

**PERFORMANCE PLAN**  
**DEPUTY MUNICIPAL MANAGER CITY DEVELOPMENT**  
**uMHLATHUZE LOCAL MUNICIPALITY**

This plan defines the Council's expectations of the Deputy Municipal Manager City Development in accordance with the Deputy Municipal Manager City Development's performance agreement to which this document is attached. Section 57 (5) of the Municipal Systems Act and the Performance Regulations gazetted in Notice No 805, published on 1 August 2006, which provides that performance objectives and targets must be based on the key performance indicators set out from time to time in the Municipality's Integrated Development Plan and determined in agreement with the Municipal Manager (MM) (as representative of Council).

There are 7 parts to this plan:

1. A statement about the purpose of the position.
2. Performance review procedure
3. Functional alignment of the individual performance scorecard to the Integrated Development Plan of the organisation
4. Score card detailing key performance areas (KPA's) and their related performance indicators, weightings and target dates.
5. Core Competency Requirements
6. Consolidated score (Performance Assessment Calculator)
7. Link to reward

The period of this plan is from 1 July 2012 to 30 June 2013.

Signed and accepted by the:

**Deputy Municipal Manager City Development (DMM (CD))**.....

Date: .....2012-07-31

Signed by the **Municipal Manager (MM)** on behalf of Council: .....

Date: .....2012-07-31

## **1. POSITION PURPOSE**

To perform all the duties and functions of the Deputy Municipal Manager City Development (DMM CD) as required by the relevant legislation or reasonably stipulated by the Municipal Manager, to be accountable for the execution of all the directions and resolutions of the Municipality, the co-ordination of all the activities of the Municipality, to be accountable for the general supervision, control and efficiency of the Department of Planning and Development and to ensure compliance with all of the key performance areas as set out in the contract of employment between the Council and the Deputy Municipal Manager City Development.

## **2. PERFORMANCE REVIEW PROCEDURE**

1. A performance review will be held on a quarterly basis with a formal performance review bi-annually in December/January and in June/July after the end of the financial year with the understanding that review in the first and third quarter may be verbal if performance is satisfactory.
2. The MM may request input from agendas, minutes and “customers” on the DMM CD’s performance throughout the review period. This may be done through discussion or by asking “customers” to complete a rating form to submit to the evaluation panel for consideration. Customers are people who are able to comment on the DMM CD’s performance since they have worked closely with him on some or all aspects of his job.
3. The DMM CD to prepare for quarterly performance evaluation by providing a brief description of achievements, including reference to evidence, supporting documentation (documents, reports and/or resolutions with dates of submission) in the relevant column in section 4 (KPA scorecard below). Achievements to be reported on cumulatively.
4. The DMM CD to provide a rating for himself for the final assessment against the agreed objectives in the column provided in the KPA scorecard.
5. The DMM CD and Evaluation panel to meet to conduct formal performance rating and agree final scores. It may be necessary to have two meetings i.e. give the DMM CD scores and allow him time to consider them before final agreement. In the event of a disagreement, the evaluation panel has the final say with regard to the final score that is given.
6. The Evaluation panel to provide ratings of the DMM CD’s performance against agreed objectives as a result of portfolio of evidence and/or comments and “customer” input.
7. Initially the scoring should be recorded on the scorecard then transferred onto the consolidated score sheet.
8. Any reasons for non-compliance should be recorded during the review session by keeping of minutes of the review session.
9. The assessment of the performance of the DMM CD will be based on the following rating scale for KPA's:

<b>Terminology</b>	<b>Description</b>	<b>Rating Level</b>
Outstanding Performance	Performance far exceeds the standard expected of the DMM CD at this level. The appraisal indicates that the DMM CD has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	5
Performance significantly above expectation	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the DMM CD has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	4
Fully Effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the DMM CD has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	3
Performance not fully Effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the DMM CD has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	2
Unacceptable Performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the DMM CD has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The DMM CD has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	1

10. Only those items relevant for the review period in question should be scored.
11. The assessment of the performance of the DMM CD on the applicable CCR's will be based on the rating scale as reflected in section 4 of the performance plan.
12. The MM and the DMM CD to prepare and agree on a personal development plan (PDP) for addressing developmental gaps.
13. The MM and DMM CD to set new objectives, targets, performance indicators, weightings and dates etc for the following financial year.
14. Poor work performance will be dealt with in terms of regulation 32 (3) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.

