

PERFORMANCE PLAN
MUNICIPAL MANAGER
Okhahlamba Local Municipality
2019/2020

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 (KPI)s, 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 July 2019** to **30st June 2020**

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 (KPAs) 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.
- 3.6 Spatial Development Framework.

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.		5	5	5	5	COUNCIL RESOLUTION
			MTOD02	Review and implement an effective organogram	Date of adopted reviewed organogram					30-Jun-20	COUNCIL RESOLUTION
			MTOD03	Implementation of Workplace Skills Plan (WSP)	Number of trainings held as per the WSP		2	3	3	2	ATTENDANCE REGISTER
			MTOD04	Implementation of the Employment Equity Plan	% of people from employment equity target group employed in the three highest levels of management.		100%	100%	100%	100%	EMPLOYMENT EQUITY PLAN
			MTOD05	To provide an effective and efficient HR support	Number of wellness programmes implemented in a year					1	ATTENDANCE REGISTER
			MTOD06		Number of biometric system reports printed		3	3	3	3	SYSTEM REPORTS
			MTOD07		Number of Local Labour Forum meetings held		1	1	1	1	ATTENDANCE REGISTER OF LLF MEETINGS
			MTOD08		100% job description of all posts in an organogram		100%	100%	100%	100%	JOB DESCRIPTION FILE
			MTOD09	To improve the standard of administration and auxilliary support	100% Functional Registry		100%	100%	100%	100%	FILE CONTROL CARD

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF
			MTDO10	To promote a sound council support	100% Delivery of agenda on time to Exco, Council and Tradition Leaders		100%	100%	100%	100%	DISRTIBUTION REGISTERS/PROOF OF EMAILS
			MTOD11	Review and implement Performance Management System	Number of quarterly performance reports reviewed and submitted to council		1	1	1	1	QUARTERLY PERFORMANCE REPORTS& COUNCIL RESOLUTIONS
					Number of reports submitted on performance in terms of S46 of the MSA					1	ANNUAL PERFORMANCE REPORTS & COUNCIL RESOLUTION
					% of evaluated Middle Managers (PMS)				100%		PERFORMANCE EVALUATION SCORE/ATTENDANCE REGISTER
					% of evaluated Senior Managers (PMS)				100%		PERFORMANCE EVALUATION SCORE/ATTENDANCE REGISTER
			Maintenance of clean audit opinion	Number of Performance Audit Committee Meetings held		1	1	1	1	ATTENDANCE REGISTERS	
				Number of Performance Audit Reports submitted to council		1	1	1	1	PAC REPORT	
Basic Service Delivery and Infrastructure Development			SDID01 (A)	Provide access to solid waste disposal services	Number of households with access to basic solid waste disposal		1787	1787	1787	1787	BILLING REPORT
			SDID01 (B)		% of households with access to basic solid waste disposal		100%	100%	100%	100%	
			SDID02 (A)	Provision of free basic services (free basic services)	Number of households earning less than R4 120 with access to free basic services (Entire households)		1969	1969	1969	1969	INDIGENT REGISTER
			SDID02 (B)		% of households		100%	100%	100%	100%	

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF
	To improve service delivery and facilitate the provision and maintenance of new and existing infrastructure.	Advance access to basic services			earning less than R4 120 with access to free basic services (Entire households)						
SDID03 (A)			Improve access to electricity	Amount spent on Free basic electricity		R258,908.51	R517,817.02	R776,725.53	R1,035,634.04	FREE BASIC ELECTRICITY REPORT	
SDID03 (B)				Percentage progress for Ward1 electrification Khethani Infills		60%	80%	90%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID03 (C)				Percentage progress for Ward2 electrification Emmaus Infills		60%	80%	90%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID03 (D)				Percentage progress for ward 3 Electrification Emhlwazini/Engoba infills		60%	80%	90%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID04			Improve access to roads	Percentage progress for Ezimbokodweni gravel road		80%	90%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID05				Percentage progress for Qhozo gravel road		80%	90%	100%		PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID06				Percentage progress for Mpameni gravel road		25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID07			Improve Community Infrastructure	Percentage progress for Ntumba Vehicular Bridge		25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID08			Improve facilities for the community	Percentage progress for Mcijeni Community Hall		25%	50%	75%	100%	PROGRESS REPORT/PRACTICAL COMPLETION CERTIFICATE	
SDID09	To achieve 100% CAPEX	The amount of Municipality capital budget actual spent		R10,987,250.00	R21,974,500.00	R32,961,750.00	R43,949,000.00	SECTION 71 REPORTS			

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF	
					on capital projects identified for a particular financial year in terms of the municipality IDP							
Local Economic and Social Development	To respond to social development issues and create a climate conducive for local economic development	Promote economic growth and development	LESD01	Create jobs through LED initiatives	Number of jobs created through municipal LED initiatives including capital projects		300	300	300	300	PAYROLL LIST	
					Amount spent on jobs created through LED initiatives including capital projects		R633,000.00	R1,266,000.00	R1,899,000.00	R2,532,000.00	GENERAL LEDGER PRINTOUT	
					Number SMMEs and Co-ops supported		10	10	10	10	LIST OF SMMEs & CO-OPS	
			LESD02	EPWP implementation	EPWP functionality report		1	1	1	1	1	EXPENDITURE REPORT/EPWP REPORT
			LESD03	Provide support to LED Forums	Number of LED Forums held		1	1	1	1	1	ATTENDANCE REGISTER OF BUSINESS FORUM
			LESD04	Provide support to Local Tourism Business	Number of Local Tourism Forums held		1	1	1	1	1	ATTENDANCE REGISTER OF LTF
			LESD05	Enhance revenue collection through licensing centre	Revenue collected from services Rendered		R721,788.09	R1,443,576.18	R2,165,364.27	R2,887,152.38		TRANSACTION SUMMARY REPORT
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 (15 wards)(1meeting per month)		45	45	45	45	ATTENDANCE REGISTERS /MINUTES	
Financial Viability and Financial Management			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	

