

<b>PERFORMANCE PLAN</b>
MUNICIPAL MANAGER
Okhahlamba Local Municipality
2018/2019

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 (KPAs), 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 **01<sup>st</sup> July 2018** to **30<sup>th</sup> June 2019**

Signed and accepted by the: MAYOR 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 organization	To improve institutional and organizational capacity	MTOD01	The signing of performance agreements	Number of performance agreements signed reflecting national government priorities by 30-Jun-19		5	5	5	5	SIGNED PERFORMANCE AGREEMENTS
			MTOD02	Review and implement an effective organogram	Date of adopted reviewed organogram by 30-Jun-19					30-Jun-19	COUNCIL RESOLUTION
			MTOD03	Implementation of Workplace Skills Plan WSP	Number of trainings held as per the WSP by 30-Jun-19		2	3	3	2	ATTENDANCE REGISTERS
			MTOD04	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management by 30-Jun-19		100%	100%	100%	100%	EMPLOYMENT EQUITY PLAN
			MTOD05	To provide an effective and efficient HR support	Number of wellness programmes implemented in a year by 30-Jun-19			1		1	ATTENDANCE REGISTER
			MTOD06		Number of biometric system reports printed by 30-Jun-19		3	3	3	3	SYSTEM REPORTS
			MTOD07		Number of Local Labour Forum meetings held by 30-Jun-19		1	1	1	1	ATTENDANCE REGISTER OF LLF MEETINGS
			MTOD08		100% Disputes dealt with within a year 30-Jun-19		100%	100%	100%	100%	ATTENDANCE REGISTER OF SEATINGS

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF	
			<b>MTOD09</b>		100% jobs description of all posts in an organogram by 30-Jun-19		100%	100%	100%	100%	JOB DESCRIPTION FILE	
			<b>MTOD10</b>	To improve the standard of administration and auxiliary support	100% Functional Registry by 30-Jun-19		100%	100%	100%	100%	FILE CONTROL CARD	
			<b>MTOD11</b>	To promote a sound council support	100% Delivery of agenda on time to Exco, Council and Traditional leaders		100%	100%	100%	100%	DISTRIBUTION REGISTERS/PROOF OF EMAILS	
			<b>MTOD12</b>	Review and implement Performance Management System	Number of quarterly performance reports reviewed and submitted to council by 30-Jun-19		1	1	1	1	QUARTELY PERFORMANCE REPORTS & COUNCIL RESOLUTIONS	
					Number of reports submitted on performance in terms of S46 of the MSA by 30-jun-19					1	ANNUAL PERFORMANCE REPORTS & COUNCIL RESOLUTION	
					% of evaluated Middle Managers (PMS) 30-jun-19					100%	100%	PERFORMANCE EVALUATION SCORE/ATTENDANCE REGISTER
					% of evaluated Senior Managers (PMS) 30-jun-19					100%	100%	PERFORMANCE EVALUATION SCORE/ATTENDANCE REGISTER
				Maintenance of clean audit opinion	Number of Performance Audit Committee Meetings held 30-jun-19		1	1	1	1	1	ATTENDANCE REGISTERS
					Number of Performance Audit Reports submitted to council 30-jun-19		1	1	1	1	1	PAC REPORT

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF
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	MTOD13	Risk Management	Number of risk committee meeting attended		1	1	1	1	ATTENDANCE REGISTER
			SDID01	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal by 30-Jun-19		1797	1797	1797	1797	BILLING REPORT
					% of households with access to basic solid waste disposal by 30-Jun-19		100%	100%	100%	100%	
			SDID02	Provision of free basic services	Number of households earning less than R4120 with access to free basic services by 30-Jun-19		1969	1969	1969	1969	INDIGENT REGISTER
					% of households earning less than R4120 with access to free basic services by 30-Jun-19		100%	100%	100%	100%	
			SDID03	Improve access to electricity	Amount spent on Free basic electricity by 30-Jun-19		R283 610.83	R283 610.83	R283 610.83	R283 610.83	PROOF OF PAYMENTS
					Percentage progress for Ward 1 Electrification Khethani infills by 30-Jun-19		10%	20%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for Ward2 Electrification Emmaus infills by 30-Jun-19		10%	20%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
					Percentage progress for ward 3 Electrification Emhlwazini/Engoba infills by 30-Jun-19		10%	20%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF
			<b>SDID04</b>	Improve access to roads	Percentage progress for Makekeni gravel road by 30-Jun-19		20%	55%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID05</b>		Percentage progress for Ezimbokodweni gravel road by 30-Jun-19		20%	55%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID06</b>		Percentage progress for Masenga Gravel road by 30-Jun-19		10%	30%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID07</b>		Percentage progress for Qhozo gravel road by 30-Jun-19		10%	30%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID08</b>	Improve infrastructure	Percentage progress for Bergville Tarred road phase 6 (Eskom road, Voortrekker road, Rietief road, Middle street and Testing centre road) by 30-Jun-19		20%	55%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID09</b>	Improve recreational facilities	Percentage progress for Bergville Sports Complex by 30-Jun-19		90%	95%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID10</b>		Percentage progress for Bergville community service center by 30-Jun-19		80%	90%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID11</b>	Improve facilities for community	Percentage progress for Ndunwana Community hall by 30-Jun-19		10%	30%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE
			<b>SDID12</b>	To Achieve 100% CAPEX	The amount of Municipality capital budget actual spent		R8 818 750.00	R8 818 750.00	R8 818 750.00	R8 818 750.00	SECTION 71 REPORTS

