

PERFORMANCE AGREEMENT

For Section 57 Employees

MADE AND ENTERED INTO BY AND BETWEEN:

THE WEST RAND DISTRICT MUNICIPALITY,

AS REPRESENTED BY:

H.H. HILD

EXECUTIVE MAYOR

AND

M.E KOLOI

MUNICIPAL MANAGER

FOR THE

FINANCIAL YEAR: 1 JULY 2022 TO 30 JUNE 2023

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ENTERED INTO BY AND BETWEEN:

The West Rand District Municipality herein represented by H.H. Hild in his capacity as Executive Mayor (hereinafter referred to as the Employer or Supervisor)

And

M.E Koloi as Employee of the Municipality (hereinafter referred to as the Employee)

WHEREBY IT IS AGREED AS FOLLOWS:

INTRODUCTION 1.

The Employer has entered into a contract of employment with the Employee in terms of section 57(1) (a) of the Local Government: Municipal System act 32 of 2000 ("the system act") The Employer and the Employee are hereinafter to as "the parties";

- Section 57(1) (b) of the System Act, read with the contract of 1.2 Employment concluded between the parties, requires the parties to conclude an annual performance agreement;
- The parties wish to ensure that they are clear about the goals to be 1.3 achieved, and secure the commitment of the Employee to a set of outcomes that will secure Local government policy goals; and
- The parties wish to ensure that there is compliance with Section 57(4A), 1.4 57(4B) and 57(5) of the System Act.

PURPPOSE OF THIS AGREEMENT 2.

The purpose of this Agreement is to-

Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the 2.1 Act as well as the employment contract entered into between the parties;

- Specify the strategic goals, performance outcomes, outputs and 2.2 targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of Municipality;
- Specify accountabilities as set out in the performance plan, which 2.3 forms an annexure to the performance agreement;
- Monitor and measure performance against set targeted outcomes and 2.4 outputs;
- Use the performance agreement as the basis for assessing whether the 2.5 employee has met the performance expectations applicable to his job,
- In the event of outstanding performance, to appropriately reward the 2.6 employee; and
- 2.7 Give effect to the employer's commitment to a performance-oriented relationship with its employee in attaining equitable and improved service delivery.

3. COMMENCEMENTS AND DURATION

- This agreement will commence on 01 July 2022 and will remain in force 3.1 until 30 June 2023 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- The parties will review the provisions of this Agreement during June 3.2 each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive Financial year.
- This Agreement will terminate on the termination of the Employee's 3.3 contract of employment for any reason.

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- 3.4 The content of this Agreement may be revised at any time during the above mentioned period to determine the applicability of the matters agreed upon.
- 3.4.1 The Employer will be entitled to review and make reasonable changes to the provisions of the agreement (Annexure "A") from time to time for operational reasons. The Employee will be fully consulted before any such change is made and be allowed to make any submission in that regard.
- 3.4.2 The employer may amend the provisions of this agreement (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 and be allowed to make any submissions in that regard.
- 3.5 If at any time during the validity of this agreement the work environment alters (whether as a results of government or council decision or otherwise) to the extent that the contents of this agreement are no longer appropriate, the contents shall immediately be revised through consultation by both parties.

4 PERFORMANCE OBJECTIVES:

- 4.1 The Performance Plan (Annexure A) sets out-
- 4.1.1 The strategic goals, outcomes, outputs and targets that must be met by the **Employer**; and
- 4.1.2 The time frames within which those performance strategic goals, outcomes, outputs and targets must be met.
- The strategic goals, outcomes, outputs and targets reflected in ANNEXTURE A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, adjusted Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives, key performance indicators; targets dates and weightings.

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- 4.2.1 The key strategic goals describe the main tasks that need to be done.
- 4.2.2 The key performance indicators provide the details of the evidence that must be provided to show that the key strategic goals have been achieved.
- 4.2.3 The targets dates describe the timeframe in which the work must be achieved.
- 4.2.4 The weightings show the relative importance of the key performance areas (strategic goals) to each other.
- 4.3 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 SYSTEMS

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the Employer, management and Municipal staff of the Employer.
- The **Employer** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standard to assist the **Employer**, management and municipal staff to perform to the standard required.
- 5.3 The **Employer** will consult the **Employee** about a specific performance standard that will be included in the performance management system as applicable to the employee.
- The **Employee** undertakes to actively focus towards the promotion and implementation of the KPA's (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, both of which shall be contained in the performance Agreement.

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- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to both the key Performance Areas (KPA's) and the core competency requirements (CCR's) respectively. However, It should be further noted that, the 80% weighting of the KPA's, may also incorporate the Job Description Key Performance Areas (JDKPA's), which must weigh less (minority weighting) than the actual KPA's.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPA's (and JDKPA's where applicable) covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment (KPA's and CCRs weightings are also attached as part of **Annexure A** of the Performance Plan).
- of the outputs/outcomes (performance indicators) identified as per attached Performance (Annexure A), which are linked to the KPAs, and will constitute 80% of the overall assessment results as per the weightings agreed to between the Employer and Employee:

KEY PERF	ORMANCE AREAS (KP	A's) WEIGHTIN	G
KPA's	ABSOLUTE WEIGHTING	WEIGHTED AVERAGE	CONSOLIDATED KPA WEIGHTING
	Refer to Annexure	Ā	

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional areas of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (v) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are

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compulsory for Municipal Manager and Managers directly accountable to the Municipal Manager.

CORE COMPETENCY REQUIREMETS CCR WEIGHTINGS

Refer to Annexure A

6 EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out-
- 6.1.1 The standard 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 **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The Annual performance appraisal will involve:
- 6.5.1 Assessment of the achievement of results as outlined in the performance plan:
 - (a) Each KPA (and JDKPA where applicable) should be assessed according to the extent to which the specified standard or performance indicators have been met and with due regard to ad-hoc tasks that had to be performed under the KPA.
 - (b) An indicative rating on the five-point scale should be provided for each KPA (and JDKPA where applicable).

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(c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- An indicative rating on the five-point scale should be provided (b) for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.3) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall Rating

An overall rating is calculated by using the applicable assessment rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the Employee will be based on 6.6 the following rating scale for KPA's and CCRs:

Level	Classification	Definition
Level	Unacceptable performance	Performance does not meet the standard performance expected for the job. The review/assessment indicates that the 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. 0%-69%
		Performance is below the standard required for the
		job in key areas. Performance meets some of the

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2	Performance not fully effective	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. 70% to 99%.
3	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. 100% to 129%.
4	Performance significantly above expectations	Performance is significantly higher than the standards 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. 130% to 149%.
5	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. Equal to or above 150%.

