

INDIVIDUAL PERFORMANCE SCORECARD: FY24/25

EMPLOYEE NAME:	SANDILE CHAPHI	PERSONAL CODE:	PC175
JOB TITLE:	DIRECTOR DEVELOPMENT AND TOWN PLANNING SERVICES	PROVINCE/CLUSTER/UNIT:	
Line Manager's Title:	MUNICIPAL MANAGER	FINANCIAL YEAR:	FY24/25

TECHNICAL COMPETENCIES

Weighting: 80.00%

ORGANISATIONAL OUTCOMES			INDIVIDUAL PERFORMANCE PLAN						
OUTCOME	OUTPUTS	OUTPUT INDICATOR	INDIVIDUAL OI/KPI No	INDIVIDUAL OUTCOME INDICATOR/ KPI	WEIGHTING	TARGET	TARGET STANDARD	ACTIVITIES	MEANS OF VERIFICATION/EVIDENCE
Basic Service Delivery	IDP review	Improved planning of municipal programmes	1	% proportion of IDP process plan developed	10.00%	IDP process plan developed	1 = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = submitted on time & approved	1 = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = 78% - 89% 5 = 90%+	Council resolution
	IDP review	Improved planning of municipal programmes	2	Champion the review of the new 5 year IDP for 2023/24 to 2026/27 by June 2023	10.00%	review of the new 5 year IDP for 2023/24 to 2026/27 by June 2023	1. = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = submitted on time & approved	N/AN/A1 = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = 78% - 89% 5 = 90%+	Council resolution
Local Economic Development	LED Strategy Implementation	100% Implementation of the 2024/2025 priorities as per LED strategy	3	% Proportion development of the annual implementation plan of the 2023/2024 priorities emanating from the LED strateg	10.00%	% Proportion development of the annual implementation plan of the 2023/2024 priorities emanating from the LED strateg	1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+	N/A1 = < 10% 2 = 10% - 13% 3 = 14% - 20% 4 = 21% - 30% 5 = 31%+ 1 = < 31% 2 = 31% - 35% 3 = 36% - 40% 4 = 41% - 50% 5 = 50%+ 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+	Standing commette reports/ Exco reports
	LED Strategy Implementation	100% Implementation of the 2024/2025 priorities as per LED strategy	4	DEVELOPMENT OF AN AGRICULTURAL LAND DEVELOPMENT PLAN	2.00%	DEVELOPMENT OF AN AGRICULTURAL LAND DEVELOPMENT PLAN	1. = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = submitted on time & approved	N/AN/A1 = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = 78% - 89% 5 = 90%+	Adopted by Council/ Standing commette reports/ Exco reports
	LED Strategy Implementation	100% Implementation of the 2024/2025 priorities as per LED strategy	5	% of the municipal capital projects in excess of R6 million, allocated to SMMEs through sub- contracting	3.00%	% of the municipal capital projects in excess of R6 million, allocated to SMMEs through sub- contracting	1 = < 20% 2 = 21% - 23% 3 = 24% - 27% 4 = 28% - 30% 5 = 30%+	N/AN/A1 = < 20% 2 = 21% - 23% 3 = 24% - 27% 4 = 28% - 30% 5 = 30%+	Report approved by the Director for the Technical Services/ Finance Standing Committee Consideration
	LED Strategy Implementation	100% Implementation of the 2024/2025 priorities as per LED strategy	6	% of expenditure of operational budget to SMME'S.	3.00%	% of expenditure of operational budget to SMME'S.	1 = < 20% 2 = 21% - 23% 3 = 24% - 27% 4 = 28% - 30% 5 = 30%+	N/AN/A1 = < 20% 2 = 21% - 23% 3 = 24% - 27% 4 = 28% - 30% 5 = 30%+	Report approved by the Director for the Technical Services/ Finance Standing Committee Consideration
	LED Strategy Implementation	100% Implementation of the 2024/2025 priorities as per LED strategy	7	% of the Jobs created through LED initiatives including capital projects	3.00%	% of the Jobs created through LED initiatives including capital projects	% increase from baseline 1 = < 5% 2 = 6% - 15% 3 = 16% - 25% 4 = 26% - 40% 5 = 41%+	N/AN/A/A% increase from baseline 1 = < 5% 2 = 6% - 15% 3 = 16% - 25% 4 = 26% - 40% 5 = 41%+	Standing Committee
	LED Strategy Implementation	100% Implementation of the 2024/2025 priorities as per LED strategy	8	Review of LED implemented plan for 23/24 fy	10.00%	Review of LED implemented plan for 23/24 fy	1 = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = submitted on time & approved	1 = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved for approval on last due date; 3 = submitted before due date and approved with minor corrections to be suggested; 4 = 78% - 89% 5 = 90%+	Standing Committee/ Exco