### 3. FUNCTIONAL ALIGNMENT OF THE INDIVIDUAL PERFORMANCE SCORECARD TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF THE ORGANISATION

The Integrated Development Plan (IDP) of the uMhlathuze Local Municipality for the financial year 2012/2013 is aligned to the prescribed National Key Performance Areas:

1. Good Governance and Public Participation
2. Basic Service Delivery
3. Local Economic Development
4. Institutional Development and Transformation
5. Financial Viability and Management

All departments within the organisation are accountable for the successful fulfilment of IDP specific programmes listed under each of the above National Key Performance Areas.

The Deputy Municipal Manager City Development is directly accountable for the following IDP Programmes directly linked to the IDP Framework for the 2012/2013 financial year as indicated in the IDP column of the scorecard:

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Good Governance & Public Participation	Good Governance	1.1	Office of the Municipal Manager				
				1.1.1	Risk Management (Internal Audit)		
Local Economic Development	Social and Economic Development	3.1	Local Economic Development				
				3.1.1	Community Capacity Building & Training		
				3.1.2	Business Support		
				3.1.3	Development & Support of markets		
				3.1.4	Economic Facilitation		
				3.1.5	Marketing & Tourism Development		
		3.2	Urban and Rural Planning				
				3.2.1	Land Use Management (LUMS)		
						3.2.1.1	Building Management and Control
						3.2.1.2	Planning and Development Evaluation
						3.2.1.3	Development Control, Appeals and Consent use
						3.2.1.4	Surveys, Analysis, Data, Research and GIS information

National Key Performance Area	Developmental Strategies	IDP No	Strategic Objectives	IDP No	Programmes	IDP No	Sub Programmes/Projects
Local Economic Development	Social and Economic Development			3.2.2	Spatial and Environmental Planning, Human Settlements		
				3.2.3	Development Administration		
				3.2.4	Human Settlement Programmes		
		3.3	Economic Development Facilitation				
				3.3.1	Property Administration		
				3.3.2	Property Evaluations		
				3.3.3	Business Support, Markets and Tourism		
						3.3.3.1	Tourism
						3.3.3.2	Business Support and Markets
						3.3.3.3	Investment Promotion
				3.3.4	Public Transport Facilities and Operations Coordination		
Municipal Institutional Development & Transformation	Institutional Development	4.1	Human Resource and Industrial Relations Services				
Municipal Financial Viability & Management	Sound Financial Management	5.1	Expenditure				
		5.2	Revenue				