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF	
					on capital projects identified for a particular financial year in terms of the municipality IDP							
			<b>SDID13</b>	Risk Management	Number of risk committee meeting attended by 30-Jun-19		1	1	1	1	ATTENDANCE REGISTER	
<b>Local Economic and Social Development</b>	<b>To respond to social development issues and create a climate conducive for local economic development</b>	<b>Promote economic growth and development</b>	<b>LESD01</b>	Create jobs through LED initiatives	Number of jobs created through municipal LED initiatives including capital projects by 30-Jun-19		508	508	508	508	PAYROLL LIST	
					Amount spent on jobs created through LED initiatives including capital projects by 30-Jun-19		R608 000.00	R608 000.00	R608 000.00	R608 000.00	GENERAL LEDGER PRINTOUT	
					Number SMMEs and Co-ops supported by 30-Jun-19		10	10	10	10	LIST OF SMMEs & CO-OPS	
			<b>LESD02</b>	EPWP Implementation	EPWP functionality reports by 30-Jun-19		3	3	3	3	3	EXPENDITURE REPORT/EPWP REPORT
			<b>LESD03</b>	Provide support Local Tourism Businesses	Number of LED forums held by 30-Jun-19		1	1	1	1	1	ATTENDANCE REGISTER
			<b>LESD04</b>	Provide support to Local Tourism Business	Number of Local Tourism forums held by 30-Jun-19		1	1	1	1	1	ATTENDANCE REGISTER
			<b>LESD05</b>	Enhance revenue collection through licensing centre	Revenue collected from services rendered by 30-Jun-19		R625 000.00	R625 000.00	R625 000.00	R625 000.00	R625 000.00	TRANSACTION SUMMARY REPORT
			<b>LESD06</b>	To ensure the functionality of the fresh produce	100% Fresh produce operationalization by 30-Jun-19			100%	100%	100%	100%	MONTHLY PROGRESS REPORTS
			<b>LESD07</b>	Winery grapes out growers	Number of jobs created by 30-Jun-19		90	90	90	90	EMPLOYMENT REPORT	

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF
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 ward committee meetings held/ Year (15wards)(1meeting per month) by 30-Jun-19		45	45	45	45	ATTENDANCE REGISTERS/1 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 of Capital budget spent (actual capital expenditure/budget capital expenditure x 100)		25%	50%	75%	100%	SECTION 71 REPORTS
			FVFM02	Optimize revenue collection	% of cash collected from customers against billing		80%	80%	80%	80%	BILLING RECONCILIATION REPORT
			FVFM03	Optimize revenue of operational budget	Percentage of Operational Budget (OPEX) spent on repairs and maintenance of infrastructure		0,5	0,5	0,5	0,5	SECTION A OF SECTION 71 REPORT
			FVFM04	Financial viability expressed in ratios	Debt coverage Ratio: Total operational revenue less operational grants/ debt service payment due within the financial year					25%	AFS
					Outstanding service debtors to revenue ratio: Total outstanding service debtors divide by annual revenue from services					1:1	AFS
	Costs coverage ratio: ((available cash less unspent conditional grants-overdraft)plus short term investments) divided(by monthly fixed operating		2	2	2	2	SECTION 71 REPORTS				



KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF
					expenditure less depreciation, amortisation, prov for bad debt, impairment and loss on disposal of assets)						
			<b>FVFM05</b>	Updating of Fixed Asset Register	Number of updates on fixed asset register by 30-Jun-19			1		1	UPDATED FIXED ASSET REGISTER
			<b>FVFM06</b>	Ensure Mscoa fully compliance to financial systems and ICT server	Maintenance of ICT server infrastructure to fully Mscoa compliance by 30-Jun-19		100%	100%	100%	100%	MSCOA AND TREASURY REPORT
			<b>FVFM07</b>	To ensure the effective running of supply chain management	Convening of BEC within 30 days after the closing date of an advert by 30-Jun-19		BEC meeting convened within 30 days after the closing date of an advert	BEC meeting convened within 30 days after the closing date of an advert	BEC meeting convened within 30 days after the closing date of an advert	BEC meeting convened within 30 days after the closing date of an advert	BEC MINUTES AND ATTENDANCE REGISTERS
			<b>FVFM08</b>		Convening of BAC within 14 working days after the BEC meetings by 30-Jun-19		BAC meeting convened within 14 working days after the BEC meetings	BAC meeting convened within 14 working days after the BEC meetings	BAC meeting convened within 14 working days after the BEC meetings	BAC meeting convened within 14 working days after the BEC meetings	BAC MINUTES AND ATTENDANCE REGISTERS
			<b>FVFM09</b>	Risk Management	Number of risk committee meeting attended 30-Jun-19		1	1	1	1	ATTENDANCE REGISTER
<b>Cross-Cutting Interventions</b>	<b>Ensure that applications are processed within required timeframe</b>	<b>Efficient and credible strategic and spatial municipal planning</b>	<b>CRCI01</b>	Implementation of the Spatial Planning and Land Use Management Act	% of applications processed within the legal timeframes by 30-Jun-19		100%	100%	100%	100%	COUNCIL RESOLUTIONS & PLANNERS REPORTS

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3 TARGET	QUARTER 4	PORTFOLIO OF
	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	CRCI02	Functional Disaster Management Centre	Percentage response to reported disaster by 30-Jun-19		100%	100%	100%	100%	DISASTER MANAGEMENT REPORTS
	Providing support to traffic section	To reduce road accidents	CRCI03	Ensuring compliance and safe guarding of community by enforcing national and local legislation	Number of traffic fines issued by 30-Jun-19		300	600	300	300	REPORT ON TRAFFIC FINES ISSUED
	Ensure the implementation of integrated Development Plan (IDP)	Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal service	CRCI04	Date of adoption of the IDP by 30-Jun-19	2018/2019 IDP Adoption by 30-Jun-19					30-Jun-19	COUNCIL RESOLUTION
				10 critical services identified and included in the IDP							IDP DOCUMENT
		Risk management	CRCI05	Number of risk committee meetings attended	Number of risk committee meeting attended by 30-jun-19		1	1	1	1	ATTENDENCE REGISTER

**COMPETENCY FRAMEWORK STRUCTURE**

The competencies that appear in the competency framework are detailed below

<b>LEADING COMPETENCIES</b>	
Strategic Direction and leadership	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional Performance Management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>
People Management	<ul style="list-style-type: none"> <li>• Human Capital planning and Development</li> <li>• Diversity in management</li> <li>• Employee Relations Management</li> <li>• Negotiation and Dispute Management</li> </ul>
Program and project Management	<ul style="list-style-type: none"> <li>• Program and project planning and Implementation</li> <li>• Service Delivery Management</li> <li>• Program and Project Monitoring and Evaluation</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>• Budget Planning and Execution</li> <li>• Financial Strategy and Delivery</li> <li>• Financial Reporting and Monitoring</li> </ul>
Change Leadership	<ul style="list-style-type: none"> <li>• Change Vision and Strategy</li> <li>• Process Design and Improvement</li> <li>• Change Impact Monitoring and evaluation</li> </ul>
Governance Leadership	<ul style="list-style-type: none"> <li>• Policy Formulation</li> <li>• Risk and Compliance Management</li> <li>• Cooperative Governance</li> </ul>
<b>CORE COMPETENCIES</b>	
Moral Competence	
Planning and Organising	
Analysis and Innovation	
Knowledge and Information Management	
Communication	
Results and Quality Focus	

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.

<b>1. Key Performance Areas (KPA's) for Municipal Managers</b>		<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>
	<b>Weighting</b>	<b>Score</b>	<b>Score</b>	<b>Score</b>	<b>Score</b>
Good Governance & Public Participation	10				
Institutional Development and Transformation	20				
Financial Viability	20				
Basic Service Delivery	30				
Local Economic Development	10				
Spatial Development framework	10				
<b>TOTAL</b>	<b>100%</b>				