

PERFORMANCE PLAN
MUNICIPAL MANAGER
Okhahlamba Local Municipality
2014/2015

This plan defines the Council's expectations of the Municipal Manager in accordance with the performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be, based on the key performance indicators.

The **main parts** to this performance plan are:

1. A statement about the *purpose of the position*;
2. A performance scorecard *key performance Area (KPA)s, performance indicators (KPIs), weightings, target/target dates (i.e. annual and quarterly) and evidence required*;
3. Brief *Individual Learning Plan (ILP)*.
4. Evaluation Sheet

The period of this plan is from **01st July 2014** to **30th June 2015**

Signed and accepted by the: <i>MAYOR</i> on behalf of the Council	
Signed by the MUNICIPAL MANAGER:	
DATE:	

1. Purpose

The performance plan defines the Council's expectations of the Municipal Manager's performance agreement to which this document is attached and Section 57 (5) of the Municipal Systems Act, which provides that performance objectives and targets must be based on the key performance indicators as set in the Municipality's Integrated Development Plan (IDP) and as reviewed annually.

2. Key responsibilities

The following objects of local government will inform the Municipal Manager's performance against set performance indicators:

- 2.1 Provide democratic and accountable government for local communities.
- 2.2 Ensure the provision of services to communities in a sustainable manner.
- 2.3 Promote social and economic development.
- 2.4 Promote a safe and healthy environment.
- 2.5 Encourage the involvement of communities and community organisations in the matters of local government.

3. Key Performance Areas

The following Key Performance Areas (KPA's) as outlined in the Local Government: Municipal Planning and Performance Management Regulations (2001) inform the strategic objectives listed in the table below:

- 3.1 Municipal Transformation and Organisational Development.
- 3.2 Basic Service Delivery
- 3.3 Local Economic Development (LED).
- 3.4 Municipal Financial Viability and Management.
- 3.5 Good Governance and Public Participation.

KPA	GOAL	OBJECTIVE	REFERENCE NUMBER	STRATEGY	INDICATOR	WEIGHT 100%	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	PORTFOLIO OF EVIDENCE
Municipal Transformation and Institutional Development	To transform and develop institutional capacity to create an efficient organisation	To improve institutional and organisational capacity	MTOD01	Filling of identified critical posts	Number critical posts filled		4	4	5	5	COUNCIL RESOLUTION
					% of critical posts filled		80%	80%	100%	100%	
					Number of Performance Agreements signed reflecting national government priorities		4	4	5	5	SIGNED PERFORMANCE AGREEMENTS
					% of signed Performance Agreements		80%	80%	100%	100%	
			MTOD02	Review and implement an effective organogram	Date of adopted reviewed organogram					30-Jun-15	COUNCIL RESOLUTION
			MTOD03	Implementation of the Workplace Skills Plan (WSP)	Rand amount spent on WSP		R123,400.00	R185,100.00	R123,400.00	R185,100.00	FINANCIAL RECORDS AND TRAINING ATTENDANCE REGISTERS
					% spent on WSP		20%	30%	20%	30%	
					Number of employees trained as per the WSP		43	43	43	44	ATTENDANCE REGISTERS
			MTOD04	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management					100%	EMPLOYMENT EQUITY PLAN & APPOINTMENT LETTER
			MTOD05	Review and implement Performance Management System	Number of quarterly performance reports reviews conducted and submitted to council		1	1	1	1	PERFORMANCE REPORTS & COUNCIL RESOLUTIONS
					Number of reports submitted on performance in terms of S46 of the MSA					1	ANNUAL PERFORMANCE REPORT & COUNCIL RESOLUTION
					% of evaluated Middle Managers (PMS)					100%	PERFORMANCE EVALUATION REPORTS
					% of evaluated Senior Managers (PMS)					100%	PERFORMANCE EVALUATION REPORTS
					Number of Performance Audit Committee Meetings held		1	1	1	1	ATTENDANCE REGISTER & MINUTES
					Number of Performance Audit Reports submitted to council		1	1	1	1	PERFORMANCE AUDIT REPORT & COUNCIL RESOLUTION
			MTOD06	Adoption and Implementation of	Date of adoption of the					30-Jun-15	COUNCIL RESOLUTION &

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF
				the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	IDP						IDP DOCUMENT
					Yes/ No- 10 critical services identified and included in the IDP (MTAS)					Yes	
Basic Service Delivery and Infrastructure Development	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services	SDID01	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal		323	323	323	323	BILLING REPORT
					% of households with access to basic solid waste disposal		100%	100%	100%	100%	
			SDID02	Improve access to Electricity	% of households with access to electricity	ESKOM AUTHORITY					
			SDID03	Improve access to adequate water & sanitation	% of households with access to water & sanitation	DISTRICT AUTHORITY					
			SDID04	Provision of free basic services (Water, Sanitation and Refuse Removal)	Number of households earning less than R1100 with access to free basic services		1645	1645	1645	1645	FREE BASIC ELECTRICITY BENEFICIARIES REGISTER
					% of households earning less than R1100 with access to free basic services		100%	100%	100%	100%	
			SDID05	Improve access to roads	Amount spent on gravel roads		R380,863.20	R1,904,316.00	R3,808,632.00	R1,523,452.80	PROGRESS REPORTS
					Amount spent on tarred roads		R206,250.00	R1,031,250.00	R2,062,500.00	R825,000.00	PROGRESS REPORTS
					Amount spent on gravel roads rehabilitation		R150,000.00	R750,000.00	R1,500,000.00	R600,000.00	PROGRESS REPORTS
					Amount spent on vehicle bridges		R60,000.00	R300,000.00	R600,000.00	R240,000.00	PROGRESS REPORTS
			SDID06	Provision and maintenance of community and public facilities	Number of Creches built					1	PROGRESS REPORTS
					Number on community halls					2	PROGRESS REPORTS
					Amount spent on community halls		R395,265.40	R1,976,327.00	R3,952,654.00	R1,581,661.60	PROGRESS REPORTS
Local Economic Development and Social Development	To respond to social development issues and	Promote economic growth and developm+C24ent	LESD01	Create jobs through LED initiatives	Number of jobs created through EPWP		94			240	SALARY REPORT ON JOB CREATION
					Number of jobs created through CWP				1000		

