategic actions and outputs) | Weighting in % | Individual KPI Baseline (as at June 2022) | Individual Annual Target | Additional Resources Required | QUARTERLY TARGETS | | | | AUDITED EVIDENCE | | Supporting Director | |
| | | | | | | | | | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Evidence | Means of Evidence Verification | | |
| GCP90305 | Implementation of Resolutions made by Mandated Municipal Structures | Decision-driven organisation at all levels of the organisation characterised by fast implementation of a mandated structures resolutions. Improved & enhanced Oversight and functioning of municipality | Oversees all structures listed do sit as required, within MM's Mandate Record & roll call every resolution by category (like Council, ARC, Executive and Senior Mgt); Record implementation stages reached for each resolution; Emphasise speed-up areas where unacceptable delays are emerging; Do consequence management for unreasonably recurrently delays | % of Overall Council Resolutions implemented on time as intended per quarter | 3% | new | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | | 1 = < 42% | 2 = 42% - 59% | 3 = 60% - 77% | 4 = 78% - 89% | 5 = 90%+ | Resolution Register | Signature by Council witnessed by Responsible Director / Mgr | All Sectional Managers |
| | | | | | | | | | 1 = < 42% = 42% - 59% | 2 = 42% - 59% = 42% - 59% | 3 = 60% - 77% = 60% - 77% | 4 = 78% - 89% = 60% - 77% | 5 = 90%+ | | | |
| MM Job Profile | KR Collaboration | Cooperative Governance with other spheres of SA govt | Engage and initiate DDM model | % of strategic submitted municipal projects aligned to DDM/ One Plan | 4% | new | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | | 1 = < 42% = 42% - 59% | 2 = 42% - 59% = 42% - 59% | 3 = 60% - 77% = 60% - 77% | 4 = 78% - 89% = 78% - 89% | 5 = 90%+ | DDM initiatives/ Submissions, Meeting and Resolutions related to the Development and town Planning portfolio & Implementation Reports, | DDM Plan/ Submission reports | all other directors; departments divisional managers |
| GRAND TOTAL WEIGHTING | | | | | 10% | | | | | | | | | | | |

| KPA 6: SPATIAL PLANNING AND ENVIRONMENTAL DEVELOPMENT (WEIGHTING = 40%) | | | | | | | | | | | | | | | | |
|---|---|--|---|--|----------------|---|---|-------------------------------|-------------------|---|---|---|--|--|---------------------|--|
| TL SOBIP KPI NUMBER and / or MM JOB PROFILE | Priority / Focus Area | OUTCOME | Individual Strategic Actions | Individual Key Performance Indicators (based on outcomes, strategic actions and outputs) | Weighting in % | Individual KPI Baseline (as at June 2021) | Individual Annual Target | Additional Resources Required | QUARTERLY TARGETS | | | | AUDITED EVIDENCE | | Supporting Director | |
| | | | | | | | | | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Evidence | Means of Evidence Verification | | |
| MTD 02 | SDF And other Building / Construction Guidelines compliance | Aligned SDF to the IDP and as assessed by COGTA and Dept of Rural Dev & Reform. Increased planned economic development nodes | Lead and coordinate development of the SDF which is aligned to the 5 year IDP | Cumulative % of the Slerkspruit Development Business Plan / Urban Design Framework Project stages achieved as agreed per quarter | 15% | new | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be | | N/A | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be | 1 = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be | Submission of final UDF to standing committee for Council approval | 1. Proof of public participation. 2. Final UDF. 3. Council resolution approving UDF. | all other directors | |

