



KNYSNA
Municipality
Munisipaliteit
uMasipala

Amended Performance Agreement

2025/2026 Financial Year

Addendum

MARLENE SUSAN BOYCE

DIRECTOR: CORPORATE SERVICES

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Amended Performance Agreement: Corporate Services 2025/2026

Performance agreement made and entered into by and between

The Knysna Municipality and represented by the Acting Municipal Manager: **Mr Boy Manqoba Ngubo** (herein and after referred as Employer)

and

Marlene Susan Boyce, the Director: Corporate Services (herein and after referred as Employee) for the period 1 July 2025 to 30 June 2026

Thus done and signed at KNYSNA on the 6th day of July of 2026.

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
Director: Corporate Services

Thus done and signed at Knysna on the 31 day of July of 2026

AS WITNESSES:

1. [Signature]
2. [Signature]

[Signature]
ACTING MUNICIPAL MANAGER

Dir: [Signature] AMM: [Signature]
[Signature] [Signature] [Signature] [Signature] [Signature]

Amended Performance Plan

Director: Corporate Services





Dir:

AMM:



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The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager R805 of 2006.

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

KPA NO	KEY PERFORMANCE AREA
1	Municipal Transformation and Institutional Development
2	Basic Service Delivery
3	Local Economic Development
4	Municipal Financial Viability and Management
5	Good Governance, Public Participation
Total 80%	

COMPETENCIES

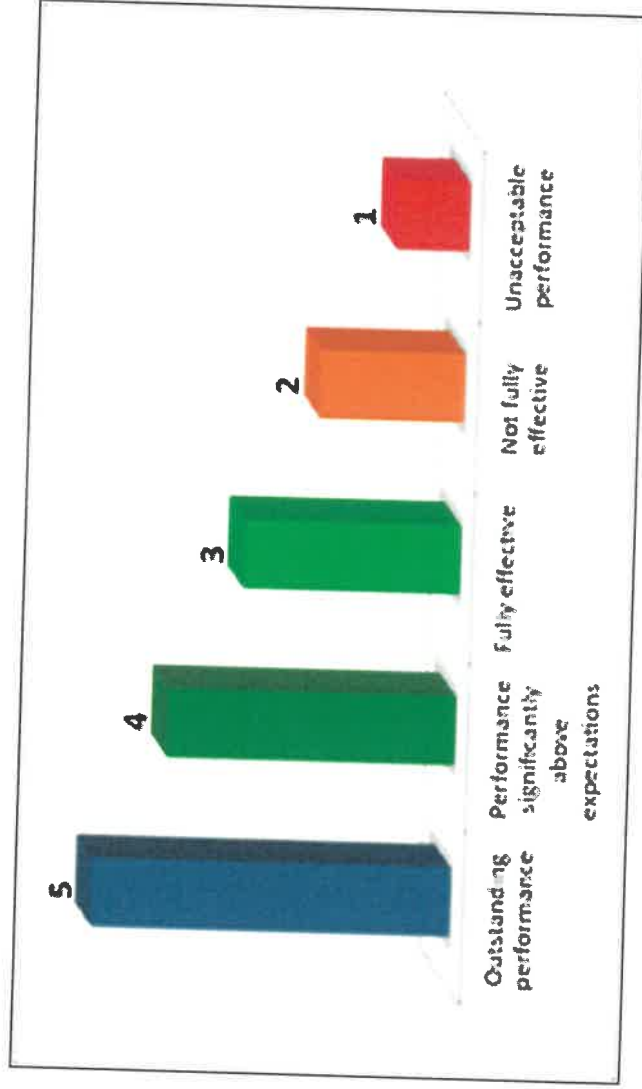
The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

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

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.54
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.54
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.54
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.54
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.54

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.54
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.54
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.54
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.54
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.54
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.54
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.54
Client Orientation and Customer Focus	Understands the service needs of a client/customer (internal or external) and actively focuses on anticipating, meeting and exceeding the needs in a timely and appropriate manner. Understands the range of clients to be served. Maintains clear communication with clients regarding mutual expectations and ensures client satisfaction. Takes personal responsibility for providing excellent service quality and addresses less complicated problems promptly, without being defensive.	1.54
TOTAL		20

Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.