- For the purpose of evaluating the annual performance of the Municipal 6.7 Manager, an evaluation panel constituted of the following persons must be established-
- 6.7.1 Executive Mayor
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Ward Committee Member on a rotational basis where applicable;
- 6.7.4 Member of the mayoral committee; and

6.7.4 Mayor and/or Municipal Manager from another Municipality.

7. SCHEDULE FOR PERFORMANCE REVIEWS

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

First quarter - July – September 2022

Second quarter - October – December 2022

Third quarter - January – March 2023

Fourth quarter - April – June 2023

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment.

- 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 provision of Annexure "A" from time to time for operational reasons The Employee will be fully consulted before any such change is made.
- 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 part of **Annexure A.**

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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 **Employer**;
 - 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. CONSULTATIONS

- 10.1 The Employer agrees to consult the **Employee** timeously where the exercising of the 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 decision taken pursuant to the exercise of powers

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contemplated in 10.1 as soon as is practicable to enable the Employees to take any necessary action without delay.

11. MANAGEMENT OF EVALUATIONS OUTCOMES

- 11.1 The evaluations of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance.
- 11.3 In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator, provided that-
 - (a) A score of 130 % to 149% is awarded a performance bonus ranging from 5% to 9%, and
 - (b) A score of 150% and above is awarded a performance bonus ranging from 10% to 14%.
- 11.4 In the case of unacceptable performance, the **Employer** shall-
 - 11.4.1 Provide systematic remedial or developmental support to assist the **Employee** to improve his performance; and
 - 11.4.2 After appropriate performance counselling and having provided the necessary guidance and /or support as well as reasonable time for improvements in performance, the Employer may consider steps to subject the Employee to Disciplinary processes in line with the Disciplinary Regulations for Senior Managers.

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12. DISPUTE RESOLUTION

- Any dispute about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by-
 - 12.1.1 The MEC for Local Government in the Province within thirty (30) days of receipt of a formal dispute from the Employee; or
 - 12.1.2 Any other person appointed by the MEC
- 12.2 In the event the mediation process contemplated above fails, the clause that deals with disputes resolution in the contract of employee shall apply

13. GENERAL

- 13.1 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.**
- 13.2 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.
- 13.3 The performance assessment results of the Municipal Manager must be submitted to the MEC responsibilities for local government in the relevant Province as well as the National minister responsible for local government, within fourteen (14) days after the conclusion of the performance assessment.

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14. COMMITMENT OF THE SENIOR MANAGEMENT MANAGERS REPORTING DIRECTLY TO THE ACTING MUNICIPAL MANAGER

The Senior Management Team (SMT) directly accountable to the Municipal Manager hereby makes this commitment to support the Municipal Manager, M.E. Koloi to achieve his outcomes, outputs and targets as set out in his performance plan (Annexure A) of this performance agreement. The SMT understand that his targets are impossible to achieve without their full support and co-operation. Therefore, the SMT make this pledge that, both their individual and collective responsibilities towards the attainment of the set targets will be highly indispensable.



N.H.J. KAHTS, Acting Executive Manager: Public Safety

Maker

M.M. DAKA, Executive Manager: Health and Social Development

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A.Z. MPHAPHULI, Executive Manager: Regional Planning and Re-Industrialisation

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M.G. MAGOLE, Executive Manager: Corporate Services

L S RAMAELE, Chief Financial Officer



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15. APPROVAL BY EMPLOYER AND EMPLOYEE

The process followed ensures individual alignment to the strategic goals of the institution and gives clear direction on what needs to be achieved through a self-directed approach to execute on the outcomes, to build sound relationships, to develop human capital and to strengthen the organisation through excellent performance. This plan has been derived from intense work shopping and performance process mapping sessions to ensure integration, motivation and self-direction. The employer and employee both have responsibilities and accountabilities in getting value from this plan. Neither party can succeed without the support of the other.

Undertaking of the employer

On behalf of my organisation, I undertake to ensure that a work environment conducive for excellent employee performance established is maintained. As such, I undertake to lead to the best of my ability, communicate comprehensively, and empower managers and employees. Employees will have access to ongoing learning, will be coached, and will clearly understand what is expected of them. I herewith approve this Performance Plan.

Undertaking of the employee

I herewith confirm that I understand the strategic importance of my position within the broader organisation. furthermore confirm that I understand the purpose of my position, as well as the criteria on which my performance will be twice annually evaluated (formal evaluations that take place during midterm and year-end). As such, I therefore commit to do my utmost to live up to these expectations and to serve the organisation, mγ superiors, colleagues and the community with loyalty, integrity and enthusiasm at all times. I hereby confirm and accept the conditions to this plan.

Date: 30/06/2022

M. E KOLOI

MUNICIPAL MANAGER

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AS WITNESS:

Date: 30/06/2022

H.H. HILD

EXECUTIVE MAYOR

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SCHEDULE 2

CODE OF CONDUCT FOR MUNICIPAL STAFF MEMBERS

- 1. Definitions In this Schedule "partner" means a person who permanently lives with another person in a manner as if married.
- 2. General conduct —A staff member of a municipality must at all times—
 - (a) loyally execute the lawful policies of the municipal council;
 - (b) perform the functions of office in good faith, diligently, honestly and in a transparent manner;
 - (c) act in such a way that the spirit, purport and objects of section 50 are promoted;
 - (d) act in the best interest of the municipality and in such a way that the credibility and integrity of the municipality are not compromised; and
 - (e) act impartially and treat all people, including other staff members, equally without favour or prejudice.
- 3. Commitment to serving the public interest.—A staff member of a municipality is a public servant in a developmental local system, and must accordingly—
 - (a) Implement the provisions of section 50 (2);
 - (b) Foster a culture of commitment to serving the public and a collective sense of responsibility for performance in terms of standards and targets;
 - (c) Promote and seek to implement the basic values and principles of public administration described in section 195 (1) of the Constitution;
 - (d) obtain copies of or information about the municipality's integrated development plan, and as far as possible within the ambit of the staff member's job description, seek to implement the objectives set out in the integrated development plan, and achieve the performance targets set for each performance indicator; and
 - (e) Participate in the overall performance management system for the municipality, as well as the staff member's individual performance appraisal and reward system, if such exists, in order to maximise the ability of the municipality as a whole to achieve its objectives and improve the quality of life of its residents.