| | | | | | | | | | | | | | | |
|---|---|--|---|--|----|---|---|--|--|--|--|---|---|-----------------------------|
| Land Use / Spatial MTD008-01 - 08 Planning and Management | Safe Housing / Buildings / Infrastructure | Safe and compliant building / construction municipal culture | Ensure all Building / Construction Projects in the Department Comply with latest SDFs and other guidelines | % approved building plans-compliance with SDF and other building restrictions / standards | 3% | new | 1 = < 30% 2 = 31% - 40% 3 = 41% - 60% 4 = 61% - 70% 5 = 71%+ | 1 = < 30% = 31% - 40% 41% - 60% 61% - 70% = 71%+ | 2 3 = 31% - 40% 4 = 41% - 60% 5 = 61% - 70% = 71%+ | 1 = < 30% 2 = 31% - 40% 3 = 41% - 60% 4 = 61% - 70% 5 = 71%+ | 1 = < 30% 2 = 31% - 40% 3 = 41% - 60% 4 = 61% - 70% 5 = 71%+ | Building / construction plans/ Register/ and inspection reports by delegated authorities | Audit of construction plans and project mgt reports | CAE and Town Planning |
| | | Increased planned economic development nodes | Start by Projectising this work of the Slerkspruit Development Business Plan / Urban Design Framework annual priority Projects submitted to MM office | Number of Slerkspruit Development Business Plan / Urban Design Framework annual priority Projects submitted to MM office | 5% | new | 1 = < 3 - 6 9 4 = 9 - 12 5 = 15+ | n/A | N/A | N/A | 1 = < 3 2 = 4 3 = 7 - 9 4 = 9 - 12 5 = 15+ | Slerkspruit Development Business Plan / Urban Design framework Project Plan/ Project Proposals project progress report against project plan | Audits of Project progress plan | PMU and all other directors |
| | E&SM07-01 | Improved human settlement within the municipality | Facilitate the implementation of Housing Development in Senqu by the Provincial Dept of Human Settlement by June 2024. Prepare a project plan for this and follow it until approval in June 2024. | Monitoring reports on Senqu LM Housing Development Project Plan implemented on schedule reckoned quarterly | 5% | Facilitate the Implementation of Housing Development in Senqu by the Provincial Department of Human Settlement by June 2022 | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | Housing plan, Housing Implementation Project Plan and subsequent progress/ monitoring reports | Audits / MM sign-off of Housing Plans, Project Progress reports/ SC reports | Housing Mgr |
| | | | Formalisation of Slerkspruit villages by 30 June 2027 | Signing of MOU between the Municipality and Tribal authorities | 2% | Consultations with Traditional leaders | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors Formalisation of Slerkspruit villages | N/A | N/A | N/A | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | Draft of the plan | SEM | Housing Mgr |

| | | | | | | | | | | | | | | |
|---------------|-----------------|--|---|---|----|---|--|--|--|--|---|---|--|-------------------------------|
| | | Access to better planned services due to formalisation of settlements as townships | Firstly Projectize this work; then oversee the Township Establishment for Lady Grey new settlements. Create a Project plan and manage the project accordingly until it gets approval by June 2024 | % proportion of the approval of general plan | 2% | Township Establishment for Lady Grey new settlements | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | N/A | N/A | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | Township Establishment of Barkley East and Lady Grey new settlements project plan, progress reports against project plan/ Draft Plan | Audits of Project progress plan; final township establishment certificates Recommendation report to Municipal Planning Tribunal; Approval by Municipal Planning Tribunal | PMU and all other directors as needed | |
| | | | | % proportion of pegged sites | 2% | Pegging Projects | 1 = < 47% 2 = 47% - 66% 3 = 67% - 85% 4 = 86% - 99% 5 = 100%+ | N/A | N/A | N/A | Progress reports from Land Surveyor Suroy General Submission | Project progress plan; final township establishment certificates Recommendation report to Municipal Planning Tribunal; Approval by | | |
| | Established | Implementation of Land Administration and Disposal Policy by June 2024 | Firstly Projectize this work; then oversee the Development of Land Administration and Disposal Policy by June 2023. Create a Project plan and manage the project accordingly | % proportion of Development of the Land Administration and Disposal policy that get approved | 0% | Legal opinion on the draft disposal policy was requested in 2022/2023 | Draft policy approval 1 = < not even a draft available 2 = First draft available but not yet submitted to standing committee 3 = submitted standing committee on last due date; 4 = submitted before due to date; 5 = submitted with no objections | N/A | N/A | N/A | Development of Land Administration and Disposal Policy project plan, progress reports against project plan | Audits of Project progress plan; final township establishment certificates Recommendation report to Municipal Planning Tribunal; Approval by | Manager, Town Planning and all other directors as needed | |
| | | Participative and anticipative land development culture in Sema; LM | First projectize this work of Establishing the Land Development forum; measure and track progress against the Project plan as agreed in the adopted Project Mgt approach (PNDOR, PRINCE 2 etc) | Cumulative % of the Project Plan stages for the Establishment of the Land Development Forum by June 2024 that get achieved | 0% | new | 1 = < 47% 2 = 47% - 66% 3 = 67% - 85% 4 = 86% - 99% 5 = 100%+ | 1 = < 11.75% 2 = 11.75% - 16.5% 3 = 16.75% - 21.25% 4 = 21.25% - 24.75% 5 = 25%+ | 1 = < 21.25% 2 = 21.25% - 23.0% 3 = 23.0% - 23.75% 4 = 23.75% - 24.25% 5 = 24.25%+ | 1 = < 30.25% 2 = 30.25% - 40.00% 3 = 40.00% - 44.75% 4 = 44.75% - 50% 5 = 50%+ | Establishing the Land Development forum project plan, progress reports against project plan | Audits of Project progress plan; final township establishment certificates | Manager, Town Planning and all other directors as needed | |
| HOUSING MTD08 | Job Description | Formalization of informal settlements | Plans for the incremental upgrading of informal settlements | Designing of the layout for the informal settlement identified for upgrading and submitting applications to the Department of Human Settlements for informal settlements upgrading projects | 2% | new | Draft policy approval 1. = < not even a draft available 2 = First draft available but not yet submitted to standing committee 3 = submitted standing committee on last due date; 4 = submitted before due to standing committee; 5 = submitted | N/A | N/A | N/A | Draft policy approval 1. = < not even a draft available 2 = First draft available but not yet submitted to standing committee 3 = submitted standing committee on last due date; 4 = submitted before due to standing committee; 5 = submitted | Confirmation by issuing authority/ Layout plans | SC/ SEM | Housing and Director Sign off |