Financial Viability and Management	Not Applicable	Not Applicable	9 % of BID specifications that are submitted timeously	2.00%	% of BID specifications that are submitted timeously	1. = < not even a draft available but not yet approved for approval on last due date; before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors	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 but not yet approved for approval on last due date; before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors	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	BID committee Chair sign-off
	Revenue generation	Accurate and completeness of municipal revenue	10 No of properties in the Municipality's books transferred to their rightful owners so that there is proper billing for municipal services	2.00%	No of properties in the Municipality's books transferred to their rightful owners so that there is proper billing for municipal services	1 = < 1 5 = 8+	2 = 2-3 3 = 4-5 4 = 6-7	N/A/N/AN/A1 = < 1	2 = 2-33 = 4-54 = 6-75 = 8+	Transfer docs/ SC reports/Lease agreements/council resolutions
	Revenue generation	Increased revenue collection	11 Increase of tenants with up to date lease agreements	5.00%	Increase of tenants with up to date lease agreements	1 = < 1 5 = 8+	2 = 2-3 3 = 4-5 4 = 6-7	N/A/N/AN/A1 = < 1	2 = 2-33 = 4-54 = 6-75 = 8+	Singed agreements/ SC reports
Institutional Transformation and Development	Improved Performance Management	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	12 % of Overall Council Resolutions implemented on time as intended per quarter	3.00%	% of Overall Council Resolutions implemented on time as intended per quarter	1 = < 42% 4 = 78% - 89%	2 = 42% - 59% 5 = 90%+	3 = 60% - 77%	1 = < 42% 4 = 78% - 89% 2 = 42% - 59% 3 = 60% - 77% 5 = 90%+ 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+	Signature by Council Director / Mgr witnessed by Responsible
	Not Applicable	Improved & enhanced Oversight and functioning of municipality	13 AC, RC, MPAC, EXCO, Top Management and Senior Executive Mgt Resolutions Implemented on time	3.00%	AC, RC, MPAC, EXCO, Top Management and Senior Executive Mgt. Resolutions Implemented on time	1 = < 42% 4 = 78% - 89%	2 = 42% - 59% 5 = 90%+	3 = 60% - 77%	1 = < 42% 4 = 78% - 89% 2 = 42% - 59% 3 = 60% - 77% 5 = 90%+ 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+	Signature by ARC Chair witnessed by Responsible Director / Mgr
	*Planning the integration of the social, economic, institutional and physical aspects of land development to improve the overall development of all human settlements	Planning the integration of the social, economic, institutional and physical aspects of land development to improve the overall development of all human settlements	14 % of strategic submitted municipal projects aligned to DDM/ One Plan	3.00%	% of strategic submitted municipal projects aligned to DDM/ One Plan	1 = < 42% 4 = 78% - 89%	2 = 42% - 59% 5 = 90%+	3 = 60% - 77%	1 = < 42% 4 = 78% - 89% 2 = 42% - 59% 3 = 60% - 77% 5 = 90%+ 1 = < 42% 2 = 42% - 59% 3 = 60% - 77% 4 = 78% - 89% 5 = 90%+	DDM Plan/ Submission reports
Spatial Planning and Environmental Development	Improved land management	Improved land management	15 Development of the Draft Senqu Land Acquisition Strategy	7.00%	Development of the Draft Senqu Land Acquisition Strategy	1. = < not even a draft available but not yet approved for approval on last due date; before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors	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/A1. = < not even a draft available but not yet approved for approval on last due date; before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors	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. Proof of public participation, 2. Final Strategy 3. Council resolution approving.
	Monitoring building plans submission process and approval.	Ensuring compliance with National Building Standards.	16 % approved building plans-compliance with SDF and other building restrictions / standards	3.00%	% approved building plans-compliance with SDF and other building restrictions / standards	1 = < 30% 4 = 61% - 70%	2 = 31% - 40% 5 = 71%+	3 = 41% - 60%	1 = < 30% 4 = 61% - 70% 2 = 31% - 40% 3 = 41% - 60% 5 = 71%+ 1 = < 30% 2 = 31% - 40% 3 = 41% - 60% 4 = 61% - 70% 5 = 71%+	Audit of construction plans and project mgt reports