KPI RESULT	CATEGORY	CALCULATION EXPLANATION
N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.
R	KPI Not Met	0% <= Actual/Target <= 66.999%
O	KPI Almost Met	67.000% <= Actual/Target <= 99.999%
G	KPI Met	Actual meets Target (Actual/Target = 100%)
G2	KPI Well Met	100.001% <= Actual/Target <= 132.999%
B	KPI Extremely Well Met	133.000% <= Actual/Target

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Dir: JS

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KEY PERFORMANCE INDICATORS

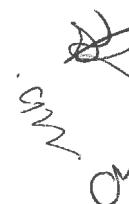
The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

KPI Ref	Responsible Owner	Strategic Objective	KPI	Unit of Measurement	Baseline	Q1	Q2	Q3	Q4	Original Annual Target	Weights
						Target	Target	Target	Target		
TL66	Director: Corporate Services	To structure and manage the municipal administration to ensure efficient service delivery	Complete bi-annual departmental risk assessments	Bi-annual departmental risk assessment completed	0	1	0	1	0	2	10
TL71	Director: Corporate Services	To structure and manage the municipal administration to ensure efficient service delivery	% of Internal audit actions implemented by 30 June 2026	100% of Internal audit actions implemented by 30 June	0%	0%	0%	0%	100%	100%	10
TL14	Director: Corporate Services	To encourage the involvement of communities in the matters of local government, through the promotion of open	Schedule One Ordinary Council meeting per quarter	Number of Ordinary Council meetings scheduled per quarter	1	1	1	1	1	1	5

KPI Ref	Responsible Owner	Strategic Objective	KPI	Unit of Measurement	Baseline	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Original Annual Target	Weights
		channels of communication									
TL15	Director: Corporate Services	To structure and manage the municipal administration to ensure efficient service delivery	Update the Council Execution List updated in Quarterly Council Meeting agenda.	Number of Execution lists updated in quarterly Council meeting agendas	0	0	0	0	1	1	10
TL32	Director: Corporate Services	To structure and manage the municipal administration to ensure efficient service delivery	Spend 100% of personnel budget on training by end-June 2026 {(Actual total training expenditure divided by total personnel budget) x100}	Percentage of the municipality personnel training budget spent on training	99%	0%	0%	0%	100%	100%	10

KPI Ref	Responsible Owner	Strategic Objective	KPI	Unit of Measurement	Baseline	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Original Annual Target	Weights
TL29	Director: Corporate Services	To structure and manage the municipal administration to ensure efficient service delivery	The percentage (%) of appointments made in the three highest levels of management which comply with the Employment Equity Plan, measured by the Number of appointments in the three highest levels of management, which comply with Employment Equity targets/Total appointments made in three highest levels of management x 100 by end June 2026	Percentage % of Employment in line with Employment Equity targets in the three highest levels of management by end-June 2026	0%	0%	0%	0%	70%	70%	5
TL97	Director: Corporate Services	To grow the revenue base of the municipality	Spend 95% of operational grants by 30 June	95% of operational spent by 30 June	0%	0%	0%	0%	95%	95%	10

KPI Ref	Responsible Owner	Strategic Objective	KPI	Unit of Measurement	Baseline	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Original Annual Target	Weights
TL109	Director: Corporate Services	To grow the revenue base of the municipality	Actual expenditure of the approved Capital Budget for the municipality by 30 June (NKPI - MSA, Reg. S10(c))	95% of the approved Capital Budget for the municipality actually spent by 30 June	0%	20%	20%	25%	30%	95%	10
TL115	Director: Corporate Services	To grow the revenue base of the municipality	Spend 90% of the operating budget by 30 June	90% of operating budget spent by 30 June	0%	20%	20%	20%	35%	95%	10
TOTAL											80%



 Dir:  AMM:  SH