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF	
	create a climate conducive for local economic development				Number of jobs created through capital projects			50				
		LESD02	Provide support to Local Businesses		Number of SMMEs and Co-ops supported			24		24	SOCIAL SERVICES REPORT & FINANCIAL RECORDS	
					Number of Business Forums Held		1	1	1	1		
Good Governance and Public Participation	To enhance and implement systems and procedures towards accountable local governance	Effective Public participation	GGPP01	Ensure functional Ward Committees	Number of functioning Ward Committees		42	42	42	42	ATTENDANCE REGISTER	
		Maintainance of Clean Audit Opinion	GGPP02	Audit committee meetings held	Number of Audit Committee reports submitted to council		1	1	1	1	ATTENDANCE REGISTER & MINUTES	
Financial Viability and Financial Management	To effectively manage municipal financial resources in a sustainable and accountable manner.	To improve budget implementation in the municipality	FVFM01	Optimize the expenditure of capital budget	Percentage Capital expenditure budget implementation (actual capital expenditure/budget capital expenditure x 100)					100%	PRACTICAL COMPLETION CERTIFICATES & FINANCIAL RECORDS	
			FVFM02	Optimize revenue collection	% of cash collected from customers against billing					80%	AFS	
			FVFM03	Optimize revenue of operational budget	Percentage spent of Operational Budget (OPEX) on repairs and maintainance of infrastructure		19%	19%	19%	19%	AFS	
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year				18:1			AFS
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services				10:1			AFS
					Costs coverage ratio: available cash plus investments divide by monthly fixed operating expenditure						5	AFS
FVFM05	Updating of Asset Register	Updated asset register				2		2	COUNCIL RESOLUTION & UPDATED ASSET			

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF REGISTER
											REGISTER
Cross-cutting Issues	To create functional systems and procedures to attain effective land use and sustainable environmental management	Efficient credible strategic and spatial municipal planning	CRCI01	Development of Wall-Wall Scheme	Date of adoption of Wall-to-Wall Scheme						COUNCIL RESOLUTION
			CRCI02	Implementation of the KZN Planning and Development Act	% of applications processed within the legal timeframes		100%	100%	100%	100%	COUNCIL RESOLUTIONS & PLANNERS REPORTS
	Preventing or reducing the risk of disasters; Mitigating the severity or consequences of disasters; Emergency preparedness; A rapid and effective response to disasters and; Post-disaster recovery and rehabilitation.	To mitigate the effect of disasters and ensure improved responses	CRCI03	Establishment of disaster management Structures and systems	Date of adoption of reviewed Disaster Management Plan				30-Mar-15		COUNCIL RESOLUTION
					Number of Established Disaster Management Forums			1			ATTENDANCE REGISTERS & MINUTES
					Date disaster management centre established		30-Dec-14				ESTABLISHED DISASTER MANAGEMENT CENTRE
					Functional Disaster Management Centre	Percentage response to reported disasters		100%	100%	100%	100%

CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)

The CCRs will make up the other 100%/20% of the employee's assessment score. CCRs that are deemed to be most critical for the employee's specific job should be selected from the list below as agreed to between the employer and the employee and must be considered with due regard to the proficiency level agreed to.

2. CORE COMPETENCY REQUIREMENTS FOR EMPLOYEES (CCR)			1st	2nd	3rd	4th
Core Managerial and Occupational Competencies	√ (Indicate choice)	Weight	Score	Score	Score	Score
<i>A. Core Managerial Competencies:</i>						
Strategic Capability and Leadership						
Programme and Project Management						
Financial Management	Compulsory	20				
Change Management		5				
Knowledge Management		5				
Service Delivery Innovation						
Problem Solving and Analysis		10				
People Management and Empowerment	Compulsory	10				
Client Orientation and Customer Focus	Compulsory	5				
Communication						
Honesty and Integrity						
<i>B. Core Occupational Competencies:</i>						
Competence in Self Management						
Interpretation of and implementation within the legislative and national policy frameworks		10				
Knowledge of developmental local government		5				
Knowledge of Performance Management and Reporting		10				
Knowledge of global and South African specific political, social and economic contexts						

Competence in policy conceptualisation, analysis and implementation		5				
Knowledge of more than one functional municipal field / discipline						
Skills in Mediation		10				
Skills in Governance		5				
Competence as required by other national line sector departments						
Exceptional and dynamic creativity to improve the functioning of the municipality						
Total percentage		100%				

The employee's assessment will be based on his or her performance in terms of the outputs/outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 100%/80% of the overall assessment result as per the weightings agreed to between the employer and employee.

1. Key Performance Areas (KPA's) for Municipal Managers		1st	2nd	3rd	4th
	Weighting	Score	Score	Score	Score
Good Governance & Public Participation	20				
Institutional Development and Transformation	70				
Financial Viability	5				
Basic Service Delivery	5				
Total	100%				