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- 4. Personal gain —
- (1) A staff member of a municipality may not—
 - (a) use the position or privileges of a staff member, or confidential information obtained as a staff member, for private gain or to improperly benefit another person; or
 - (b) take a decision on behalf of the municipality concerning a matter in which that staff member, or that staff member's spouse, partner or business associate, has a direct or indirect personal or private business interest.
- (2) Except with the prior consent of the council of a municipality a staff member of the municipality may not—
 - (a) be a party to a contract for—
 - (i) the provision of goods or services to the municipality; or
 - (ii) the performance of any work for the municipality otherwise than as a staff member;
 - (b) obtain a financial interest in any business of the municipality; or
 - (c) be engaged in any business, trade or profession other than the work of the municipality.
- 5. Disclosure of benefits.—
- (1) A staff member of a municipality who, or whose spouse, partner, business associate or close family member, acquired or stands to acquire any direct benefit from a contract concluded with the municipality, must disclose in writing full particulars of the benefit to the council.
- (2) This item does not apply to a benefit which a staff member, or a spouse, partner, business associate or close family member, has or acquires in common with all other residents of the municipality.
- 6. Unauthorised disclosure of information.—
- (1) A staff member of a municipality may not without permission disclose any privileged or confidential information obtained as a staff member of the municipality to an unauthorised person
- (2) For the purpose of this item "privileged or confidential information" includes any information—

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- (a) determined by the municipal council or any structure or functionary of the municipality to be privileged or confidential;
- (b) discussed in closed session by the council or a committee of the council;
- (c) disclosure of which would violate a person's right to privacy; or
- (d) declared to be privileged, confidential or secret in terms of any law.
- (3) This item does not derogate from a person's right of access to information in terms of national legislation.
- 7. Undue influence.—A staff member of a municipality may not—
 - (a) unduly influence or attempt to influence the council of the municipality, or a structure or functionary of the council, or a councillor, with a view to obtaining any appointment, promotion, privilege, advantage or benefit, or for a family member, friend or associate;
 - (b) mislead or attempt to mislead the council, or a structure or functionary of the council, in its consideration of any matter; or
 - (c) be involved in a business venture with a councillor without the prior written consent of the council of the municipality.
- 8. Rewards, gifts and favours.—
- (1) A staff member of a municipality may not request, solicit or accept any reward, gift or favour for
 - (a) persuading the council of the municipality, or any structure or functionary of the council, with regard to the exercise of any power or the performance of any duty;
 - (b) making a representation to the council, or any structure or functionary of the council;
 - (c) disclosing any privileged or confidential information; or
 - (d) doing or not doing anything within that staff member's powers or duties.
- (2) A staff member must without delay report to a superior official or to the speaker of the council any offer which, if accepted by the staff member, would constitute a breach of sub item (1).
- 9. Council property.—A staff member of a municipality may not use, take, acquire, or benefit from any property or asset owned, controlled or managed by the municipality to which that staff member has no right.

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- Payment of arrears.—A staff member of a municipality may not be in arrears to the municipality for rates and service charges for a period longer than 3 months, and a municipality may deduct any outstanding amounts from a staff member's salary after this period.
- 11. Participation in elections.—A staff member of a municipality may not participate in an election of the council of the municipality, other than in an official capacity or pursuant to any constitutional right.
- Sexual harassment.—A staff member of a municipality may not embark on any action amounting to sexual harassment.
- 13. Reporting duty of staff members.—Whenever a staff member of a municipality has reasonable grounds for believing that there has been a breach of this Code, the staff member must without delay report the matter to a superior officer or to the speaker of the council.
- 14. Breaches of Code.—Breaches of this Code must be dealt with in terms of the disciplinary procedures of the municipality envisaged in section 67 (1) (h) of this Act.

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PERFORMANCE	ANCE PLAN 2022 / 2023
Municipality / Region West Rand District Municipality	Employee Name M.E Koloi
Post Title	Job Level grants of the Strategies of the Control o
Post Identification Number PN001	Cell phone Number 083 267 6601
Performance Period 01 July 2022 to 30 June 2023	Office Number 011 411 5021
Department Office of the Municipal Manager	Division State of the In/a
Line Manager Executive Mayor WRDM	Section Section 1/a

PRE-AMBLE OF THE PERFORMANCE PLAN

The pre-amble and context to the Performance Plan is outlined in this section:

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 System Act 32 of 2000 (the Systems Act). The Employer and the Employee are hereinafter referred to as the Parties

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 secure local government policy goals. 3. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, required the parties to conclude an annual performance agreement.

d. The Parties wish to ensure that there is compliance with Section 57 4(a), 57 4(b) and 57 (5) of the Systems Act.

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and the second s	NDP Chapter 4: Economic Infrastructure (O1)	9. A responsive, accountable, effective and efficient local government system (O1)	
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Part 1: SDBIP	IDP Chapter	tional Outcome	
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National Outcome 9. A responsive, accountable, effective and efficient local government system (O1) 1. Put People & Their Concerns First: Listen and Communicate (O1) (O1) 2. Decisive spatial transformation 3. Accelerating social transformation of the State and governance 7. Modernisation of human settlements and urban development 8. Modernisation of public transport and other infrastructure 10. Taking a lead in Africa's new industrial revolution.
Strategic Goals Control of the Control of Regional planning and economic goal (O1)

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	Sanitation, Affordable Clean Energy and Industry, Innovation and Infrastructure	Base Annual
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KPA 1: Basic Servic	Clean water and Sa	
KPA 1	Clean	
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Key Pe	Priority	

Planning Level	Planning Statement	Indicator	Weighting	Evidence	JOM	Base line	Base Annual Q1 Q2 Q3 Q4 line Target	था	0,5	03	Q4
		Mushar of Multi Dissocre		Ouertedy reports / Dhotes /	Target Number 4.00	4.00	4.00	1	1	1	1
Outcome	Improve accessibility to, and linkage between, Centre (MPSC) constructed/built	Centre (MPSC) constructed/built	15	Expenditure reports / Q4 - Close- Capital Capex	Capital Capex			0	0	0	0
	previously disadvantaged areas	through NDPG funding		up report	Operating N/A			0	0	0	0
NDP Chapter		NDP Chapter 14: Promoting accountability and fighting corruption (O2)	accountabilit	by and fighting corruption (O	2)						
National Outcome		9. A responsive, accountable, effective and efficient local government system (O2)	effective an	d efficient local government	system (O2)						
Back to Basics		3. Good Governance & Sound Administration (O2)	d Administra	ıtion (O2)							

|4. Transformation of the State and governance (O2)