| | | | | | | | | | | | | | | |
|-----------------------|---|---|--|---|----|-----|---|--|--|--|---|--|--|-------------------------------|
| | E&SM07-03 | | Review of the Senqu Municipality Land Use Scheme 2017 by 30 June 2025 | Land Use management | 2% | new | Draft policy approval 1 = < not even a draft available 2 = First draft available but not yet submitted to standing committee 3 = submitted standing committee on last due date 4 = submitted before due to standing committee; 5 = submitted | n/A | N/A | N/A | Draft policy approval 1 = < not even a draft available 2 = First draft available but not yet submitted to standing committee 3 = submitted standing committee on last due date 4 = submitted before due to standing committee; 5 = submitted | Draft Policy | SC/ SEM | Housing and Director Sign off |
| Land Related Disputes | Reduction in land Management conflicts with communities | Improved decision making and dissemination of information by Management | Gather intelligence on brewing land problems in municipality; draw in all other stakeholders including community leaders; champion quick and smooth conflict resolutions | % of land use related issues resolved simultaneously, smoothly on a win-win bases | 2% | new | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90% - 96% + | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+ | Land Affairs, police (if involved) and other corroborating evidence of resolved disputes | Sign-off by authorised stakeholder involved (like Land affairs and police) | Town planning |

| | |
|------------------------|------|
| Weighting for this KPA | 40% |
| Grand Total | 100% |

| | |
|---|-----------------------|
| Employee's Name: | Employee Signature |
| Supervising Manager's Name and Title: | Supervisors Signature |
| Corporate Services Performance Mgt Unit Witness's Name (Representing Performance Mgt Office): | Witness's Signature |
| | |



SENQU MUNICIPALITY

PART C - CORE MANAGERIAL COMPETENCIES SCORECARD 2023/24

Name of Employee:
 Current Job Title:
 Employee Supervisor:
 Period Covered by this Agreement:

WEIGHT OF PART C = 20% of ENTIRE 3 PART SCORECARDS OF THE PERFORMANCE AGREEMENT:

This weighting for all directors / HODs is the second higher than Part B above because by virtue of their positions as executive directors (including the MM), they all achieve their goals through other people / employees. As such Part C, is