#### 4. KEY PERFORMANCE AREA SCORECARD

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
LAND USE PLANNING AND MANAGEMENT												
Handling of Building Plans applications within the period stipulated by National Building Plan Regulations and Standards Act.	1.1	3.2.1.2	Report quarterly to the Planning Portfolio Committee on the number of building plans evaluated and processed. 70% of building plans received must be processed within the prescribed period of 30 days (small buildings) 60 days (large buildings) period.	30 Jun 2013	4	a) Number of plans received b) Number of plans finalized C1 – Number referred back or rejected C2 – Number in circulation C3 – Number backlog	<u>Target:</u> 70% building plans approved	<u>Target:</u> 70% building plans approved	<u>Target:</u> 70% building plans approved	<u>Target:</u> 70% building plans approved		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Evaluation of development applications within statutory prescribed period in terms of the KZN town planning ordinance with-in the prescribed period.	1.2	3.2.1.3	Ensure 70% of town planning ordinance special consent and rezoning applications processed within the specified timeframe and report quarterly to the Planning Portfolio Committee	30 Jun 2013	4	a) Total No of Applications received. b) No of consent processed and finalized c) No of Rezoning applications received d) No of backlogs	<u>Target:</u> 70% of town planning ordinance special consent and rezoning applications processed	<u>Target:</u> 70% of town planning ordinance special consent and rezoning applications processed	<u>Target:</u> 70% of town planning ordinance special consent and rezoning applications processed	<u>Target:</u> 70% of town planning ordinance special consent and rezoning applications processed		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Finalization of street names	1.3	3.2	Follow approved policy in obtaining approval for street names in respect of new extensions in the following Wards 1, 3, 4, 9, 23, and 26, Also new names for main Arterials in Richards Bay	30 Jun 2013	4	a) Establish an Ad-hoc Committee b) List of approved Street names, and Council, Resolution.	<u>Target:</u> Establishment of an Adhoc Committee by CR	<u>Target:</u> Street names submissions and transalations	<u>Target:</u> Submissio of proposals in respect of Arterials	<u>Target:</u> Final adoption of all approval of all streetnames by Council resolution		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
Evaluation of development applications submitted in terms of the KZN Planning and Development Act within statutory prescribed period	1.4	3.2.1.1	Ensure 90% of Planning and Development Act applications processed within the specified timeframe and report quarterly to the Planning Portfolio Committee	30 Jun 2013	4	a) Number of application received b) % applications processed c) Quarterly report	Target: 90% application processed Achievements:	Target: 90% application processed Achievements:	Target: 90% application processed Achievements:	Target: 90% application processed Achievements:		
					16							
ENVIRONMENTAL PLANNING												
Environmental Awareness	2.1.1	3.2.2	Undertake an awareness campaign on the risks of settlement within flood line areas. uMzingwenya as a pilot area.	30 June 2013	3	a) MoU confirming scope of work with DAEA b) Quarterly reporting to Council	Target: MoU confirming scope of work with DAEA Achievements:	Target: Quarterly report Achievements:	Target: Quarterly report Achievements:	Target: Quarterly report Achievements:		