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Provincial 10 Pillars

Strategic Goals		Sustainable Governance for Local Communities (O2)	ocal Comm	unities (O2)							
Key Performance Area	Area (1907) The Control of the Contr	Good Governance and Public	. Participation (O2	ท (O2)							
Priority		Accountable Municipal Admir	nistration an	nistration and End Corruption in all forms	S						
Planning Level	Planning Statement	Indicator	Weighting	Evidence	Mon	Base line	Annual Target	5	7	80	\$
2	Implement initiatives to ensure identified and	Number of reports (4) on	L	Q1- Q4: Quarterly Status report of initiatives implemented to	Target Number	0.00	4.00	- C	- c	- c	- 0
,	Administration within the West Rand Region	Municipal Administration	n	enable Accountable Municipal Administration	Operating Opex				0	0	0
NDP Chapter		NDP Chapter 13: Building a capable state (O3)	apable state	(03)							
National Outcome		5. A skilled and capable workf	orce to	support an inclusive growth path (O3)	h (O3)						
Back to Basics		3. Good Governance & Sound Administration (O3)	d Administra	ıtion (O3)							
Provincial 10 Pillars		4. Transformation of the State and governance (O3)	e and goverr	nance (O3)							
Strategic Goals		Ensure a Skilled, Capacitated,		Competent and Motivated West Rand Workforce (O3)	Vorkforce (O3)						
Key Performance Area	Area	KPA 4: Institutional Transform	nation & Org	lation & Organisational Development (O3)	13)						
Priority		Safe working environment									
Planning Level	Planning Statement	Indicator	Weighting	Evidence	MON	Base	Annual Target	10	02	60	\$
		Musedon (1) of Incidit Holos			Target Number	New target	1.00	0	-	0	ķ
Outcome	To build a capable workforce	Audit conducted	ഹ	Skills Audit Report	Capital N/A			0	0	0	0
					Operating Opex			0	0	0	0
	odi oj oditelitaj ledojiteljanao o especije oj	loopiesiaspa (1) admily		Signed off Organisational	Target Number	New target	1.00	0	1	0	
Outcome	to revise the Organisational Structure in line with the IDP	Structure reviewed	'n	Structure	Capital N/A			0	0	0	0
					Operating Opex			0	0	0	0
					Target Number	4.00	4.00	_	_	-	-
Outcome	To maintain a conducive work environment	Number (4) of OHS Report	2	Occupational Health and Safety Compiled Report	Capital N/A			0	0	0	0
					Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 14: Promoting a		ccountability and fighting corruption (O4)	74)						
National Outcome		9. A responsive, accountable,	effective and	d efficient local government system (O4)	system (O4)						
Back to Basics		3. Good Governance & Sound Administration (O4)	d Administra	ition (O4)							
Provincial 10 Pillars		4. Transformation of the State and governance (O4)	e and goverr	nance (O4)							
Strategic Goals		Sustainable Governance for Local Communities (O4)	ocal Comm	unities (O4)							
Key Performance Area	Area	Good Governance and Public	Participation (04)	n (O4)							
Priority		Accountable Municipal Admi		nistration and End Corruption in all forms	S				١		
Planning Level	Planning Statement	Indicator	Weighting	Evidence	MON	Base	Annual	ō	8	89	\$
						2	ומואני				



					Target Number	100.00	100	0	C	-	C
	1		L	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	Capital M/A	2	2	, c	, ,	- -	,
Outcome	Ethical Administration and Good Governance	Committee Reports compiled	٠	Q3: Audit Committee Report	Capital N/A			0	>	>	>
	A CONTRACTOR OF THE CONTRACTOR				Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 12: Building Safer Communities (O5)	fer Commur	nities (O5)							
National Outcome		1.All the people on South Africa are and feel safe(O5)	rica are and	feel safe(O5)							
Back to Basics		1.Putting people and their concerns first: Public participation (O5)	oncerns first	: Public participation (O5)							•
Provincial 10 Pillars		6. Modernisation of the public service and the state (O5)	ic service an	nd the state (O5)				:			
Strategic Goals		Public Safety (O5)									
Key Performance Area	Area	Service delivery development	t (05)								
Priority		Peace, Justice and Strong Institutions and be tough on crime	titutions an	d be tough on crime							
Planning Level	Planning Statement	Indicator	Weighting	Evidence	WON	Base line	Annual Target	ιδ	02	63	94
	Peaceful and Safe Living Environment and to	Number (4) of renorts developed		Ouarterly Status reports on the	Target Number	4.00	4.00	-	-	-	-
Outcome	ensure that people of the West Rand are		5	monitoring and implementation	Capital N/A			0	0	0	0
	feeling safe	the Regional Safety Plan		of the Regional Safety plan	Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 9: Improving Education, innovation and training (O6)	ducation, inr	novation and training (06)							
National Outcome		1. Improved quality of basic Education (OG)	Education (C	(9)							
Back to Basics		2. Deliver municipal services to the right quality and standard (O6)	to the right	quality and standard (06)							
Provincial 10 Pillars		6. Modernisation of the public service and the state (O6)	ic service an	nd the state (O6)							•
Strategic Goals		Health & Social Developmer	it: Long and	Health & Social Development: Long and healthy life for all socially integrated communities (O6)	tegrated commu	nities (O	(9)				
Key Performance Area	Area Services Services	3. Service Delivery and infrastructure development (O6)	tructure dev	velopment (O6)							
Priority		Quality Education									·
Planning Level	Planning Statement	Indicator	Weighting	Evidence	MOU	Base	Annual Target	9	05	03	9
		Number of renort compiled on			Target Number	4.00	4.00	1	1	1	-
Outcome	Improved Health Education in learning centres	health education in learning	5	Quarterly reports compiled	Capital N/A			0	0	0	0
		centres			Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 10: Promoting h	health (O7)								
National Outcome		2. A long and healthy life for all (O7)	all (07)								
Back to Basics		1. Put people and their concerns first - listen & communicate (O7)	erns first – li	sten & communicate (07)							
Provincial 10 Pillars		3. Accelerating transformation 4. Modernisation of the public service and the state (O7)	ın 4. Moderr	nisation of the public service	and the state (C	(7)					
Strategic Goals		2. Health and Social Development (O7)	ment (07)								
Key Performance Area	Area	3. Service Delivery and infrastructure development (O7)	tructure dev	velopment (O7)							
Priority	(1) (1) (1) (1) (1) (1) (1) (1) (1) (1)	Good Health and Wellbeing	/ Health Cor	Health Communities							
Planning Level	Planning Statement	Indicator	Weighting	Evidence	MON	Base line	Annual Target	9	7	63	04
Outcome			5	Quarterly report compiled	Target Number	4.00	4.00	1	1	/ -	,
	1100										