| KPA 4: INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | | | | | | | | | | | | | | | |
|---|-------------------------------------|--|---|--|--------------------|---|---|--|---|-----------|---|---|-------------------------------|---|-------------------------------------|
| Strategic Source Ref Nr (CMC / CCR) | Focus Area | Outcome | Personal Individual Strategic Action to achieve outcome | Personal Key Performance Indicator (KPI) for listed actions | KPI Weighting in % | Baseline for this KPI | Individual Annual Target | Annual Budget (if additional funds will be needed - specify them here) | TARGETS | | | | Evidence of Performance | Means of Evidence Verification | Supporting Director(s) / Manager(s) |
| | | | | | | | | | QUARTER 1 | QUARTER 2 | QUARTER 3 | QUARTER 4 | | | |
| | Human Resources (People) Management | Empowering, motivating and enabling departmental HR environment, complying to all municipal and public sector HRM provisions | Support HRM in the efficient and effective management of all departmental actions and new initiatives which recognises good performance, sanctions poor performance and enhances development of new departmental skills | % of departmental notification of resignations submitted to registry for processing submitted on time and in full compliance with the termination policy | 3% | new | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | | | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | Departmental sign offs | Signed off letters with registry proof of submission (date stamp) | All Senior Managers and Manager HR |
| % of departmental recruitment & selection documents signed off and submitted back to HR in 3 days | | | | 3% | new | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | | | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | Departmental sign offs | HR tracking book | All Senior Managers and Manager HR | |
| % of consequence management initiatives initiated within 5 days of the HOD being aware of these | | | | 3% | new | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | Labour Relations Reports | Standing Committee submission | All Senior Managers and Manager HR | |

| | | | | | | | | | | | | | | |
|--------|--------------------------|--|--|---|-----|-----|--|--|--|--|--|----------------------------------|---------------------------------|------------------------------------|
| | Planning and Development | Development PMS aligned and supportive of people driven IDP and its subordinate plans and processes. | lead and verify that all departmental strategies and plans visibly align and feed into the scorecards of individuals within the Directorate. Ensure that Departmental and Executive Scorecard KPIs clearly capable to IDP & TIL SOBIP Outcomes, Outputs and their Indicators Get Ensure the appropriate approvals for all the departmental scorecards. Implement all the departmental plans, processes as intended. | %/ Proportion of directorate staff whose scorecards are concluded within the prescribed/agreed upon timeframes and which are aligned properly | 3% | new | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | Departmental sign offs | Signed agreements | All Senior Managers and Manager HR |
| | | | | %/ Proportion of directorate staff (including director) who are submitting performance reports within the prescribed timeframes | 3% | new | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | Proof of submission | Submission register | All Senior Managers and Manager HR |
| CSP: 2 | | | | %/Proportion of directorate staff (including director) who are receiving performance coaching & assessments(formal or informal) | 3% | new | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | | 1 =<49% rating 2 = 49% - 69% 3 = 70% - 80% 4 = 81% - 90% 5 = 91% + | Coaching and assessment sessions | Coaching and assessment reports | All Senior Managers and Manager HR |
| | Policy Formulation | | Ensure that Departmental policies are reviewed annually and within the timeframes prescribed by HR as coordinators | %/Proportion report on departmental policies reviewed | 2% | new | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | | 1. = < not even a draft available 2 = First draft available but not yet approved 3 = submitted for approval on last due date; 4 = submitted before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors | Policy review minutes | Sign off by HR | All Senior Managers and Manager HR |
| TOTAL | | | | WEIGHING IN % | 20% | | | | | | | | | |
| | | | | GRAND TOTAL - ALL KPAs | 20% | | | | | | | | | |

Employee Signature: _____ Date of Signing: _____

Employer / Supervisor's Signature: _____ Date of Signing: _____

Note 2: Rating Scale applied in the calibrations, where getting over 100% performance is possible, as in Note 1.

Note 3: The total weighting for Parts (Normal Rating scale for use in target ed) = 80%, while the last Scorecard Part is 20%. Total = 100%.

DIRECTOR MUNICIPAL DEVELOPMENT & TOWN PLANNING

PART E: COMPETENCE – BASED INDIVIDUAL DEVELOPMENT PLAN – WEIGHTING OF 20 %

This Part of the Performance Agreement is about the development of the employee. Development here has been divided into three aspects in order to meet all the employee work and personal development needs as provided for by the Skills development legislation of South Africa. The focus is on ensuring every employee develops and grows every year since job demands and the broader environment is constantly changing.

The competence development in this Part E has been made measurable to stop the habit of employees always listing competence areas which they have no intention of pursuing and accomplishing. Alternately, even after they go all the way to accomplish these competences, the organisation seems to be oblivious of this accomplishment. Further, because inconsequential prioritisation given to this aspect of Individual Development Plans (DPs) managers will often take staff of their planned development routes already agreed and co-signed by both parties at will. This Part E is meant to change that culture, shifting the acquisition to be as important an performance achievement as achieving any other targets.