	2.1.2	3.2.2	Wetland Management Plan to be undertaken in phases (key strategic outcome of EMF)	30 June 2013	3	a. Agree on ToR with all stakeholders b. Bid Process compete c. Initiate and finalize first phase	Target: Agree on ToR with all stakeholders Achievements:	Target: Bid Process compete Achievements:	Target: Report Achievements:	Target: Initiate and finalize first phase Achievements:		
	2.1.3	3.2.2	EIA workshops with internal staff and councilors	30 June 2013	2	a) Guideline document b) Workshop with relevant officials and reporting c) Workshop with councilors and reporting	Target: Achievements:	Target: Achievements:	Target: Achievements:	Target: Achievements:		
Finalisation of the EIA for the Richards Bay CBD South Extension	2.2	3.2.3	Submit complete EIA to DAEA&RD. Obtain a letter of acceptance by 30 June 2013. Initiate conceptual 3D massing for the R/Bay CBD	30 Jun 2013	4	d. Copy of EIA documentation e. Appointment of urban design team to draft 3D concept for the Richards Bay CBD	Target: Final EIA documentation for submission to Department of Environment Affairs Bid Specification report on appointment in respect of 3D Massing Achievements:	Target: Proof of acceptance from DAEA&RD Achievements:	Target: Bid Evaluation and Adjudication report on 3D Massing Achievements:	Target: Draft 3D massing Concept of the Richards Bay CBD South Area Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
					12							
SPATIAL DEVELOPMENT												
The Ridge	3.1	3.2.1	a. Draft layout plan for township establishment b. Survey diagrams c. Obtain approval to commence with the PDA process	30 Jun 2013	4	a) Copy of draft layout plan b) Copy of draft survey diagrams c) Copy of Council Report adopting draft layout and approving public participation phase for the PDA application	Target: Draft layout	Target: Appoint surveyor	Target: Draft SG diagrams	Target: Council report adopting draft layout etc.		
							Achievements:	Achievements:	Achievements:	Achievements:		
Richards Bay Waterfront	3.3	3.2.1	a. Draft layout plan for township establishment b. Survey diagrams c. Obtain approval to commence with the PDA process	Quarterly to 30 June 2013	4	a) Copy of draft layout plan b) Copy of draft survey diagrams c) Copy of Council Report adopting draft layout and approving public participation phase for the PDA application	Target: Draft layout	Target: Appoint surveyor	Target: Draft SG diagrams	Target: Council Report adopting draft layout, etc.		
							Achievements:	Achievements:	Achievements:	Achievements:		
Central Industrial Area	3.1	3.2.3	a. Undertake flood risk assessment b. Finalise draft layout and obtain approval to commence with the PDA process	30 Jun 2013	3	a) Copy of flood risk report b) Copy of Council Report adopting draft layout and approving public participation phase for the PDA application	Target: Draft specifications for flood risk assessment	Target: Consultant appointed	Target: Flood Risk Report	Target: Council Report adopting draft layout, etc.		
							Achievements:	Achievements:	Achievements:	Achievements:		
Spatial Development Framework	3.5	3.2.2	Review and finalise SDF by March 2013	31 Mar 2013	4	a) Draft complete and report to Council b) Consultative workshops by end of December 2012 c) Final approved SDF by end of March 2013	Target: Initiate the Technical review	Target: Stakeholders Consultation	Target: Adoption of the reviewed SDF for the next five years by Council	Target: Council Report adopting draft layout, etc.		
							Achievements:	Achievements:	Achievements:	Achievements:		
					15							
HUMAN SETTLEMENTS												
Management of the ESikhaleni Hostels	4.1.1	3.2.4	1. Appointment of contractor to undertake refurbishment of H862	31 Dec 2013	4	a) Quarterly progress report on the project	Target: 1 quarterly report	Target: 1 quarterly report	Target: Appointment of a contractor	Target: Council Report adopting draft layout, etc.		



STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
							Achievements:	Achievements:	Achievements:	Achievements:		
Refurbishment Programme			and completion thereof by end of March 2013 2. Completion of refurbishment of H395 by end of March 2013 3. Initiate tender process for refurbishment of H396 by end of December 2013.									
Implementation of uMhlathuze low-income housing project	4.2	3.2.4	Ensure construction of at least 30 houses per month. Submit quarterly progress reports to City Development Portfolio	30 Jun 2013	3	a) Copy of the beneficiaries list	Target:  Quarterly report	Target:  Quarterly report	Target:  90 houses Approved Beneficiary list	Target:  90 houses Approved Beneficiary list		
							Achievements:	Achievements:	Achievements:	Achievements:		
Implementation of Rural Housing Projects		3.2.4	1. Monitor progress with the construction of houses at Mkhwanazi and Madlele. Quarterly progress reports to be submitted to Council 2. Monitor progress with regard to Tranche 2 applications for Dube and Bhejane. Quarterly progress reports to Council.	30 Jun 2013	4							
							Achievements:	Achievements:	Achievements:	Achievements:		
					12							
BUSINESS SUPPORT, MARKETS & TOURISM												
Skills Development Programmes for Economic Development	5.1	3.1.1	Capacitating of 80 small scale farmers on Value Adding Skill	30 Oct 2012	3	a) Copies of attendance registers of participants b) Copy of the item to the Portfolio Committee on progress	Target:  Capacitating of 30 small scale farmers on Value Adding Skill	Target:  Capacitating 50 small scale farmers on Value Adding Skill	Target:	Target:		
							Achievements:	Achievements:	Achievements:	Achievements:		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
Assist Small Scale Farmers in Marketing their Agri-Businesses	5.2	3.1.1.	Ensure the hosting of an Agricultural Market Day by 30 October 2012.	30 Oct 2012	3	a) Minutes of Meetings with Stakeholders and or request letters for partnership/sponsorship. b) Requisitions. c) Advertisements / Posters d) Photographs of the day e) Attendance Register	<u>Target:</u>  1. Meeting with the agricultural stakeholders and or request letter for partnership/sponsorship.  2. Meeting with the small scale farmers  <u>Achievements:</u>	<u>Target:</u>  1. Hosting of the fourth Agricultural Market day.  <u>Achievements:</u>	<u>Target:</u>  <u>Achievements:</u>	<u>Target:</u>  <u>Achievements:</u>		
Supporting and Promoting of SMME's through mentorship programme	5.3	3.1.5	Selection of 10 SMME's to be put through six months mentorship programme	31 Dec 2012	3	a) Attendance register b) Monthly progress report c) Copy of the item to the Portfolio Committee on progress.	<u>Target:</u>  Monthly progress report  <u>Achievements:</u>	<u>Target:</u>  1. Monthly progress report. 2. Biannual progress report.  <u>Achievements:</u>	<u>Target:</u>  <u>Achievements:</u>	<u>Target:</u>  <u>Achievements:</u>		
Market uMhlathuze Municipality as a Coastal Destination of Choice in Northern KZN	5.4	3.1.5	Ensure that the profile of uMhlathuze be published in 2 publications by 30 June 2013	30 Jun 2013	4	a) Requisitions b) Advertisements c) Publications	<u>Target:</u>  <u>Achievements:</u>	<u>Target:</u>  <u>Achievements:</u>	<u>Target:</u>  <u>Achievements:</u>	<u>Target:</u>  Profile uMhlathuze in 2 Tourism Publications <u>Achievements:</u>		
					12							
<b>PROPERTY ADMINISTRATION</b>												
Sale of council owned erven in the City of uMhlathuze, to facilitate growth	6.1	3.3.1	Initiate procedures to alienate Council owned erven where a formal township establishment processes have been completed in accordance with Council's approved policy and make erven available to the market to the value of not less than R60M by 30 June 2013	30 Jun 2013	4	a) Maintain an updated list /register of erven that are transferable after the sale thereof b) Proof that at least R 50 M worth of real estate was made available to the market during 2012/2013	<u>Target:</u>  Quarterly report  <u>Achievements:</u>	<u>Target:</u>  Quarterly report  <u>Achievements:</u>	<u>Target:</u>  Number of Council owned erven advertised  <u>Achievements:</u>	<u>Target:</u>  Number of Council owned erven advertised  <u>Achievements:</u>		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
Lease Agreements	6.2	3.3.1	Finalise the review of all lease agreements with a view to determine if payments are market related and to submit a report to Council	30 Jun 2013	4		<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					5							
PROPERTY VALUATIONS												
Supplementary Valuation Roll	7.1	3.3.2	1. Extend the agreement with existing service provider for six months' until 31 Dec 2012. 2. Allocate the tender in respect of the second general valuation cycle that will be applicable from 1 July 2013 – 30 June 2017. 3. To finalise the 12 <sup>th</sup> supplementary valuation roll by 30 Sept 2012.	30 Jun 2013	4		<u>Target:</u> supplementary valuation roll	<u>Target:</u> Agreement Extended	<u>Target:</u> Allocate tender	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					6							
OUTDOOR ADVERTISING												
Illuminated Street Name Signs	8.1	3.3.3	Implementing 10 signs or more in the townships namely eSikhaleni and Ngwelezane. Five community signs will be erected at the municipal offices with community messaging in these areas.	30 Jun 2013	4		<u>Target:</u>	<u>Target:</u> 30 Dec 2012	<u>Target:</u> Approval of Tender Number of street names Designed, supplied, erected and maintained	<u>Target:</u> Number of street names Designed, supplied, erected and maintained		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Promotion of advertising Campaign (street pole advertising ) (litter bins advertising)	8.2	3.3.3	Promoting new street pole and litter bin campaign effective 30 Dec 2012.	30 Jun 2013	4	Tenders are serving at next evaluation committee meeting.	<u>Target:</u>	<u>Target:</u> 30 Dec 2012	<u>Target:</u> 10 I.S.N.S to be erected	<u>Target:</u> Campaign ongoing		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
Billboard advertising	8.3	3.3.3	New specifications to be compiled for the remainder two sites listed below. 1. Corner of Bullion Boulevard in front of Bay Plaza 2. Corner of East Central Arterial – New Extension Road.	30 Dec 2012	4	Specifications are being complied for the two remaining sites for 3x6 citi lites.	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
New projects 1. Composite Signs 2. Cantilever boards		3.3.3	1. New Specifications to be compiled for the introduction of composite signs at industrial areas for small business. 2. The cantilever is a new type of billboard advertising. New specifications are being compiled for this type of advertising.	30 Dec 2012	4	a) The target is Dec 2012. Tenders will be called for composite signs and cantilevers	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>	<u>Target:</u>		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
					18							