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	Facilitated environment conducive to Healthy				Capital N/A			0	0	0	0
	Communities	monitoring reports compiled			Operating Opex			0	0	0	0
					Target Number	4.00	4.00	1	-	-	-
Outcome	Facilitated environment conducive to Healthy	Number of health surveillance	ហ	Quarterly report compiled	Capital N/A	•		0	0	0	0
		nalidition eriodar			Operating Opex			0	0	0	0
					Target Number	4.00	4.00	1	1	Yere.	1
Outcome	Facilitated environment conducive to Healthy		2	Quarterly report compiled	Capital N/A		,	0	0	0	0
	COILINGTHES	programmes complied			Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 5: Transitioning	to a Low Ca	to a Low Carbon Economy (O8)				:			
National Outcome		10. Environmental Assets and		Natural Resources that are well protected and continually enhanced (O8)	ed and continua	ally enha	1ced (O8)				
Back to Basics		2. Deliver municipal services to the right quality & standards (O8)	o the right q	quality & standards (O8)							
Provincial 10 Pillars		5. Modernisation of the Economy 2. Decisive Spatial Transformation (O8)	omy 2. Decis	ive Spatial Transformation	(08)						
Strategic Goals		Health and Social Development (O8)	nt (08)								
Key Performance Area	Area	Good Governance and Inter Governmental Relations (O8)	overnmenta	al Relations (O8)							
Priority	大学の大学の大学の大学の大学の大学の大学の大学の大学の大学の大学の大学の大学の大	Affordable clean energy and	ndustry, Inn	ndustry, Innovation and Infrastructure							
Planning Level	Planning Statement	Indicator	Neighting	Evidence	МОМ	Base	Annual Target	٥٦	07	63	42
		Milmbar of raports on integrated			Target Number	4.00	4.00	1	1	1	-
Outcome	Ensured safe environment and clean air for	environmental and air quality	15	Quarterly reports	Capital N/A			0	0	0	0
	are community in the west rails	activities conducted			Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 8: Human Settlements (O9)	ments (09)								
National Outcome		9. A responsive, accountable,	effective and	effective and efficient local government system (09)	t system (09)						
Back to Basics		2. Deliver Municipal Services t	to Right Qua	to Right Quality & Standard (09)							
Provincial 10 Pillars		7. Modernisation of human settlements and urban development (O9)	ettlements ar	nd urban development (O9)	(
Strategic Goals		Regional planning and economic goal (09)	mic goal (09	(6							
Key Performance Area	Area	9. A responsive, accountable,	effective and	effective and efficient local government system (O9)	t system (O9)						
Priority		Reduce inequality									
Planning Level	Planning Statement	Indicator	Weighting	Evidence	MOO	Base	Annual Target	٥	75	8	\$
		Number of Annual report			TargetNumber	1.00	1.00	0	0	0	-
Outcome	Build Spatially Integrated Communities	compiled on Spatial Integration	ις	Annual Report on Spatial	CapitalN/A			0	0	0	0
		of communities		megradon oi coninuandes	OperatingOpex			0	0	0	0
NDP Chapter		NDP Chapter 10: Promoting h	nealth (O10)					ı			
National Outcome		2. A long and healthy life for all (O10)	all (O10)		1						
Back to Basics		1. Put people and their concerns first - listen & communicate (O10)	rns first - list	ten & communicate (O10)							
Provincial 10 Pillars		3. Accelerating transformation 4. Modernisation of the public service and the state (O10)	א ל. Moderni	isation of the public service	and the state (C	010)					_
		9									

Strategic Goals		Health & Social Development: Long and healthy life for all socially integrated communities (O10)	t: Long and I	healthy life for all socially ir	ntegrated comm	unities (O	10)				
Key Performance Area		3. Service Delivery and infrastructure development (O10)	tructure deve	elopment (O10)							
Priority		Gender equality, Reduce Inequality and Sustainable Communities	quality and S	ustainable Communities					•		
Planning Level	Planning Statement	Indicator	Weighting	Evidence	ПОМ	Base	Annual Target	01	Q2	03	04
		Nimber of reports on healthy			Target Number	New target	4.00	1.0	1.0	1.0	1.0
Outcome	Improved Healthy Lifestyles	lifestyle programmes compiled	ıΛ	Quarterly report compiled	Capital N/A			0	0	0	0
					Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 3: Economy and	d Employment (O11)	nt (O11)							•
National Outcome		4. Decent employment through inclusive economic growth (O11)	gh inclusive	economic growth (O11)	·						
Back to Basics		1. Put People & Their Concerns First: Listen and Communicate (O11)	ns First: Liste	en and Communicate (O11)					•		
Provincial 10 Pillars		3. Accelerating social transfor	rmation 4. Tr	Accelerating social transformation 4. Transformation of the State and governance (O11)	and governance	(011)					**************************************
Strategic Goals		Regional planning and economic goal (O11)	mic goal (O	11)							
Key Performance Area	Area	KPA 2: Local Economic Development (O11)	opment (01	1)							
Priority	かはから、 はないないない はない はない はっち	End / Reduce Poverty and Ensure Zero Hunger	sure Zero Hu	unger							
Planning Level	Planning Statement	Indicator	Weighting	Evidence	МОП	Base line	Annual Target	01	05	63	Q4
					Target Number	4.00	4.00	1	-	₽	Ţ
Outcome	Job Opportunities created	Number of job opportunities	'n	Quarterly report on job	Capital N/A			0	0	0	0
		רובשובת		opportunities dieated	Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 3: Economy and	d Employment (O12)	nt (O12)							
National Outcome		4. Decent employment through inclusive Economic growth (O12)	gh inclusive	Economic growth (O12)							
Back to Basics		2. Deliver Municipal Services to Right Quality & Standard (O12)	to Right Qua	ality & Standard (O12)							
Provincial 10 Pillars	2	1. Radical Economic transformation 3. Accelerating social transformation (O12)	nation 3. Aco	celerating social transforms	ation (O12)						
Strategic Goals		Regional planning and economic goal (O12)	mic goal (O	12)							
Key Performance Area	Area strongs of the state of th	KPA 2: Local Economic Development (O12)	opment (01)	2)							
Priority	京西田 はないない 出れる はんしん はい	Decent Work and Economic growth, Industry, Innovation and Infrastructure, Partnerships for Goals	growth, Indu	ıstry, Innovation and Infrast	ructure, Partners	hips for G	oals				
Planning Level	Planning Statement	Indicator	Weighting	Evidence	Mon	Base line	Annual Target	5	20	ဗိ	Q 4
		Nimbor (A) of roports			Target Number	4.00	4.00	1	1	1	1
Outcome	Facilitate an environment conducive to	on Economic development	٤n	Quarterly report on compiled	Capital N/A			0	0	0	0
		initiatives			Operating Opex			0	0	0	0
NDP Chapter		NDP Chapter 14: Promoting a	accountabilit	rccountability and fighting corruption (O13)	013)						
National Outcome		9. A responsive, accountable,		effective and efficient local government system (O13)	it system (O13)						Ą
Back to Basics	から、安全のでは、 のでは、	3. Good Governance & Sound Administration (O13)	d Administra	ation (O13)							
Provincial 10 Pillars	51	4. Transformation of the State and governance (O13)	e and goverr	nance (O13)							3
			נ								