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF
	To effectively manage municipal financial resources in a sustainable and accountable manner.	To improve budget implementation in the municipality	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%	1%	1.5%	2%	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					2:1	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 expenditure less depreciation, amortization, prov for bad debts, impairment and loss on disposal of assets)		2	2	2	2	SECTION 71 REPORTS
			FVFM05	Updating of Fixed Asset Register	Number of updates on fixed assets register			1		1	ASSERS PHYSICAL VERIFICATION
FVFM06	Ensure Mscoa fully compliance to financial systems and ICT server	Maintenance of ICT server infrastructure to fully Mscoa compliance		100%	100%	100%	100%	MSCOA AND TREASURY REPORT			

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF
			FVFM07	To ensure the effective running of supply chain management	Convening of BEC 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 meeting convened within 30 days after the closing date of an advert	BEC MINUTES AND ATTENDANCE REGISTER
			FVFM08		Convening of BAC within 14 working days after the BEC meeting		BAC meeting convened within 14 working days after the BEC meeting	BAC meeting convened within 14 working days after the BEC meeting	BAC meeting convened within 14 working days after the BEC meeting	BAC meeting convened within 14 working days after the BEC meeting	BAC MINUTES AND ATTENDANCE REGISTER
Cross-Cutting Interventions	Ensure that applications are processed within required timeframe	Efficient and credible strategic and spatial planning	CRCI01	Implementation of the Spatial Planning and Land Use Management Act	% of applications processed within the legal timeframe		100%	100%	100%	100%	COUNCIL RESOLUTION & 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	CRCI02	Functional Disaster Management Centre	Percentage response to reported disasters by 30-Jun-19		100%	100%	100%	100%	DISASTER MANAGEMENT REPORT
	Provide support to traffic section	To reduce road accidents	CRCI03	Ensuring compliance and safeguarding of community by enforcing national and local legislation	Number of traffic fines issued		200	300	150	150	REPORT ON TRAFFIC FINES ISSUED
	Ensure the implementation of Integrated Development Plan (IDP)	Integrated Development Plan (IDP) focusing on delivery of 10	CRCI04	Adoption and Implementation of the Integrated Development Plan (IDP) focusing on delivery of 10 critical municipal services	Date of adoption of the IDP by 30-Jun-19					30-Jun-19	COUNCIL RESOLUTION
		10 critical services identified & included in the IDP by 30-Jun-							10	IDP DOCUMENT	

KPA	GOAL	OBJECTIVE	REFERENCE	STRATEGY	INDICATOR	WEIGHT	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	PORTFOLIO OF
		critical municipal services			19						
			CRCI05	Maintenance of clean audit opinion	Ensuring and maintaining the Unqualified Audit Opinion					30-Jan-20	AUDIT OPINION
			CRCI06	Risk Management	Number of risk committee meeting attended		1	1	1	1	ATTENDANCE REGISTER
			CRCI07	Ensuring risk action plans are attended to	Percentage of action plans attended		25% of risk action plans attended	50% of risk action plans attended	75% of risk action plans attended	100% of risk action plans attended	RISK REGISTER

ANNEXURE B

COMPETENCY FRAMEWORK STRUCTURE

The competencies that appear in the competency framework are detailed below

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LEADING COMPETENCIES	
Strategic Direction and leadership	<ul style="list-style-type: none"> • Impact and Influence • Institutional Performance Management • Strategic planning and management • Organizational awareness
People Management	<ul style="list-style-type: none"> • Human capital planning • Diversity in management • Employee Relations Management • Negotiation and Dispute Management
Program and Project Management	<ul style="list-style-type: none"> • Program and project planning and implementation • Service delivery Management • Program and Project Monitoring and Evaluation
Financial Management	<ul style="list-style-type: none"> • Budget Planning and Execution • Financial Strategy and Delivery • Financial Reporting and Monitoring

The Competencies that appear in the competency framework are detailed below	
Change Leadership	<ul style="list-style-type: none"> • Change Vision and Strategy • Process Design and Improvement • Change Impact Monitoring and evaluation
Governance Leadership	<ul style="list-style-type: none"> • Policy Formulation • Risk and Compliance Management • Cooperative Governance
CORE COMPETENCE	
Moral Competence	
Planning and Organizing	
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.

1. Key Performance Areas (KPA's) for Director Corporate Service		1st	2nd	3rd	4th
	Weighting	Score	Score	Score	Score
Good Governance & Public Participation	10				
Institutional Development and Transformation	20				
Financial Viability	20				

1. Key Performance Areas (KPA's) for Director Corporate Service		1st	2nd	3rd	4th
	Weighting	Score	Score	Score	Score
Basic Service Delivery	30				
Local Economic Development	10				
Spatial Development Framework	10				
Total	100%				