A previous skills audit against competence area agreed between the employee and his/her manager is assumed. If there has been no formal skills audit done, anecdotal self and manager performance-based audits will have to be used to initiate the process of finding meaningful baselines).

The following assumptions are important to fulfil, namely;

1. For the employee's Manager to;

- o Provide all resources (time, money, transport etc.) to afford the employee the desired development
- o To subsequently look out for new work challenges that will use as much of the employee's new competences
- o To ensure that the competences desired and pursued by all employees in her / his Business unit comply with the municipal Workplace Skills Development Plan (WSP)
- o To ensure that this Part E is appropriately scored and corrective action taken just like all other sections of the Performance Scorecard. Similarly that it is given its due weighting in calculating the overall performance rating of the employee.

2. For the employee to;

- o Complete all agreed training and development to the required competence levels
- o Push for and enjoy implementing the newly acquired competences rather than let them die off
- o Ensure that they take the planning and scoring of this Part E of the Scorecard as seriously as all other parts or else suffer the pain of being rated lowly in this area.

3. Below is the rating scale used to determine and calibrate competence targets

The rating scale used here is based on the same tool used for Executives Psychometric Assessments which every exec has.
C1= Competence Level = basic, i.e. below what employee needs to do her/his own work
C2 = Competence level = Competent, that is just enough for employee to perform own tasks well
C3 = Competence level = Competence Level = Advanced, exceeds what is required for just self. It is at the expert / consultant level.
C4 = Competence Level = Outstanding / Excellent, beyond just own job profile needs.
Final Performance Scoring: Rating at Year end
Did not even start process = Rating of 1
Achieved below C 1 = Rating 1
Below Basic = Rating score of 2
Competent Level = Rating Score 3
Advanced Level = Rating Score 4
Superior Level = Rating Score 5

0

Name of Employee: Sandile Chaphi

Current Job Role / Title: Director Development and Town Planning

Name of Cluster / Department Where Employed: Municipal Development and Town Planning

Period Covered by this Part B of the Employee's Performance Plan: 1st July, 2022 to 30th June 2023

Section 1: Job Specific Personal Development – 0% of Part E for this financial year (unless agreed to by MM it is deemed there is a job competence gap. For now take it as N/A). This section would be related to Directorate's Core Functions in Part B of the Scorecard;

| Number and Name of Identified Competence | KPI | Weighting of the KPI / Competence | Baseline (Current Competence Profile level e.g. Basic) | Targeted Competence Level (Tick one of these two possible C levels) | | Budget to achieve this competence | Method to be used to acquire this competence | Means of Evidence Verification (MoVs) | Assessment of Competence Achievement / Individual Dev Levels Attained | | | | |
|--|--|-----------------------------------|--|---|----------|-----------------------------------|--|---------------------------------------|---|--------|-----------|---------------------------------------|--|
| | | | | Competent | Advanced | | | | Planned Target | Actual | Deviation | Rating score for Performance Purposes | |
| 1. Advance Excel | % level of competence on the 5 level scale listed in the | | | | | | | | | | | | |

Section 2: General Managerial / Employee Personal Development – 100% of Part E for Year 2022/23

| Number and Name of Identified Competence | KPI | Weighting of the KPI / Competence | Baseline (Current Competence Profile level e.g. Competent Level) | Targeted Competence Level (Tick one of these two possible C levels) | | Budget to achieve this competence | Method to be used to acquire this competence | Means of Evidence Verification (MoVs) | Assessment of Competence Achievement / Individual Dev Levels Attained | | | |
|--|-----|-----------------------------------|--|---|----------|-----------------------------------|--|---------------------------------------|---|--------|---|--|
| | | | | Competent Level | Advanced | | | | Planned Target | Actual | Deviation from target (reflected at financial year end) | Rating score for Performance Purposes (at year year end) |
| 2.1 Change Management | | 50.00% | Basic | Competent | - | | | Certificates of completion | Competent | Basic | | |
| 2.2 Strategic Management | | 50.00% | Basic | Competent | - | | | | Competent | Basic | | |
| Sub -Total: Section 2 | | 100% | | | | | | | | | | |

Employee's Name:

Employee Signature

Date of Signing:

Supervising Manager's Name and Title:

Supervisors Signature

Date of Signing:

Corporate Services Performance Mgt Unit Witness's Name (Representing Performance Mgt Office):

Witness's Signature

Date of Signing