Particular Planning Statement CPA 4: Institutional Transformation & Organisational Development (O.13) Planning Statement CPA 4: Institutional Transformation Continue Continue Continue CPA 4: Institutional Transformation Continue CPA 4: Institutional Transformation CPA 5: In	Strategic Goals		5. Business Excellence within the West Rand Region (O13)	e West Ranc	1 Region (O13)							
Interest Weighting Evidence UOM Base Annual Target Q1 Q2	Key Performance	Area Charles Control	KPA 4 : Institutional Transforma	tion & Orga	inisational Development (013)						
disabor Weighting Evidence UOM Base Parget Annual Parget Qt QC reports on regional audit of state (O14) 5 traces with the complexed and efficient local government system (O14) 1.8 eponts on regional audit operating Opex 1.00 0 <t< th=""><th>Priority</th><th></th><th>End Corruption in all forms</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></t<>	Priority		End Corruption in all forms									
Target Number 1,00 1,00 1,00 0 0 0	Planning Level	Planning Statement		eighting	Evidence	100	Base	Annual Target	વ	02	03	\$
roughlighting a capable state (O14) sive, accountable, effective and efficient local government system (O14) vernance & Sound Administration plan report vernance & Sound Administration plan report vernance & Sound Administration (O14) vernance & Sound Administration plan report vernance & Sound Administration (O14) vernance & Sound Administration (O14) vernance & Sound Administration plan report vernance & Sound Control vernance & Sound Administration plan report vernance & Sound Control vernance & Sound Control vernance & Sound Administration plan report vernance & Sound Control vernance & Sound Administration plan report vernance & Sound Control vernance & Sound Administration plan report vernance & Sound Control vernance & Soun	Outcome	Robust Financial Administration	Number (1) of reports on regional audit status comoiled		1. Reports on regional audit status	Target Number Capital N/A	1.00	1.00	0	0	1 0	0
Partial Second Administration (O14) Second Ending a Capable state (O14) Permance & Sound Administration (O14) Conomic transformation & Decisive spatial transformation & Accelerating social transformation (O14) Excellence within the West Rand Region (O14) Untimed Transformation & Organisational Development (O14) Base Annual Annual Transformation & Organisational Development (O14) Indicator Weighting Evidence Operation of Transformation & Organisational Development (O14) Brandal Transformation & Organisational Permanentation plan report Evidence Strategy & Effective Human FRP Implementation plan report P Strategy & Restructuring of the P Strategy Strategy Weighting FRP Implementation plan report P Strategy Strategy Strategy Weighting FRP Implementation plan report P Strategy Strategy Strategy Strategy Weighting FRP Implementation plan report P Strategy Stra						Operating Opex			0	0	0	0
sive, accountable, effective and efficient local government system (O14) vernance & Sound Administration (O14) Colomic transformation 2. Decisive spatial transformation 3. Accelerating social transformation (O14) Excellence within the West Rand Region (O14) Beach Annual Transformation & Organisational Development (O14) genvironment dicator Weighting Evidence UOWN Base Annual Genvironment Annual Report with all annexures Capital N/A 0 0 0 22 compiled Fortategy 2. Organisational Fixed Implementation plan report P Strategy 2. Organisational Fixed Implementation plan report P Strategy 1: Strengthening Fixe Implementation plan report P Strategy 2. Improve Cash Flow Fixe Implementation plan report P Strategy 2: Improve Cash Flow Fixe Implementation plan report P Strategy 3: Improve Cash Flow Fixe Implementation plan report P Strategy 7: Improve Cash Flow Fixe Implementation plan report P Strategy 8: Improve Cash Flow Fixe Implementation plan report P Strategy 8: Improve Cash Flow Fixe Implementation plan report P Strategy 8: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9: Improve Cash Flow Fixe Implementation plan report P Strategy 9:	NDP Chapter		NDP Chapter 13: Building a cap	able state ((014)							
vernance & Sound Administration (O14) Excelented within the West Rand Region (O14) Excelence within the West Rand Region (O14) Utional Transformation & Organisational Development (O14) genvironment dicator Weighting Evidence UOW Base Annual Report with all annexures Capital NVA 0 0 0 22 compiled Strategy Corganisational RPP Implementation plan report P Strategy 1: Strengthening RPP Implementation plan report P Strategy 6: Restructuring of the P Strategy 8: Effective Human RPP Implementation plan report P Strategy 7: Infrastructuring of the P Strategy 8: Strategy 8: Strategy 6: Restructuring of the P Strategy 9: Strategy 8: Strategy 6: Restructuring of the P Strategy 8: Strategy 7: Improve Cash Flow RPP Implementation plan report P Strategy 7: Improve Financial Applementation plan report P Strategy 8: Improve Financial Applementation plan report P Strategy 7: Improve Financial Applementation plan report P Strategy 7: Improve Financial Applementation plan report P Strategy 8: Improve Financial Applementation Prove P Strategy 8: Improve P Strategy 8: Improve	National Outcom			fective and	efficient local government	t system (O14)						
Excellence within the West Rand Region (O14) utional Transformation & Organisational Development (O14) utional Transformation & Organisational Development (O14) utional Transformation & Organisational Development (O14) genvironment dicator Weighting Evidence U00M Base Annual Q1 Q2 Target Number 1.00 1.00 0 0 22 compiled Strategy Corganisational Evidence Capital N/A 0 0 0 22 compiled P Strategy Corganisational Evidence Evidence Capital N/A 0 0 0 23 compiled Strategy Corganisational Evidence Capital N/A 0 0 0 24 compiled Capital Report with all annexures Capital N/A 0 0 0 25 compiled Capital Report With all annexures Capital N/A 0 0 0 26 compiled Capital N/A 0 0 0 0 27 compiled Capital N/A 0 0 0 0 28 compiled Capital Report With all annexures Capital N/A 0 0 0 29 compiled Capital N/A 0 0 0 0 20 compiled Capital Report With all annexures Capital N/A 0 0 0 0 29 compiled Capital N/A 0 0 0 0 0 20 compiled Capital N/A 0 0 0 0 0 20 compiled Capital Report With all annexures Capital N/A 0 0 0 0 20 compiled Capital N/A 0 0 0 0 0 21 compiled Capital N/A 0 0 0 0 0 22 compiled Capital N/A 0 0 0 0 0 23 compiled Capital N/A 0 0 0 0 0 24 compiled Capital N/A 0 0 0 0 0 25 compiled Capital N/A 0 0 0 0 0 26 compiled Capital N/A 0 0 0 0 0 27 compiled Capital N/A 0 0 0 0 0 28 compiled Capital Report Ministructure and Rep Implementation plan report 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Back to Basics		Good Governance & Sound	Administratio	on (O14)							