Assist in the project management of the Housing Sector Plan	Support of Poor / Indigent Household	17	Monitoring reports on Senqu LM Housing Development Project Plan implemented on schedule reckoned quarterly	3.00%	Monitoring reports on Senqu LM Housing Development Project Plan implemented on schedule reckoned quarterly	1. = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	1. = < not even a draft available but not yet approved without correctons; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	Audits / MM sign-off of Housing Plans, Project Progress reports/ SC reports
Improved land management	Assist in the project management and coordination of the reviewal of the Senqu Land Use Scheme	18	Signing of MOU between the Municipality and Tribal authorities	2.00%	Signing of MOU between the Municipality and Tribal authorities	1. = < not even a draft available for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	N/AN/AN/1. = < not even a draft available for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	SEM/Standing committee/Exco
•Planning the integration of the social, economic, institutional and physical aspects of land development to improve the overall development of all human settlements	Planning the integration of the social, economic, institutional and physical aspects of land development to improve the overall development of all human settlements	19	Township Establishment for Lady Grey new settlements	2.00%	Township Establishment for Lady Grey new settlements	1. = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	N/AN/AN/1. = < not even a draft available but not yet approved for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without correctons	Audits of Project progress plan; final township establishment certificates Recommendation report to Municipal Planning Tribunal; Approval by Municipal Planning Tribunal
Assist in the project management of the Housing Sector Plan	Ensure Capturing of Housing Needs Register	20	% proportion of pegged sites	2.00%	% proportion of pegged sites	1 = < 47% 5 = 90%+	2 = 47% - 66% 3 = 67% - 85% 4 = 86% - 90%	N/AN/AN/AN/1. = < 47% - 66% 2 = 47% - 66% 3 = 67% - 85% 4 = 86% - 90% 5 = 90%+	2 = 47% - 66% 3 = 67% - 85% 4 = 86% - 90% 5 = 90%+	Project progress plan; final township establishment certificates Recommendation report to Municipal Planning Tribunal; Approval by Municipal Planning Tribunal
Assist in the project management of the Housing Sector Plan	Assist in the project management and coordination of the development of a Housing Sector Plan	21	Pre-conveyancing applications for Lady Grey/Herschel	2.00%	Lodging surveyor general/Deeds applications	1. = < not even a draft available for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without	N/AN/AN/AN/1. = < not even a draft available for approval on last due date; 2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without	2 = First draft available but not yet approved with minor corrections to be suggested; 3 = submitted before due date & approved without	Project progress plan; final township establishment certificates Recommendation report to Municipal Planning Tribunal; Approval by Municipal Planning Tribunal
Implementing land use management system for Senqu Local Municipality	Improved land ownership	22	% /proportion of Review of the Senqu Municipality Land Use Scheme 2017 by 30 June 2025	3.00%	% /proportion of Review of the Senqu Municipality Land Use Scheme 2017 by 30 June 2025	Draft scheme approval 1. = < not even a draft available but not yet submitted to standing committee on last due date; 2 = First draft available but not yet submitted to standing committee; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	2 = First draft available but not yet submitted to standing committee on last due date; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	N/AN/AN/A Draft scheme approval. 1. = < not even a draft available but not yet submitted to standing committee on last due date; 2 = First draft available but not yet submitted to standing committee; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	2 = First draft available but not yet submitted to standing committee on last due date; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	1. Proof of public participation. 2. Final Strategy 3. Council resolution approving
Assist in the project management of the Housing Sector Plan	Assist in the project management and coordination of the development of a Housing Sector Plan	23	Review of the Senqu Housing Sector Plan 2020 by 30 June 2025	3.00%	Review of the Senqu Housing Sector Plan 2020 by 30 June 2025	Draft plan approval 1. = < not even a draft available but not yet submitted to standing committee on last due date; 2 = First draft available but not yet submitted to standing committee; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	2 = First draft available but not yet submitted to standing committee on last due date; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	N/AN/AN/A Draft plan approval. 1. = < not even a draft available but not yet submitted to standing committee on last due date; 2 = First draft available but not yet submitted to standing committee; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	2 = First draft available but not yet submitted to standing committee on last due date; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	1. Proof of public participation. 2. Final Strategy 3. Council resolution approving.
Implementing land use management system for Senqu Local Municipality	Updating of land use register	24	Review of the Senqu Municipality Land Use Scheme 2017 by 30 June 2025	4.00%	Review of the Senqu Municipality Land Use Scheme 2017 by 30 June 2025	Draft policy approval. 1. = < not even a draft available but not yet submitted to standing committee on last due date; 2 = First draft available but not yet submitted to standing committee; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	2 = First draft available but not yet submitted to standing committee on last due date; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	n/AN/AN/A Draft policy approval. 1. = < not even a draft available but not yet submitted to standing committee on last due date; 2 = First draft available but not yet submitted to standing committee; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	2 = First draft available but not yet submitted to standing committee on last due date; 3 = submitted before due to standing committee; 4 = submitted with no objections; 5 = submitted with no objections	SC/ SEM
Total				100.00%						