### STRATEGIC MANAGEMENT OF THE CITY DEVELOPMENT DEPARTMENT

Management of staff and communicate what is expected from them to ensure efficiency of staff.	9.1	4.1	Hold monthly meetings with departmental management informing them of Council resolutions impacting on the Department and keep record of minutes of meetings to communicate with staff and present evidence to Performance evaluation panel	30 Jun 2013	2	a) Copies of agendas b) Copies of attendance registers c) Copies of minutes for each meeting. d) Content of discussions and minutes to be aligned to improving efficiency and effective utilisation of staff	<u>Target:</u> 6 copies of minutes and Agenda.	<u>Target:</u> 6 copies of minutes and Agenda.	<u>Target:</u> 6 copies of minutes and Agenda.	<u>Target:</u> 6 copies of minutes and Agenda.		
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
Sufficient departmental response to	9.2	1.1.1	Respond to all internal and external audit enquiries and other general enquiries and	30 Jun 2013	2	a) Evidence of receipt of query recorded in a register and the date of response acknowledged by	<u>Target:</u> Quarterly report	<u>Target:</u> Quarterly report	<u>Target:</u> Implementation of recommendations within 30 days	<u>Target:</u> Implementation of recommendations within 30 days		

STRATEGIC OBJECTIVE		IDP	PERFORMANCE TARGETS	DATE	WEIGHT	Audit Evidence Requirement	REPORT ACHIEVEMENTS (with reference to supportive documentation)				DMM CD SCORE	EVAL PANEL SCORE
							Q1	Q2	Q3	Q4	Rating 1 2 3 4 5	Rating 1 2 3 4 5
							<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>	<u>Achievements:</u>		
internal and external audit and general enquiries and implement approved recommendations timeously.			implement all approved recommendations within 30 days unless there is reason why implementation is not possible, in which case an agreed extended date to be agreed with and approved by the CM to ensure an unqualified audit report relating to the DMM CD area of responsibility		4	auditors b) Measurement to be based on testing a random sample of 5 items, which would provide assurance that the recommendations have been consistently implemented from the action date indicated.						
<b>TOTAL</b>					<b>100</b>							

#### 4. CORE COMPETENCY REQUIREMENTS FOR THE DEPUTY MUNICIPAL MANAGER CITY DEVELOPMENT (CCR)

The ratings attached to this section will impact on the final performance score and will assist in identifying areas of development for inclusion in a personal development plan (PDP) for addressing developmental gaps.

1	2	3	4	5
Performance clearly below acceptable level.	Performance is competent in some aspects, but shows need for improvement in other aspects.	<b>Fully competent performance.</b>	Noticeably better than competent performance.	Distinguished performance, obvious to all.