Excellence within the West Rand Region (O14) utional Transformation & Organisational Development (O14) genvironment dicator Weighting Evidence Low Insert	Provincial 10 Pills	2	1. Radical economic transforma	tion 2. Decis	sive spatial transformation	3. Accelerating	social tra	ansformatic	on (014)			
utional Transformation & Organisational Development (O14) genvironment dicator Weighting Evidence UOM Inne Target Annual dicator Target Number 1.00 1.00 0 0 Target Number 1.00 1.00 0 0 Annual Report with all annexures Capital NVA 0 0 0 Operating Opex Capital NVA 0 0 0 Annual Report with all annexures Capital NVA 0 0 0 Evidence Evidence Frequency P Strategy 2: Organisational FRP Implementation plan report Quarterly P Strategy 4: Infrastructure and FRP Implementation plan report Quarterly P Strategy 7: Improve Cash Flow FRP Implementation plan report Quarterly P Strategy 7: Improve Cash Flow FRP Implementation plan report Quarterly P Strategy 7: Improve Financial Action and Control P Strategy 7: Improve Financial Action and Control Target Number Annual Responsible Page Page Page Page Page Page Page Pag	Strategic Goals		5. Business Excellence within the	e West Ranc	Region (O14)							E
gicator Weighting Evidence UOM Base Inneal Report Annual Report with all annexures Capital N/A Target Number 1.00 0	Key Performance	Area	KPA 4: Institutional Transformat	ion & Orgal	nisational Development (C	014)						
dicator Weighting Evidence UOM Base line Annual Target line Q1 Q2 22 compiled 5 Annual Report with all annexures Capital N/A 1.00 0	Priority		Safe working environment									
inal Annual Report 5 Annual Report with all annexures Capital N/A Operating Opex 1.00 1.00 0 0 22 compiled Capital N/A Operating Opex 0 0 0 24 compiled Capital N/A Operating Opex 0 0 0 0 25 compiled Capital N/A Operating Opex 0 0 0 0 26 compiled Capital N/A Operating Opex 0 0 0 0 0 27 compiled Capital N/A Operating Opex 0 0 0 0 0 0 28 compiled Capital N/A Operating Opex 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Planning Level		Indicator	eighting		Mon	Base	Annual Target	۵	0 5	03	2
Strategy 2: Organisational Petential Parameters Strategy 4: Infrastructure and remorts Fixed Annual Report with all annexures Capital N/A Operating Opex Operating O						Target Number	1.00	1.00	0	0	0	-
P Strategy 2: Organisational P Strategy 1: Strategy 3: Effective Human P Strategy 3: Effective Human P Strategy 3: Effective Human P Strategy 4: Infrastructure and report P Strategy 7: Improve Cash Flow P Strategy 7: Improve Financial	Outcome	Institutional Planning and Transformation			nual Report with all annexures				0	0	0	0
P Strategy 2: Organisational P Strategy 3: Effective Human P Strategy 1: Strengthening P Strategy 7: Improve Cash Flow P Strategy 7: Improve Financial ation and Control		•				Operating Opex			0	0	0	0
P Strategy 2: Organisational P Strategy 3: Effective Human				·		l						
Inplementation of RPP Strategy 2: Organisational Restructuring aution and Organisational Good Governance Evidence FRP Implementation of FRP Strategy 3: Effective Human Resource Management FRP Implementation plan report Governance FRP Implementation plan report Cuarterly Quarterly Quarterly Quarterly Quarterly Governance 1.Implementation of FRP Strategy 4: Infrastructure and Service Delivery Improvements Service Delivery Improvements Service Delivery Improvements (S. Restructuring of the Budget Limplementation of FRP Strategy 5: Improve Flancial Sustainability, Administration and Control FRP Implementation plan report Quarterly Quarterly Quarterly Quarterly Quarterly Guarterly Exp Implementation of FRP Strategy 5: Improve Flancial Sustainability, Administration and Control PRP Implementation plan report Quarterly Quarterly Quarterly Quarterly Quarterly Guarterly Strategy 5: Improve Flancial	PART 2: JDKPA	(Job Description Key Perform				100						
1.Implementation of FRP Strategy 2: Organisational Restructuring 2.Implementation of FRP Strategy 3: Effective Human Resource Management 1.Implementation of FRP Strategy 1: Strengthening Governance 1.Implementation of FRP Strategy 4: Infrastructure and Service Delivery Improvements 1.Implementation of FRP Strategy 7: Improve Cash Flow Management 2.Implementation of FRP Strategy 7: Improve Cash Flow Management 3.Implementation of FRP Strategy 7: Improve Financial Sustainability, Administration and Control	JDKPA Title	AdOf	(A Description	된	187		Fre	equency		<u> </u>	Weighting	
Restructuring 2.Implementation of FRP Strategy 3: Effective Human Resource Management 1.Implementation of FRP Strategy 4: Infrastructure and Service Delivery Improvements 1.Implementation of FRP Strategy 6: Restructuring of the Budget 2.Implementation of FRP Strategy 7: Improve Cash Flow Management 3.Implementation of FRP Strategy 7: Improve Cash Flow Anninistration and Control 5.Ustainability, Administration and Control		1.Impl	lementation of FRP Strategy 2: Organisation	leuc				Qui	arterly			
1.Implementation of FRP Strategy 1: Strengthening FRP Implementation plan report Governance 1.Implementation of FRP Strategy 4: Infrastructure and Service Delivery Improvements 1.Implementation of FRP Strategy 6: Restructuring of the Budget Budget Cash Flow Management 2.Implementation of FRP Strategy 7: Improve Cash Flow FRP Implementation of FRP Strategy 5: Improve Financial Sustainability, Administration and Control	Institutional Transform Development		tion of FRP Strategy 3: Effective agement		R Implementation plan report						30%	
1.Implementation of FRP Strategy 4: Infrastructure and Service Deliyery Improvements 1.Implementation of FRP Strategy 6: Restructuring of the Budget 2.Implementation of FRP Strategy 7: Improve Cash Flow Management 3.Implementation of FRP Strategy 5: Improve Financial Sustainability, Administration and Control	Public Participation an		lementation of FRP Strategy 1: Strengther nance		RP Implementation plan report			Qui	arterly		10%	
1.Implementation of FRP Strategy 6: Restructuring of the Budget 2.Implementation of FRP Strategy 7: Improve Cash Flow Management 3.Implementation of FRP Strategy 5: Improve Financial Sustainability, Administration and Control	Basic Service Delivery	1.Impl	lementation of FRP Strategy 4: Infrastructi e Deliyery Improvements		RP Implementation plan report			Qui	arterly		20%	i
Budget 2.Implementation of FRP Strategy 7: Improve Cash Flow Management 3.Implementation of FRP Strategy 5: Improve Financial Sustainability, Administration and Control		1.lmpl	lementation of FRP Strategy 6: Restructuri	ng of the				Qui	arterly			
	Financial Viability	Budge 2.Impl Mana 3.Impl Sustai	et lementation of FRP Strategy 7: Improve C. gement lementation of FRP Strategy 5: Improve Fi inability, Administration and Control		RP Implementation plan report	;			:		40%	
											#	