BEHAVIOURAL COMPETENCIES						Weighting: 20.00%				
OUTCOME	OUTPUTS	OUTPUT INDICATOR	INDIVIDUAL OI/KPI No	INDIVIDUAL OUTCOME INDICATOR/ KPI	WEIGHTING	TARGET	TARGET STANDARD	ACTIVITIES	MEANS OF VERIFICATION/EVIDENCE	
Not Applicable	Not Applicable	Not Applicable		% of departmental notification of resignations submitted to registry for processing submitted on time and in full compliance with the termination policy	15.00%	% of departmental notification of resignations submitted to registry for processing submitted on time and in full compliance with the termination policy	1 = < 49% rating 80% 4 = 81% - 90% 5 = 91% +	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

Not Applicable	Not Applicable		2 % of departmental recruitment & selection documents signed off and submitted back to HR in 3 days	15.00%	% of departmental recruitment & selection documents signed off and submitted back to HR in 3 days	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	Departmental sign offs	
Not Applicable	Not Applicable		3 % of consequence management initiatives initiated within 5 days of the HOD being aware of these	15.00%	% of consequence management initiatives initiated within 5 days of the HOD being aware of these	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	Labour Relations Reports	
Not Applicable	Not Applicable		4 %/ Proportion of directorate staff whose scorecards are concluded within the prescribed/agreed upon timeframes and which are aligned properly	15.00%	%/ Proportion of directorate staff whose scorecards are concluded within the prescribed/agreed upon timeframes and which are aligned properly	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	Signed agreements	
Not Applicable	Not Applicable		5 % Proportion of directorate staff (including director) who are submitting performance reports with the prescribed timeframes	15.00%	% Proportion of directorate staff (including director) who are submitting performance reports with the prescribed timeframes	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% - 80%	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	Submission register	
Not Applicable	Not Applicable		6 %/Proportion of directorate staff (including director) who are receiving performance coaching & assessments(formal or informal)	15.00%	%/Proportion of directorate staff (including director) who are receiving performance coaching & assessments(formal or informal)	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	1 = <49% rating 80% 4 = 81% - 90% 2 = 49% - 69% 5 = 91% + 3 = 70% -	Coaching and assessment reports	
Not Applicable	Not Applicable		7 %/Proportion report on departmental policies reviewed	10.00%	%/Proportion report on departmental policies reviewed	1. = < not even a draft available available but not yet approved for approval on last due date; before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors	2 = First draft 3 = submitted 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 available but not yet approved for approval on last due date; before due date and approved with minor corrections to be suggested; 5 = submitted on time & approved without correctors	Policy reviewal minutes
Total				100.00%					

100.00%

By signing this performance scorecard, the manager and employee hereby indicate their full understanding of, and agreement with the contents of the scorecard. The manager and the employee both acknowledge that this is in full compliance with SALGA's Performance Management Policy.

Name of employee: SANDILE CHAPHI
Signed by: SANDILE CHAPHI
Date:

Manager: THEMGBINKOSI MAWONGA
Signed by: THEMGBINKOSI MAWONGA
Date: 7/31/2024

7/31/2024