Core Competency requirement		Description / Definition	Generic Standards for “Fully Effective” Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
A	Core Managerial Competency						
1	Financial Management	Compiles and manages budgets, controls cash flow, institutes risk management and administers tender procurement processes in accordance with generally recognised financial practices in order to ensure the achievement of strategic organisational objectives.	<ul style="list-style-type: none"><li>➤ Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate;</li><li>➤ Manages and monitors financial risk;</li><li>➤ Continuously looks for new opportunities to obtain and save funds;</li><li>➤ Prepares financial reports and guidelines based on prescribed format;</li><li>➤ Understands and weighs up financial implications of propositions;</li><li>➤ Understands, analyses and monitors financial reports;</li><li>➤ Allocates resources to established goals and objectives;</li><li>➤ Aligns expenditure to cash flow projections;</li><li>➤ Ensures effective utilisation of financial resources;</li><li>➤ Develops corrective measures/actions to ensure alignment of budget to financial resources; and</li><li>➤ Prepares own budget in line with the strategic objectives of the organisation.</li></ul>	Compulsory		10	
2	People Management and empowerment	Manages and encourages people, optimises their outputs and effectively manages relationships in order to achieve organisational goals.	<ul style="list-style-type: none"><li>➤ Seeks opportunities to increase personal contribution and level of responsibility;</li><li>➤ Supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches;</li><li>➤ Delegates and empowers others to increase contribution and level of responsibility;</li><li>➤ Applies labour and employment legislation and regulations consistently;</li><li>➤ Facilitates team goal setting and problem solving;</li></ul>	Compulsory		15	

Core Competency requirement		Description / Definition	Generic Standards for “Fully Effective” Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
<b>A</b>	<b>Core Managerial Competency</b>						
			<ul style="list-style-type: none"> <li>➤ Recognises individuals and teams and provides developmental feedback in accordance with performance management principles;</li> <li>➤ Adheres to internal and national standards with regards to HR practices;</li> <li>➤ Deals with labour matters;</li> <li>➤ Identifies competencies required and suitable resources for specific tasks;</li> <li>➤ Displays personal interest in the well-being of colleagues;</li> <li>➤ Able to manage own time as well as time of colleagues and other stakeholders; and</li> <li>➤ Manages conflict through a participatory transparent approach.</li> </ul>				
3	Client Orientation and Customer Focus	Willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice	<ul style="list-style-type: none"> <li>➤ Develops clear and implementable service delivery improvement programmes;</li> <li>➤ Identifies opportunities to exceed the expectations of customers;</li> <li>➤ Designs internal work processes to improve customer service;</li> <li>➤ Adds value to the organisation by providing exemplary customer service; and</li> <li>➤ Applies customer rights in own work environment.</li> </ul>	Compulsory		15	
4	Change Management	Initiates, supports and champions organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments	<ul style="list-style-type: none"> <li>➤ Performs analysis to determine the impact of changes in the social, political and economic environment;</li> <li>➤ Keeps self and others calm and focused during times of change or ambiguity;</li> <li>➤ Initiates, supports and encourages new ideas;</li> <li>➤ Volunteers to lead change efforts outside of own work team;</li> <li>➤ Consults and persuades all the relevant stakeholders of the need for change;</li> <li>➤ Inspires and builds commitment within own area for the change by explaining the benefits of change, and the process of implementing the change;</li> <li>➤ Coaches colleagues on how to manage change;</li> <li>➤ Proactively seeks new opportunities for change;</li> <li>➤ Identifies and assists in resolving resistance to change with stakeholders;</li> <li>➤ Designs specific projects to enable change that are aligned to the organisational objectives; and</li> </ul>	Choice		8	