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PART 3: CORE COMPETENCIES			
Competency	Description	Weighting	
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.	15%	
Strategic Direction and Leadership	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. (Impact and Influence, Institutional Performance Management, Strategic Planning and Management, Organisational Awareness)	15%	
People Management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. (Human Capital Planning and Development, Diversity Management, Employee Relations Management, Negotiation and Dispute Management)	50%	
Change Leadership	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 (Change Vision and Strategy, Process Design and Improvement, Change Impact Monitoring and Evaluation)	10%	
Results and Quality Focus	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	20%	
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. (Budget Planning and Execution, Financial Strategy and Delivery, Financial Reporting and Monitoring)	50%	
PART 4: WEIGHTINGS			
4.1 Regional SDBIP Weightings		Absolute Weighting Weighted Average	e de
Regional Outcome 1 Number of Multi-Purpose Sports Ce	Number of Multi-Purpose Sports Centre (MPSC) constructed/built through NDPG funding	15	
Regional Outcome 2 Number of reports (4) on initiatives	Number of reports (4) on initiatives to enable Accountable Municipal Administration	5	
Number (1) of Institutional Skills Audit conducted	udit conducted	N	
Regional Outcome 3 Number (1) of Organisational Structure reviewed	ture reviewed	5	
	pe	25	Î
		2	
	Number (4) of reports developed to monitor the implementation of the Kegional Safety Plan	0 14	
7	aith education in learning centres	י ני	T
Regional Outcome 7 Number of water sampling monitoring reports compiled	ring reports compiled	ח ני	
Number of food safety programmes compiled	ars compiled	2	
Serional Outcome & Number of reports on integrated en	Nimber of reports on integrated environmental and air quality activities conducted	Ŋ	
	d on Spatial Integration of communities	5	
Regional Outcome 10 Number of reports on healthy lifestyle programmes compiled	tyle programmes compiled		
Regional Outcome 11 Number of job opportunities created	pa	5	
Regional Outcome 12 Number (4) of reports compiled on Economic development initiatives	n Economic development initiatives	5	
Regional Outcome 13 Number (1) of reports on regional audit status compiled	audit status compiled	20.	
Regional Outcome 14 Number (1) Final Annual Report 2021/22 compiled	021/22 compiled	5	
Sub-total of 4.1		100%	
		Absolute Weighting Weighted Average	90
4.2 JUKPA Weigntings			7
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JDKPA	Institutional Transformation and Organisational Development			25	
JDKPA	Public Participation and Good Governance			25	
JDKPA	Basic Service Delivery			25	
JDKPA	Financial Viability			25	
Sub-total of Sub Part 4.2	Part 4.2				
Total (Sub Part 4.1 & 4.2)	18.4.2)			100%	80%
A 2 CORE COMPE	A 3 CORE COMPETENCIES Weightings			Absolute Waierbilma	Woinhful Avorage
Core Competency	Communication	Able and o	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.		3%
Core Competency	Strategic Direction and Leadership	Provi Description other Influe and I	Provide and direct a vision for the institution and inspire and deploy others to deliver on the strategic institutional mandate. (Impact and Influence, Institutional Performance Management, Strategic Planning and Management, Organisational Awareness)	15%	3%
Core Competency	People Management	Effectoption optin	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. (Human Capital Planning and Development, Diversity Management, Employee Relations Management, Negotiation and Dispute Management)	20%	4%
Core Competency	Change Leadership	Able order Description profe and 5 and 5 Moni	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 (Change Vision and Strategy, Process Design and Improvement, Change Impact Monitoring and Evaluation)	10%	2%
Core Competency	Results and Quality Focus	Able Description and c enco moni	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	20%	4%
Core Competency	Financial Management	Able institution proce ensurement mann peliv	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. (Budget Planning and Execution, Financial Strategy and Delivery, Financial Reporting and Monitoring)	20%	4%
Sub-total of Sub Part 4.3				100%	20%
Total (Sub Part 4.1, 4.2 & 4.3)	1,4.2 8.4.3)			100%	100%
PART 5: PERSO	PART 5: PERSONAL DEVELOPMENT PLANS				
PART 6: LINE M	PART 6: LINE MANAGER REQUEST				
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1.1 Evaluation Criteria for Regional and Municipal Accountabilities	and Municipal Accountabilities			
1	2	3	4	5
Unacceptable Performance	Performance not fully effective	Fully Effective	Performance significantly above expectations	Outstanding Performance
Performance does not meet the standard performance expected for the job. The review/assessment indicates that the 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. 0%-49%	Performance does not meet the standard performance expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance has commitment or ability to bring performance up to indicators as specified in the job despite management efforts to encourage improvement. 0%-49%	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. 75% to 100%.	Performance is significantly higher than the standards 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. 101% to	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. Equal to or above 120%.
7.2 Evaluation Criteria for Job Description key Performance Indicators	iption key Performance Indicators			
_	2	m	4	5
Unacceptable Performance	Performance not fully effective	Fully Effective	Performance significantly above expectations	Outstanding Performance
Performance does not meet the standard performance expected for the job. The review / assessment indicates that the 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. 0% to 69%	Performance does not meet the standard performance expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance up to Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to leftorts to encourage improvement. 0% to 69%.	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. 100% to 129%.	Performance is significantly higher than the standards 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, 130% to	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. Equal to or above 150%.
7.3 Evaluation Criteria for Core Competencies	petencies			
£	2	3	4	5
Under Performance	Basic Performance	Meeting Performance	Superior Performance	Outstanding Performance
Not understanding the basic concepts, methods and local government operation and requires supervision and development	Applies basic concepts, methods, and understanding of local government operation, but requires supervision and development.	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops and applies comprehensive concepts and methods.



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