Core Competency requirement		Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
<b>A</b>	<b>Core Managerial Competency</b>						
			➤ Uses the political, legislative and regulatory processes of the Public Service to drive and implement change efforts.				
5	ProgrMMe and Project Management	Plans, manages, monitors and evaluates specific activities in order to deliver the desired outputs and outcomes.	<ul style="list-style-type: none"> <li>➤ Establishes broad stakeholder involvement and communicates the project status and key milestones;</li> <li>➤ Defines roles and responsibilities for project team members and clearly communicates expectations;</li> <li>➤ Balances quality of work with deadlines and budget;</li> <li>➤ Identifies and manages risks to the project by assessing potential risks and building contingencies into project plan;</li> <li>➤ Uses computer software programmes to help manage project; and</li> <li>➤ Sets and manages service level agreements with contractors.</li> </ul>	Choice		10	
6	Service Delivery Innovation	Champions new ways of delivering services that contribute to the improvement of organisational processes in order to achieve organisational goals.	<ul style="list-style-type: none"> <li>➤ Consults clients and stakeholders on ways to improve the delivery of services;</li> <li>➤ Communicates the benefits of service delivery improvement opportunities to stakeholders;</li> <li>➤ Identifies internal process improvement opportunities to SDI;</li> <li>➤ Demonstrates full knowledge of principles on service delivery innovations;</li> <li>➤ Identifies and analyses opportunities where innovative ideas can lead to improved service delivery;</li> <li>➤ Creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and</li> <li>➤ Implements innovative service delivery options in own department/organisation.</li> </ul>	Choice		6	
7	Honesty and Integrity	Displays and builds the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.	<ul style="list-style-type: none"> <li>➤ Conducts self in accordance with organisational code of conduct;</li> <li>➤ Admits own mistakes and weaknesses and seeks help from others where unable to deliver;</li> <li>➤ Reports fraud, corruption, nepotism and maladministration;</li> <li>➤ Honours the confidentiality of matters and does not use it for personal gain or the gain of others;</li> <li>➤ Discloses conflict of interests issues;</li> <li>➤ Establishes trust and shows confidence in others;</li> </ul>	Choice		15	



Core Competency requirement	Description / Definition	Generic Standards for "Fully Effective" Performance	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
<b>A</b>	<b>Core Managerial Competency</b>					
		<ul style="list-style-type: none"> <li>➤ Treats all employees with equal respect;</li> <li>➤ Undertakes roles and responsibilities in a sincere and honest manner;</li> <li>➤ Incorporates organisational values and beliefs into daily work;</li> <li>➤ Uses work time for organisational matters and not for personal matters; and</li> <li>➤ Shares information openly, whilst respecting the principle of confidentiality.</li> </ul>				
<b>Total Core Managerial Competency</b>					<b>79</b>	

Core Competency requirement		Description / Definition	V (Choice)	Observation / Comment	Weight	Rating 1 2 3 4 5
B	Core Occupational Competency					
1	Knowledge of developmental Local Government.	This includes a working knowledge of Council Regulations, By Laws and Policies, National, Provincial and Local Government Structures and applicable legislation including the Municipal Finance Management Act, Municipal Structures Act and Municipal Systems Act, Municipal performance regulations, Administrative Justice Act and Access to Information Act.	Choice		15	
2	Knowledge of Performance Management and Reporting	Skills required to measure the general performance of processes within the SM ComS'S area of responsibility. This includes planning documents, budgets, research, delegations and authorisations. It involves being able to apply performance measurement techniques. It requires reporting in terms of legislative requirements and also when things do not go according to plan and then requires the appropriate corrective action to be taken.	Choice		6	
Total Core Occupational Competency					21	
Total Core Competency					100	

## 5. CONSOLIDATED SCORE (Refer to Performance Assessment Rating Calculator)

The consolidated performance Evaluation Results will be attached separately to this Performance Plan

## 6. LINK TO REWARD

The DMM CD's performance will be rewarded in accordance with Section 11 of the Performance Contract. (Regulation 32 (2) of the Performance Regulations gazetted in Notice No 805, published on 1 August 2006.)